

THE BEHAVIOUR OF EMPLOYEES AND MANAGEMENT AT MICROSOFT

Students' Names

1: Irena Dimitrova - 1914044

2: Nadya Vasileva-1908838

3: Iva Naydenova -1914746

4: Martin Aleksandrov-1913436

5: Georgi Peychinov -1912954

Module: Introduction to the Modern Workplace

Lecturer: Dr. Okeoma John- Paul Okeke

BA Business Management

UWTSD – London

Date: 01.09.2020

Table of Contents

The Behaviour of Employees and Management at Microsoft	3
Project Background	3
Goals and Objectives	4
Leadership and management behaviors	8
Group and Team Behaviors	13
Motivation and Perception	16
Conclusion	19
References.....	20

The Behaviour of Employees and Management at Microsoft

Irena Dimitrova

Project Background

The behaviors exhibited by employees at the workplace significantly depend on the management and leadership techniques employed by those in senior positions. The ability of the management of an organisation to motivate its employees positively impacts on their ability to facilitate the realisation of positive individual and organisational results. Microsoft is among the world's leading technology companies that heavily invest in employee motivation as the key to experiencing the best results in business. In this team project, various aspects that influence behavior of employees and management at Microsoft shall be explored using different models and theories. The aspects have been segmented thematically into goals and objectives, leadership and management behaviors, group and team behaviors, and motivation and perception.

Company Background

Founded in 1975 by Bill Gates and Paul Allen in Albuquerque, New Mexico, Microsoft is among the leading companies in the technology industry. The company deals in products, such as Azure cloud services, Windows operating system, and Office applications. The company has been able to attract an increased number of consumers ranging from those that run small businesses to their counterparts with some of the biggest companies. Success of the company and its continued competitive advantage over key rivals, such as Apple and Google can be attributed to the ability of the management to promote employee motivation through team dynamics (Microsoft.com, 2020).

Mission

The mission of the company entails empowering every individual and every organisation situated on the earth to ensure that they achieve more. Boldly presented, empowerment is the backbone of the company as demonstrated in its mission statement as it also forms the key objective that Microsoft seeks to achieve (microsoft.com, 2019).

Vision

The vision of the company entails striving to create local opportunities and growth and to impact on every nation around the world. The main aim of this mission entails ensuring that the mission is achieved through utmost empowerment of all individuals and companies globally (microsoft.com, 2019).

Goals and Objectives

Goals refer to the outcome statements that mainly defined what a company seeks to achieve in both programmatic and organised manner. They are a collection of all the related programs and actions that companies through their managers, seek to achieve (Hallahan, 2015). On the other hand, objectives can be defined as the precise, time-bound and measurable actions that foster the completion of an organisational goal. The objectives formulated by an organisation must therefore always be SMART which means they have to be specific, measurable, achievable, realistic, and time bound. At Microsoft, goals and objectives acts as the guide towards the achievement of business success.

Goals and Objectives of Microsoft

Microsoft Company has three key goals and they include to reinvent productivity and all business processes, to build a highly intelligent cloud platform and to create an increasingly personal computing experience. The goals and objectives of the company are derived from its

mission statement which fosters the empowerment of all individuals and every organisation to enhance the achievement of more (microsoft.com, 2019).

Importance of Goals and Objectives

The importance of goals and objectives within an organisation, such as Microsoft can be attributed to four key functions that include providing guidance and direction especially to the workforce, facilitating organisational planning, motivation and inspiration of employees, and promoting the evaluation and control of performance (Hallahan, 2015). At Microsoft Company, these are some of the key reasons for the establishment and implementation of goals and objectives.

Provide guidance and direction. Goals and objectives inform employees on the direction that the company is following and the plans it has put in place to reach there. At Microsoft this can be manifested for instance, by the goal to create personalised computing which employees at the company strive to ensure that both SMEs and large companies can access. When they encounter difficult situations at the workplace, employees make the company's goals as the point of reference and for clear directions (Rieckmann, 2017).

Facilitate planning. Goals and objectives also promote planning which dictates how the goals of the particular company would be achieved. Planning helps in ensuring that all the operations within an organisation are time-bound hence, reducing delays and wastage of time during production and provision of services to customers (Rieckmann, 2017). At Microsoft, to further enhance effective planning, employees often set goals that seek to satisfy an organisational need hence, boosting their motivation and performance levels.

Motivate and inspire employees. For the success of a company, it is vital to ensure that all the needs of the employees at the workplace are catered for. This can be achieved through setting up goals and objectives that seek to foster improved human relations at work. At Microsoft, through its goals and objectives geared towards the empowerment of people, the management has been able to boost the levels of motivation and inspiration among the workforce. This further boost both personal and organisational performance (Hallahan, 2015).

Evaluate and control performance. Goals and objectives also promote the evaluation and control of performance at the workplace. For instance, through goals and objectives, the management of Microsoft has also been able to compare its actual organisational performance to its goals and objectives. This offers room for making possible amendments to ensure that performance tallies with the expected goals. Furthermore, goals also foster performance appraisal whereby, employees that exhibit the best results receive rewards (Hallahan, 2015).

Nadya Vasileva

How Goals and Objectives are established

According to Latham (2016), organisational goals specifically refer to the strategic objectives set by the management of a company to outline the expected outcomes and provide guidance and leadership to employees. The main aim behind the establishment of goals at a company, such as Microsoft entails guiding the efforts of employees, continuous justification of the activities of the company and its existence, defining the performance standards of the organisation, and restraining the company from pursuing unnecessary goals.

At Microsoft, the establishment of goals has always been guided by the following principle that entails the need for goals to be specific, measurable, achievable, and time-bound. This leads to the formation of goals that are extremely clear, realistic, and visionary. Furthermore, at the company, it is common knowledge that goal setting is not the main issue but the achievement process in which the management and team of employees put mutual efforts (Latham, 2016).

In the establishment of goals and objectives, it is vital to possess knowledge of the different types of goals. For instance, at Microsoft, the management understand that there are mainly two types of organisational goals which include official and operative goals. Official goals are mainly established with an aim of being achieved by the company while operative goals are those established to achieve a certain desirable outcome (Bratton, 2020).

At Microsoft, the establishment of official goals, such as enhancing empowerment in the world is mainly aimed at offering the company's aims as described in the mission statement or other public statements, such as annual reports that the company often releases to its stakeholders. This types of goals have often helped Microsoft to build its public image and reputation in the telecommunication industry (Bratton, 2020). On the other hand, the operative goals, such as increasing sales at the company by a significant percentage over a certain period to enhance empowerment seeks to achieve the original purpose of the company enshrined in its mission.

Undeniably, goals and objectives within an organisation are established distinctively. For instance, while goals can be established as derivatives of the mission and vision statement of an organisation, objectives are established upon performance of SWOT analysis on the internal environment of an organisation. At Microsoft, goals, such as empowerment of the world has been derived from the mission statement of the firm. On the other end, the objectives of the

company, which often change depending on the internal conditions of the company have always been established by conducting SWOT analysis which reveals the strengths, weaknesses, opportunities and threats within the internal environment of the organisation (Rieckmann, 2017).

Leadership and management behaviors

Leadership and management play vital roles within an organisation as they ensure that the human, physical, and financial resources of a company are effectively led and managed. At Microsoft, it is through effective adoption and implementation of various leadership and management theories that the company realises business success and improved market share against its key rivals. This section focuses on the leadership and management behaviors at Microsoft with a keen focus on human relations theory and behavioral management theory respectively.

Leadership and Leadership Style at Microsoft

Leadership refers to the process by which an individual influences a group of people to enhance the achievement of a common goal (Al Khajeh, 2018). In carrying out leadership roles, leaders adopt variant styles that include autocratic, laissez-faire, or democratic. However, at Microsoft, the leadership has highly invested in the acquisition and implementation of employee opinions for improved business. This therefore promote the employment of democratic style of leadership to lead employees at the company.

Democratic Style of Leadership

According to Al Khajeh (2018) this style is also referred to as participative or shared leadership in which in an organisation, the members of a team take a more participative role in the decision-making process. At Microsoft, this leadership style can be exhibited by the ability of those in

senior positions to offer an opportunity to their juniors to participate and exchange ideas freely thus, encouraging discussions and disagreeing to agree Al Khajeh, 2018). For instance, during the project for the improvement of personalised cloud system, the leadership at Microsoft ensured that all employees participated in the decision making process and freely shared their ideas.

Although this type of leadership style mainly centers on the quality of the group or team together with the flow of ideas, the leader of the team still plays a vital role in the provision of guidance and control to the team role and members (Al Khajeh, 2018). At Microsoft, the adoption of democratic leadership style has always ensured that leaders decide on who should be in the group and their contributions towards the decisions made in the group. Undeniably, the adoption and implementation of this leadership style at Microsoft has significantly led to higher productivity and increased team morale among employees.

Iva Naydenova

Human Relations Management Theory of Leadership

This theory was developed by Merriam Webster who defines human relations as the study of the problems that arise from organisational and interpersonal relations of humans. Although there are other theories, the human relations theory is the most applicable especially within companies, such as Microsoft that heavily depend on the innovative ideas of employees to develop and improve their products and services. The application of the theory at the company can be demonstrated by the support the leadership offers employees in their career development paths (Bratton, 2020). This theory's effective highly relies on the implementation of five key human

relations skills that include communication, conflict resolution, multi-tasking, negotiation and organisation.

Communication. This is one of the essential aspects of the human relations theory of leadership that should be present at the workplace. At Microsoft, effective communication ensures that employees are not only on the same page in terms of their roles and responsibilities but also exhibit motivation on how they are valued by those in leadership positions at the company. In enhancing better relations through effective communication, the leadership at Microsoft always ensures that they use language adaptable to various situations for instance, through the modification of their word-choice and levels of formality while dealing with various stakeholders, such as employees and customers (Bratton, 2020).

Conflict Resolution. This is a significant skill captured in human relations theory that seeks to ensure that leaders help their teams to work together in a more civilised manner. This skill acknowledges that individuals in a team can work together to achieve shared goals irrespective of the fact that they may not agree with one another on all the issues or points. At Microsoft, when dissent arises, then leaders ensure that they take individual opinions and perspectives into account thus, making each of the warring parties to feel valued, heard, and understood (Bratton and Gold, 2017). While it is close to impossible to make everyone fully happy during conflict resolution, it is vital to ensure that team harmony has been restored and disagreement abated.

Multitasking. In carrying out their leadership roles and responsibilities, leaders face countless issues and tasks that require to be solved promptly and on a daily basis. This is due to the fact that they are not responsible for themselves but for the teams that they lead. At Microsoft, to effectively achieve multitasking goals, the leaders ensure that they are able to manage multiple priorities at once or at the same time (Bratton and Gold, 2017). This has increasingly boosted the

flexibility of leaders at the company to carry out their roles while also pushing for the adaptation to workplace changes that impact on the productivity and workflow of employees.

Negotiation takes place regularly in the workplace as it fosters the navigation of employment offers and establishment of agreement between stakeholders. It also promotes the management of opposing viewpoints at the workplace. To leaders at Microsoft, the possession of strong negotiation skills help to keep peace between the leadership team and employees at the company. This skills have always ensured that when unanimous decisions are made, the art of reaching mutual agreements leaves all the parties satisfied (Bratton, 2020). Undeniably, effective negotiation skills at Microsoft among the leadership teams are anchored on impeccable communication techniques exhibited by leaders.

Organisation. According to Webster, this is the ultimate skill that should be possessed by a leaders that follows the human relations theory in leading teams at the workplace. This skills impacts on almost all the areas of the workplace for instance, at Microsoft, organisation impacts on the physical workplace and workflow process which must always be kept organised. This skill further require leaders to always ensure that they manage their time properly especially while multitasking (Shin et al, 2015) At Microsoft, it has influenced the organisation of tasks depending on their time-sensitivity and prioritisation.

Management and Management Theory at Microsoft

According to Daft and Marcic (2016), management can be defined as the tasks that are involved in the provision of direction within an organisation. It mainly encompasses for roles that include planning, organising, leading, and controlling at Microsoft Company. The planning role deals with outlining how tasks should be performed to achieve desired goals while additionally at

Microsoft, the organising role of management deals with the assignment of various tasks to individual employees or teams. The leading role of management at the company deals with guiding operational activities to ensure that productivity is improved (Daft and Marcic, 2016). Undeniably, controlling deals with obtaining information on recent performance and comparing it with already established standards. It influences the measurement and improvement of performance at the workplace.

Behavioral Management Theory

This theory of management was developed by Elton Mayo and it addresses the human dimension of work. The theory posits that productivity in the workplace can effectively be achieved through better understanding of human behavior in terms of various aspects that include expectations, conflict, motivation, and team dynamics (Jones et al, 2016). The application of this theory at Microsoft Company can better be expressed by the way managers understand the human aspects to workers and effectively treat the employees as vital assets in the workplace. Undeniably, the adoption and implementation of the theory in the company enables improved motivation of the workforce to foster provision of quality technological services to customers (Durana et al, 2020).

The application of this theory at Microsoft can further be exhibited by the ability of the management to take a special and keen interest in the plight of workers and make feel special as part of the workforce in the company (Durana et al, 2020). This theory's application at Microsoft encourages the management to shift focus from operations only but also centre attention on employee satisfaction for instance, through the provision of quality working conditions as a significant means of increasing individual and organisational productivity.

Martin Aleksandrov

Group and Team Behaviors

According to Arshad and Ismail (2018) a team refers to either two or more people that come together to work interdependently towards the achievement of a shared goal or objective. On the other hand, teams work best when they form group dynamics which closely refer to the distinct roles and behaviors exhibited by team members and by which they impact other members of the group. At Microsoft, team dynamics influence how team members feel about each other, their attitudes, motivation and conviction towards team tasks. This can effectively be described through the use of Lewin Kurt's team dynamics model of change management that describes the behavior of team towards change.

Kurt Lewin's Model of Group Change Management

The model was introduced by Kurt Lewin in 1951 and perceives behavior as the balance provider for different forces operating in opposing directions. Kurt believed that in seeking to bring change at the workplace for instance, through development and implementation of an idea or innovation of a product, three key steps must be followed to enhance teamwork (Cummings, Bridgman, and Brown, 2016). The three stages of change management as identified by the model and applicable at Microsoft Company's team dynamics include unfreezing, changing, and refreezing.

Unfreezing. This stage deals with the process of changing behavior to make amends to the existing situation. The stage strives to ensure that all the resistance that may arise among team members have been effectively dealt with thus, promoting the achievement of group conformity. At Microsoft, the management has always ensured that while working in teams, the driving forces, such as motivation that boost employee engagement and participation are increased while restraining forces, such as conflicts are decreased to improve attain equilibrium in group

performance of organisational tasks (Cummings, Bridgman, and Brown, 2016). The stage vitally helps in recognition of issues and brainstorming to find viable solutions.

Changing. This stage deals with three key activities that include persuading the workers to agree that the previous status quo is neither beneficial to them nor the company thus, encouraging them to view the issue from a different perspective. It also deals with encouraging the team members to work together in the quest for a new status quo or solution to an issue. The third one entails connecting the views and opinions offered by the team members to those of leaders in the company that also support change (Burnes and Bargal, 2017). For instance, during the launch of the project for the development of personalised cloud systems at Microsoft, this stage played a vital role in shaping the opinions of teams at the company towards the adoption of the innovation.

Refreeze. This step mainly occurs upon the implementation of change thus, if the stage is not taken or followed, employees are more likely to go back to the former ways as the change may be short-lived. The step deals with the integration of new values among the workforce to ensure that the new equilibrium is stabilised within the company (Burnes and Bargal, 2017). At Microsoft, this step has often been achieved through the adoption and implementation of policies that foster the integration of new innovations and ideas into the daily operations of the company.

Tuckman's Theory of Team Development

In the management of teams and groups in the workplace, it is vital to implement theories and one such entails Tuckman's team development theory. In his theory, Tuckman believes that for a group or team to perform effectively, four key stages must be followed. The stages include forming, storming, norming, and performing (Peralta et al, 2018). At Microsoft Company, the

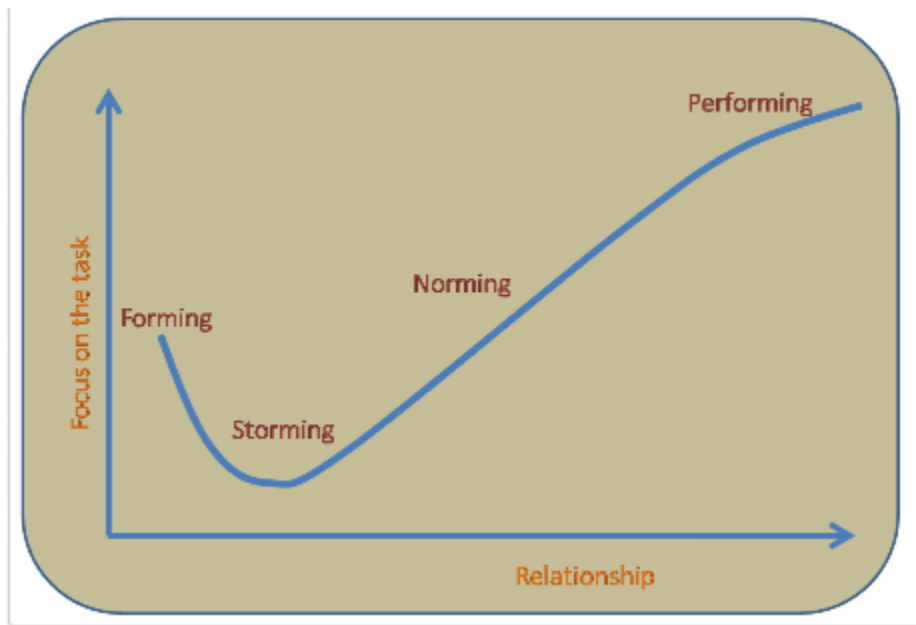
ability of team leaders to adhere to this theory has always ensured that team tasks are effectively completed and within the expected deadlines.

Forming. This is the initial stage of team development that can often be full of confusion and possible yelling at each other by the group members. In this stage, all the group members strive to find a place in the team hence, chaos and conflicts are bound to erupt. At Microsoft, the team leaders have always ensured that during forming, the members are allowed to express their confusion and distaste to ensure that all the negative energy has been dealt with before moving to the subsequent stage (Peralta et al, 2018).

Storming. In this stage, the team members begin to view themselves as part of the team. The stage also presents an opportunity for the team members to challenge themselves on what they can do, what the group is all about and how things should be done. The stage is therefore a typical conflict and confrontation phase that leads to understanding the real need for the team (Jovanović et al, 2016). At Microsoft, during team tasks, leaders have always ensured that the members air their views during the storming stage to ensure that they are on the same page and ready to put in much effort towards the achievement of shared team goals.

Norming. This is the stage whereby the team members start coming together and developing processes that would help in the achievement of the goals of the team task. They also start to establish ground rules that would guide the team apart from defining who will do what and how things will be done. This phase leads to the development of increased togetherness among members of the same team (Jovanović et al, 2016). At Microsoft, the implementation of this stage during team development has always improved unity and zero conflicts in the performance of team tasks in the various operational units.

Performing. This is the last stage of Tuckman's team development theory. It centers on increased focus on the team task as well as the relationships created among the members of the group. The stage centers on the belief that impeccable performance can be achieved when people effectively work together. At Microsoft, this stage of team development has been among the key reasons for the exemplary employee relations experienced at the organisation (Peralta et al, 2018). The stage is then followed by adjournment that entails wrapping up the team in readiness for the next task.



Tuckman's Stages of Team Development

Georgi Peychinov

Motivation and Perception

According to Franco-Santos and Doherty (2017), motivation refers to the level at which an individual seeks and chooses to engage in specific actions or behaviors. On the other hand, perception refers to how someone or individuals perceive, regard or understand something. At the workplace, motivation plays a vital role in influencing positive drive among employees to

ensure the realisation of positive results. There are several theories that influence positive motivation at the workplace. However, the most applicable at Microsoft Company entails Herzberg's theory.

Herzberg's Theory of Motivation

The theory was developed by Frederick Herzberg's in 1959. It argues that at the workplace, there are two categories of factors that influence employee productivity. They include motivators and hygiene factors. Motivators are those factors that encourage employees at the workplace to work harder. On the other hand, hygiene factors are those that would not encourage the workers to work harder but would lead to lack of motivation if they are not present (Herzberg, 2017). This section focuses on the motivators and hygiene factors applicable at Microsoft Company.

Motivators

Recognition as a motivational factor refers to the ability to identify the productivity of an individual. In the workplace, this can be achieved for instance, through the provision of awards to employees that realise the best performance. At Microsoft, the management has heavily invested in monthly and annual awards that help in the recognition of the best performers. This has also positively influenced motivation among those that do not receive rewards as they strive to do better the subsequent times (Herzberg, 2017).

Growth is also a vital motivator in the workplace as it boosts the acquisition of advanced skills and knowledge in the line of work of the specific employee. For instance, at Microsoft, to enhance growth and development, the management constantly encourages employees to engage in career development and continuous learning activities for instance, through coaching, mentoring and registering for short online courses. This has positively influenced the acquisition

of advanced skills among employees, thus encouraging to become better each day (Latham, 2016).

Responsibility refers to the act of being accountable on the duty that one is tasked to perform. Through responsibility at the workplace, an individual should be able to demonstrate reliability and dependability. At Microsoft, this is one of the motivation factors as through responsibility, even though employees commonly work in teams for the realisation of the best organisational results, they always exhibit individual responsibility that encourages them to strive for the best. The ability to be accountable and take responsibility for one's action increasingly motivates Microsoft employees to realise the best organisational results (Herzberg, 2017).

Hygiene Factors

Relationships in the work are part of the hygiene factors that although they do not promote motivation, without them, employees would be highly demotivated. They create a conducive work environment for all workers within an organisation. At Microsoft, this can be exhibited by the best employer-employee relations (Latham, 2016). For instance, those in the managerial positions have always been friendly to their juniors hence, creating better working conditions and environment. Better relations at the workplace further influences the provision of quality products and services to customers.

Remuneration and Salary are also key hygiene factors that positively influence productivity at the workplace. They mainly entail the money that an individual is given for the work done or service offered. At Microsoft, the management ensures that employees receive their salaries and remunerations in accordance with the minimum wage regulations. This means that depending on the work or role that an employee performs at the company, they would receive salary worth the

effort they have put in the task and according to the employment contract they signed when they got employed at the company (Latham, 2016). Although salary does not directly motivate an employee, lack of it would lead to lack of morale among the workforce at the company.

Security is also a vital factor that determines the work hygiene within an organisation. This encompasses the physical and health security of the workforce in a company. For instance, lack of proper maintenance of equipment at the workplace may lead to physical injury that negatively impacts on the productivity of employees. To curb this and promote the existence of the best workplace environment, the management of Microsoft constantly ensures that the equipment are well serviced and there is plenty of emergency equipment to deal with calamities, such as fire outbreaks (Herzberg, 2017). The employees are also insured against health catastrophes hence, improving their ability to perform better at the company.

Conclusion

In summary, the management of employees at the workplace depends on the leadership styles as well as theory and management models adopted and implemented. Microsoft is among the leading technological companies that continue to attract a higher competitive advantage over major rivals due to the ability of the leadership to adopt democratic style in leading the employees. The company also adopts human relations theory of leadership that has helped in improving workplace relations hence, a significant positive impact on the level of productivity. Undeniably, through motivation and observation of team or group dynamics, the company has been able to ensure that employees constantly exhibit positive behaviors.

References

- Al Khajeh, E.H., 2018. Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, pp.1-10.
- Arshad, R. and Ismail, I.R., 2018. Workplace incivility and knowledge hiding behavior: does personality matter? *Journal of Organizational Effectiveness: People and Performance*.
- Bratton, J. and Gold, J., 2017. *Human resource management: theory and practice*. Palgrave.
- Bratton, J. ed., 2020. *Organizational leadership*. SAGE Publications Limited.
- Burnes, B. and Bargal, D., 2017. Kurt Lewin: 70 years on. *Journal of Change Management*, 17(2), pp.91-100.
- Cummings, S., Bridgman, T. and Brown, K.G., 2016. Unfreezing change as three steps: Rethinking Kurt Lewin's legacy for change management. *Human relations*, 69(1), pp.33-60.
- Daft, R.L. and Marcic, D., 2016. *Understanding management*. Nelson Education.
- Durana, P., Valaskova, K., Vagner, L., Zadnanova, S., Podhorska, I. and Siekelova, A., 2020. Disclosure of strategic managers' factotum: Behavioral incentives of innovative business. *International Journal of Financial Studies*, 8(1), p.17.
- Franco-Santos, M. and Doherty, N., 2017. Performance management and well-being: a close look at the changing nature of the UK higher education workplace. *The International Journal of Human Resource Management*, 28(16), pp.2319-2350.
- Hallahan, K., 2015. Organizational goals and communication objectives in strategic communication. *The Routledge handbook of strategic communication*, pp.244-266.

- Herzberg, F., 2017. *Motivation to work*. London, Routledge.
- Jones, T.M., Donaldson, T., Freeman, R.E., Harrison, J.S., Leana, C.R., Mahoney, J.T. and Pearce, J.L., 2016. Management theory and social welfare: Contributions and challenges. *Academy of Management Review*, 41(2), pp.216-228.
- Jovanović, M., Mesquida, A.L., Radaković, N. and Mas, A., 2016. Agile retrospective games for different team development phases. *Journal of Universal Computer Science*, 22(12), pp.1489-1508.
- Latham, G.P., 2016. *Work motivation: history, theory, research, and practice*. London, Sage.
- microsoft.com (2019). Investor Relations. Accessed online on 04.09.2020 at <https://www.microsoft.com/en-us/Investor/corporate-governance/goals.aspx>
- microsoft.com (2020). About Microsoft Company. Accessed online on 04.09.2020 at <https://www.microsoft.com/en-us/about>
- Peralta, C.F., Lourenço, P.R., Lopes, P.N., Baptista, C. and Pais, L., 2018. Team development: Definition, measurement and relationships with team effectiveness. *Human Performance*, 31(2), pp.97-124.
- Rieckmann, M., 2017. *Education for sustainable development goals: Learning objectives*. UNESCO Publishing.
- Shin, Y., Sung, S.Y., Choi, J.N. and Kim, M.S., 2015. Top management ethical leadership and firm performance: Mediating role of ethical and procedural justice climate. *Journal of Business Ethics*, 129(1), pp.43-57.

