

University of Wales Trinity Saint David

INTRODUCING
THE
MODERN WORKPLACE
KELLOGG'S

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INTRODUCTION

It is very important for employees to work in different environment. There is very much difference in the old workplace and modern workplace. World has been changed very much in this context. Before employees were treated very badly and there were not good working conditions in which employees can work but nowadays major focus is given on the working conditions. Kellogg's is a multi-national company operating in different parts of the world. The main office of Kellogg's is situated in Michigan, United States. Kellogg's deals with various food items like cookies, cereals, flakes and more. The main aim of Kellogg's is to provide food items in each and every part of the world. The report is about the modern workplace which is provided by companies like Kellogg's. The report includes various goals and objectives of the company, various leadership styles used in companies and how employees should work in group. In the last the report also include various motivation theories used by Maslow and how they can boost the employees to achieve organisational goals.

Task 1 Background of project and related organisation

Kellogg's had belief in nutrition and he wanted to work for improving wellbeing of people in society. W.K. Kellogg has started first breakfast cereal business. It later on becomes the most trusted brand in this industry. The vision of firm is to enrich world by offering them healthy food. Purpose of Kellogg's is to develop nourishing families. Kellogg's has promoted healthy workplace environment where people like to work and put their best efforts to get positive results. The firm is continuously working to create healthy food that can flourish the person. Enterprise promotes value based culture where individual like to work. It puts the people first and ensure that their needs get fulfilled. (Antonakis and Day, 2017)

It is an American food firm that manufactures healthy food and sell it across the world. Its major products' are cereal, cookies, toaster pastries etc. It markets its products in more than 180 countries. In the year 2017 firm has generated 12.923 billion revenues and its operating income was 1.946 billion. Total assets of business is 16.350 billion as per 2017 records. In the year 1908 it has merged with Sanitas Nut food firm and started selling nut, meal substitutes items. After that it has started selling all its food items with the tradename" Kellogg`s" It is growing with the rapid speed and in 2012 it has become the second largest snack enterprise worldwide. In 2017 it

has taken decision of acquiring Chicago based firm Rxbar. Venezuela was facing economic crises hence in 2018 Kellogg has stopped its operations in that nation (Barsade and Knight, 2015).

Workplace of Kellogg's is healthy; people spend their time for the growth of business. They want reward which makes them satisfied towards the brand. It was necessary for business to market its products effectively otherwise it would have become difficult for it to sustain in market for longer duration. It has designed attractive logo that has gained attention of mass audience. Furthermore, it is the major sponsor of the famous show "Whats my line". All these marketing tactics have made the firm successful in this industry and it has become the global brand.

Task 2 Goal and objective

Every company must have some goals and objectives and they should be established by following some styles and theories. Kellogg's company has many objectives in its company. Some of the objectives of Kellogg's are:

- 1) Increase its market: Kellogg's want to increase its market share in the economy. Every company want to increase its sale and it can be done by increasing the number of people consuming the good. The market share can also be increased by the company by providing good services to customers. Many companies after selling their products do not provide any services to its customers and this reduces the number of customers.
- 2) Bring new product in the market: Kellogg's wants to bring new and innovative products in the market and this will increase the profits of the company. The company by bringing new product will give employment to more people. This will increase the goodwill of the company in the market.
- 3) More employment: the company want to increase the number of employees working in it. This can be achieved by increasing the market share. The company can achieve this target by producing more products and increasing the number of products in the market. More people will be needed to produce more products and this will lead to more employment generation.
- 4) Proper monitoring of material: Due to loss in material the company wants to properly have full records of all the material and services which it gives to employees. Material

should be handled properly and company wants to attain it by bringing new handling machines in the company (Harris, and Sherblom, 2018).

Task 3 Leadership and management behaviours

Leadership is the practical skill that reflect capability of a person to lead team and guide them well so that they can perform their work significantly. It is the process of influencing behaviour of others. Leaders are responsible for leading team and guiding them well so that all employees become positive towards the brand and they put their hard efforts to meet the organisational goal.

Situational leadership theory states that leaders are the responsible person those who have to take actions as per necessity of situation. Constant behaviour is unable to meet the organisational goal hence to deal with different conditions leaders have to analyses situation and accordingly have to react. It highlights four major kinds of leadership styles such as telling, selling, participating and delegating (Bell, McLoughlin and Kindred, 2017).

Telling style of leadership explain that leaders have to tell its workers what they actually have to do. Individual is responsible for guiding them and making them understand with their actual working profile. If there are new candidates in the organisation, at initial level employees feel under confident and they feel nervous to raise their quarries. In such condition leaders have to react friendly so that individual feel comfortable and perform well. Selling style explains that leaders have to sell ideas and followers have to execute these ideas. Whenever enterprise face any difficulties then leaders have to find innovative ideas and employees execute these ideas into reality in order to resolve complex situations. Participating style highlights that leaders need not to guide people to much, it gives authorities to group members to make their own decisions and get positive results. Delegating style is also known as hands-off approach in which team members take responsibilities of all activities and they ensure that actual goal of firm can obtained (Bjerke and Renger, 2017).

Leaders of Kellogg's always ensure that they give respect to their workers and make them comfortable in the firm. Leaders adopts situational leadership style where leaders understand situation and accordingly make their judgements. All the employees of each department work together, leaders develop communication between them so that they exchange their views easily.

This helps leaders of Kellogg's in completing work effectively. Apart from this, leaders motivate workers so that they become positive and support the firm in every complex condition. Leaders offer them good pay and also give them incentives for their extra efforts. All these things motivate them. Apart from this, leaders behave friendly with team members and give them authorities to make their own decision. This makes them feel valued which encourages employees of Kellogg's to stay in the organisation for longer duration.

Leaders of Kellogg's are pacesetting, they set some very aggressive goals and always drive their workers to reach to that level. This thing motivates employees and encourages them to become more committed towards the organisation. This kind of behaviour of leaders creates a positive workplace atmosphere and all the people work together to accomplish the objective of business unit greatly. Leaders of Kellogg's also have affiliative behaviour, they boost morale of staff members and always work to build an effective team. This kind of approach is suitable where there is heavy workload or people are in stress of work. By adopting this kind of behaviour, leaders of Kellogg's build trust of employees and make them able to feel happy in heavy workload (Carreno, and Dolle, 2017).

Due to affiliative behaviour of leader's people spend quality time at workplace and they follow instructions of their higher authorities without raising a single question. They believe that top management is working for their welfare hence they follow their instructions. This thing gives benefit to business and Kellogg's company has become able to accomplish its goal successfully.

Management behaviour

Management can be defined as art of dealing with people and managing them. Managers are the most important person in organisation, their management style and best practices always support in running firm successfully and gaining desired results (Goudreau, and et.al., 2015).

Scientific management theory is considered as very old approach that always emphasises on reducing wastage and improving production efficiency. It concentrates on improving operational efficiency of employees so that they work better in the firm. Taylor's scientific management theory always concentrates on improving performance of workers. This theory ensures that workers can get motivated by getting attractive pay and money. This theory states that workers don't like to work in highly controlled atmosphere. They don't want close

monitoring because it makes them feel overburdened. Taylor's theory of management highlights that if employees are given freedom then they feel relaxed and put more efforts. Managers have to schedule tasks effectively and have to break work of each staff member in easy manageable sections so that individual does not feel overburdened. Clear working planning helps in managing work significantly and completing all tasks without failure.

Scientific management highlights that managers are required to give training to their staff members so that people understand their job and perform it well. If they have no knowledge about their work then it may make them uncomfortable hence it is very important for the managers to give training to employees so that employees feel confident and perform their job significantly.

Kellogg's always ensures giving wages to employees as per their productivity. Managers of Kellogg's give incentives to staff members that motivates people and make them positive towards the brand. Incentives to workers fulfil their financial needs which makes people loyal towards the brand and make them able to become more productive. Apart from giving monetary benefit to employees, managers of Kellogg's also give holidays to workers. Some people want incentives or extra wages whereas some want time. Managers of the entity give them time so that they can spend more time with their family members. This kind of rewards always encourages people and make them more productive towards the business unit. That is the reason that staff members of Kellogg's company are more devoted and they are working in organisation for longer duration (Grint, and et.al., 2016).

Behaviour of management plays significant role in business unit, if managers are unable to behave well with staff members then it can create problem for the firm and entity will get failed to accomplish its goal successfully. Manager of Kellogg's company always shows their commitment towards the organisation, they make the employees aware with objective of Kellogg's and ensure that people also become committed towards the brand. Transparency is another major behaviour aspect of managers. It is essential for the managers that to maintain transparency with other employees, there should not be anything hidden between management and team members. This kind of behaviour develops trust between staff members and top management and both they support each other and work together to accomplish goal of business unit. Managers of Kellogg's ensure making clear and effective communication between all level of employees. By this way all the people listen each other carefully and they understand

necessary of each task. This supports in aligning the business activities with the organisational goal and raising production ability of enterprise (Güss, Burger, and Dörner, 2017).

Managers create healthy workplace culture where employee feel happy and secure. This kind of positive workplace culture helps in managing people well and raising their contribution towards the brand. Managers behave enthusiastic in front of staff members, they appreciate people for their best efforts and contribution. Managers give respect to the views of all workers which develops confidence among all staff members and they feel valued in the Kellogg's.

Task 4 Group and team behaviour

Group can be defined as interaction between two or more people those who work together in order to accomplish the common goal of firm. Group are of two types: formal and informal. Formal groups are such group which is created by organisation for performing particular task. Behaviour of group members is very formal as they interact with each other in work related contexts. Command group is the kind of formal group where people in a collection of people those who report to their higher authorities and they have to fulfil commands of their top management. On other hand interest group is another kind of formal group where people work in a group in order to accomplish particular project.

Informal group is another kind of club where people work together but they have friendship and communicate with each other on official and non-official's matters. Task group is the type of club where group of people work to complete particular task.

Kellogg's company forms a group for accomplishing particular project. Enterprise ensures that all group members work effectively in particular project. Kellogg's has made some organisational norms which is essential to be followed by all employees those who is a group. They have to behave disciplined and have to follow instruction of their higher authorities sincerely.

Tuckman theory of group development states that each company has to form a group in systematic manner. There are five basic phases that are necessary to be ensured in order to form an effective group.

Forming is the first phase in which individual starts knowing each other, they don't know each other hence there is no conflicts between group members. But also they do not have their own opinion for other because of unfamiliarity between group members. This is an initial level

where people have no knowledge about their work and they even are unaware with their actual role. In such condition leaders has to adopt directive leadership style where leader of Kellogg's company direct group members and have to guide them so that they can understand their work and can work on it. In this phase group leader develops communication between all individuals so that they can understand each other and can become comfortable in working in group.

Storming phase is next stage where people starts communicating with each other and familiarity between them raised. But conflicts also get arisen because people starts competing with each other. Members of group become little comfortable in a group and leaders develops professionalism among all group members. Leaders of Kellogg's make them able to take their own decisions so that all people work together and concentrate more on actual task rather than their personal relationships of conflicts.

Norming is next phase where group members show their acceptance and everybody performs their work effectively. Every group member become responsible towards their job and they become committed towards the Kellogg's company.

Performing is the stage where people becomes self-management, all group members become operative and work smoothly. Trust and loyalty among all group members build up and they all work together to complete the task effectively. In such phase group leader behave participative, individual involve all group members and take their suggestions. this type of behaviour always make person positive and they share their innovative idea to complete the task in significant manner.

Adjourning is the last phase in which group has achieved its goal and all things are now wrapped up and group members now work in different groups to complete other project (Healy, 2016).

Task 5 Motivation and perception

Motivation is the inner strength that drives a person to perform at its best so that company can achieve its objectives. Companies nowadays use various techniques to motivate its employees. A company can get a competitive edge over other companies only by its human resource. And if the company wants human resource to perform at their maximum then they must motivate them.

Definition of motivation proposes Mitchell (1982): “Motivation becomes the degree to which an individual wants and chooses to engage in certain specified behaviours”. It is evident that managers need to motivate employees to obtain the desirable results for the organisation.

Various theories and models are used by different companies to motivate employees.

The model used by Kellogg's company is Maslow's theory of motivation. There are four parameters on which this theory relates - physiological, safety, social and self-actualisation. First two are extrinsic motivation examples - salary, security, promotions. The others are intrinsic motivation related to psychological rewards - sense of challenge and achievement, receiving appreciation.

1. Physiological needs.

These include all those basic needs of the person. An employee cannot survive if these needs are not fulfilled. Physiological needs relate to the internal needs of the person. If physiological needs of the person are fulfilled then he will be always loyal. Kellogg's gives to its employees very good and competitive salaries. This offers employees the ability to accumulate the basic needs for living. The company provides various schemes which are beneficial to the employees. The Kellogg's Conflux flexible benefits programme allows personnel to select these benefits that go well with them. Some schemes are related to their health care, childcare vouchers, cash choices to agency cars and discounted existence assurance schemes. Proper working conditions should be there for employees so that he can work properly. Working hours of the employees should be proper so that he can spend time with his family also and can get a proper rest. Good salary to employees and proper programmes are given by Kellogg's to its employees and which gives a reason to employees to work with their full efforts and so motivate them to be loyal to the company. The prices of all the materialistic things are increasing and some of them are basic and if employees cannot acquire basic needs then they will always try to switch their jobs from the company. Kellogg's tries to reduce its labour turnover by providing good employee programmes and benefits to its employees. These benefits are given only to employees to motivate them and they get various things at very low price comparing to other company employees. Kellogg's helps employees to save their funds so that the funds can be used in future. Physiological needs are related to all the primary needs of an employee and these needs are fulfilled by Kellogg's so that the employees are motivated to do further and this will be an advantage for the company (Howard, Berger, and Waikar, 2017).

2. Safety needs.

After the physiological needs of the employees are fulfilled, the most important need of the employee is the safety need. It is very important for a company to fill the safety need of the employee. Many times due to various crisis and problems employees feel that their jobs can be taken anytime. To assure the employees that their jobs will not be taken these needs are fulfilled. Employees are given security that their jobs are secure. Kellogg's values the safety need of the employees. Kellogg's provides a safe and healthy working environment to employees so that they can perform their best and achieve organisational goals. Kellogg's provides various safety kits to employees so that they can work easily in bad conditions. Safety needs also mean that employees should have a range of working patterns. There are many employees who cannot work full-time and want to work part-time so Kellogg's provides various jobs for employees who want to work part-time in the company. There are times when employees have some family problem so that they cannot work from office and for them the company provides work from home to these employees. All the demands of employees are approved when they are reasonable and the company does not leave any employee behind. Kellogg's respects its employees and their demands are fulfilled when they are correct and genuine. Employees who are working part-time are given salary according to it. They are not given less salary and the work of each employee is given according to their post. Safety needs are very important and employees are very much motivated if these needs are fulfilled. In the changing environment and with the economy growing at a slow speed, many companies do not follow any guidelines and ethics and they terminate the employees without any prior notice. If any company provides the safety need then the employees are always willing to work in that company and are motivated when their needs are fulfilled. Jobs are changed by the employees on a regular basis because at some places they don't get proper working conditions and in some places their needs are not fulfilled (Osland, Devine, and Turner, 2015).

3. Social needs: Social needs are those needs which are related to the belongingness of employees. If these needs are fulfilled then an employee will be more connected to the company. He feels good to be part of the company. Companies do various things and efforts so that the employee will be proud of the company. Employees are motivated if social needs are satisfied. Kellogg's does various activities for the employees. Every week it does group activity called 'huddles'. In this activity an employee can request from Kellogg's any information related to the

company. It is a type of informal approach followed by the employee. By doing this activity employee feels important and related to the company. He can ask for any information like the total sale of the company for that month or information related to the products of the company and many more. Very few companies do these kinds of activity. Other activities which can be done by the company are like arranging various lectures, taking employees to picnic, arranging meets so that employees get to know each other, arranging parties for employees and more. These activities are mostly arranged by the Human Resource department of the company. Human Resource department of the company must be efficient and interactive and they must always try to bring all employees together so that their morale increases and all the targets can be achieved together. Many times employees do not like the working of the company because of less relation with the colleagues. There should be proper introduction of employees with all the colleagues so that a friendly environment can be created between the employees. Kellogg's human resource department always introduces any new employee with the whole organisation so that the employee can get comfortable in the company. If social needs are fulfilled then there will be a sense of team work between the employees. The main benefit of satisfying the social need is that employee will always be positive towards the company and this will benefit the company in the long run. Every individual will try to contribute his maximum as his social needs will be satisfied and he will be motivated. Employee will be able to work between different environments and in different people if his social needs are satisfied. Good relations between the employees always benefit the company as this removes the communication barrier between them and they can ask for any problem if they face in the company. Having an open communication helps the company as they are always focused on the aim and they try to achieve the key values (Pasquesi, Lane Graves Perry and Kellogg, 2019).

4. Self-actualisation.

Self-actualisation means that the employee becomes independent and he is able to take the decision himself. Employee usually takes small decisions of the company but they try to avoid these decisions. Kellogg's provides employees the opportunity to take challenging decisions. Very few companies give opportunities like these to employees as this can be risky for the company but this helps employee in learning various skills. Kellogg's give ownership of the project to the employee so that he can take all the decisions related to the project himself and he can develop and improve. Kellogg's is a multi-national company and it takes various projects on

regular basis. If all the small decision is taken by the head then it will be very time consuming and lengthy process. Time is very important for the company and proper steps should be taken so that it can be saved. Employees are trained so that they can also take decisions at the time of urgency. By giving this power to employee they feel linked to the company and they will be motivated towards the company. The company should always gives such opportunities to the employees and this will make them stronger and more efficient. Self-actualisation need in an employee comes in the person after he has earned years of experience in same work line and he knows very much about that. (Turabik, and Baskan, 2015). Having an open strategy to verbal exchange continues the employees centred on the company's pursuits helps everybody contribute to the company's K-Values. They include values such as being positive, seeing the satisfactory in people and recognizing diversity. Kellogg's positively recognizes and rewards personnel achievements.

CONCLUSION

Kellogg's is a multinational company dealing in various products. It started with producing cereals which are mostly consumed in breakfast. Kellogg's is a very good example of modern workplace. There are various latest equipment and machinery used by employees in the company. The leaders working in the company are very cooperative. They help the employees in various situations. There are various styles of leadership which can be used in the company. Situational leadership is a style of leadership in which leader helps the employees in various situations. No organisation can work properly without proper leaders as they are the mediator between the employee and the top management. If the employee wants to pass any information to the top management then it can be done only with the help of leaders. Managers are also equal to leaders or it can be said that managers manage the organisation and leaders lead the people. Without managers organisation will not be able to take any decision. Different theories are taken by the management to see the work of managers. Scientific management approach is also explained in the report. This approach is based on reducing the wastage and increasing efficiency of employees by training them. The report also differentiates formal and informal groups in the company. Kellogg's employees perform in groups and are very much connected to each other. For performing better in the organisation, the employees must be properly motivated and for this the company uses Maslow's motivation theory. This theory differentiates the motivation in four

needs which if fulfilled then it will boost the morale of employee and they will perform to their maximum. The four types of need are Physiological needs. Safety needs social needs and self-actualisation needs. These all needs give motivation to employees in different forms.

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