

Introducing Modern Workplace

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Introducing Kellogg's as modern workplace

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Introduction:

The current report envisages to understand and analyze the overall behavioural aspects of the project team at the company Kellogg's and comprehend intricate factors that add up to the behavioural implications among the team member. In this connection, the report will highlight the background of the aforementioned organization, along with the associated project. Further, behavioural traits of the leaders and the management of the organization, behavioural characteristics of the group and team in general within the organization and component elements of perception and motivation to witness an increase in the productivity will be elaborated. In the context of businesses management, the behaviour of the employees has a direct impact or influence over the performance and productivity of an organization such as Kellogg's. Positive behaviour can help to establish proper work environment and culture that helps to achieve better performance results and outputs. On the other hand, negative employee behaviour has the overall potential of hindering or restricting the performance and productivity. In this particular context, it is essential or important to note that the behaviour of staffs and employees working in groups in the modern era workplaces, are also determined by a range of factors or parameters such as work environment, the work itself, salary, recognition, rewards, management structure, leadership and others. Therefore, for the purpose of developing a strong as well as positive employee and team behaviour the organization of Kellogg's, must adhere and address different aspects and areas that has been discussed in further details in the following research report effectively;

Analysis:**Background of the Project and the Organization:**

United States based multinational food manufacturing company Kellogg's, which is expanding its business endeavours for over a century now (being founded in 1906), is widely known for its famous breakfast cereals that currently gets manufactured in 18 countries and distributed in about 180 countries. These figures indicate an enormously complex and intricate operational aspect of the organization that essentially requires a strong and dense employee base for smooth conduction of regular manufacturing and distribution processes in the company. Considering the overall size of the organization, along with the diversity of the markets served, human resource management (HRM), is of extreme importance to the respective organization effectively. This factor can

indicate the importance of the Human Resource Management in the company as it is relevant for the management to take required measures to maintain the flow of different processes running in the company. The major roles of the HRM department generally revolves around managing and directing the enormous employee base and enable them to deliver the best of their performance collectively to enhance the general outcomes for the business. Added to this, the strong international presence of the business highly suggests its multi-cultural orientation, which can be perceived as another major aspect of concern of the HRM department. It is also true that based on the region of operations different processes vary when it comes to the robust management of the employee input. Thus, the people-centricity of the organization can be considered a key element of focus that requires planning and directional leadership so that not only the employee needs and expectations can be met but also a swift facilitation running across the multi-national and multi-cultural organization can be incorporated and a steady and required rate in output can be maintained (Jeevan, 2017).

As far as the specific project in question is concerned, from a clear perspective of Human Resource Management, it can be said that the team behavioural patterns associated with this specific team in particular and projects teams in general needs to analysed in order to understand how effective teams affect the organizational process and output as a whole (Jeevan, 2017). In this connection, the project requires to analyze different aspects of directional leadership roles and the motivational aspect behind these roles, which can be pointed out as the locomotives behind the deliverance of perceived outcomes by the employees (King and Lawley, 2016). For Kellogg's, this factor is essentially relevant considering the company itself puts stress on enabling the employee force come forward as efficient delegators to not only facilitate several operations for the company but also to emerge as a group of people who can share the vision of the company to spread its business worldwide. Thus, the role of the employees of the company as the true actors and keys to facilitate its business can be comprehended and the relevance to study various aspects of team behaviour and team working can be assumed (Klitmøller *et al*, 2015). Further, it is also important to separately understand different facets related to motivational and perceptions when it comes to setting the wheel of strategic human resource management in motion.

Goals and Objectives:

Inferring into different aspects of motivational leadership, team behaviours prevalent among employees and conception of motivational and perceptive angles in context of a multinational corporation such as Kellogg does can enhance the idea regarding the functionality of the modern-day workplace. In addition, exploring these ideas would be helpful in gaining a reflective idea on the requirement of ethical governance when it comes to completing different tasks with the help of the employees (Klitmøller *et al*, 2015). This particular report will try to understand the behavioural aspects of the project teams that effectively function within Kellogg's and it will also try to explore relevant theories related to teamwork and motivational factors that might provide perceptive regarding the subject of working in teams and ensuring steady productivity and excellent employee performance within the organizational structure. Moreover, the primary objective of this study remains to be assessing different aspects of Strategic human resource management in connection with the ideas of leadership and management behaviour of the company, group and team behavioural facets and the ideas related to motivational ideas with their incorporation in the management.

Leadership and Management Behaviour:

In context of Kellogg's, leadership and management behaviour requires special attention as one of the major aims of the executive body of the organization remains to be providing a healthy and open environment where circulation of ideas and communication regarding shared knowledge and required skills can take place in a more spontaneously and frequently (Yaemsuda, 2016). This proves an idea that at Kellogg's motivational approach of leadership is essentially followed for enabling employees to gain job satisfaction and work harder to reach the perceived goal while ensuring their job satisfaction and associated needs and expectations. The following of proper leadership and management can be deemed to be necessary and essential for an organization such as Kellogg's. The overall behaviour of the staffs and employees, especially of groups and teams, within the workplace, can be managed by the use of proper leadership and management behaviour or approaches. Considering the competency of Kellogg's, as a multinational organization, the implementation of the leadership and management strategies within the organization helps to generate or provide appropriate behaviour and performance of the respective workforce. In perspective of leadership and management, the organization of Kellogg's is seen to be following the strategy of democratic leadership and management. Democratic approach is that kind of

approach, in which the management works closely with the staffs and employees for achievement of the desired performance and productivity. For example; the staffs and employees are offered the required empowerment and are more engaged within the work. The employees and staffs also have the power to communicate and offer feedbacks to the top management levels through a well dedicated channel of communication effectively. In perspective of promoting positive behaviour of teams and groups within the organization, the use of the democratic leadership can also be considered to be highly justified (Costa, 2017.). A democratic leader is seen to be effective in making the staffs and employees an important aspect of decision making. The power to participate in the decision making makes the staffs and employees more engaged and active towards the work. They certainly feel valued by the respective organization, which in turn improves their motivation and overall commitment towards the work. This in turn generates positive team behaviour and performance within the organization. In addition, considering the democratic culture of leadership and management within the organization, the employees of Kellogg's also enjoy better flexibility at work. For example; the leader is understanding and guides the staffs and employees whenever needed. The staffs and employees also enjoy a specific autonomy at work that helps to yield positive team behaviour and results effectively. In addition, it also helps to create and develop a positive work environment and culture within the organization that has a positive influence over the team and group behaviour within the organization. The presence of democratic leadership and management within the organization of Kellogg's also creates a stress-free environment for the employees and staffs therefore making the work environment more comfortable and appealing to the staffs and employees. The presence of proper channels of communication along with overall transparency of the management policies effectively results in positive employee motivation and attitude towards the work helping to improve the group and team behaviours within the organization. In addition, as per democratic leadership and management structures, the organization of Kellogg's also creates effective training and development opportunities for employees and staff members. Such opportunities of training and development effectively help to increase the skill and competency level of the workforce, in addition to helping the staffs and employees to gradually develop their skills and achieve better career growth and development opportunities effectively. Therefore, this keeps the overall motivation within the workplace significantly high that in turn results in better and positive behaviour from the groups and teams within the respective organization. In addition to democratic leadership, the use of situational

leadership can also be suggested to the organization for the purpose of guiding and managing the team and group behaviour. The use of situational leadership will effectively help the respective organization to manage and guide the employees and overall work process as per the situational needs or demands. This indicates that the leader can adjust or adapt to different styles or approaches while leading or addressing a specific concern within the organization. The styles and approaches that are best suited for the particular situation can be selected as needed or required by the organization. Some of the approaches can be undertaken, while implementation of the situational leadership includes supporting, delegating, coaching and mentoring. It also helps to increase the overall efficiency of leadership and management within the organization, helping to achieve better management of the respective group and team behaviours effectively (Noe and Wright, 2017).

Group and Team Behaviour:

From a general perspective, groups in modern day workplace set up, refer to two or more individuals who have come together in order to make certain common goals and objectives achievable (King and Lawley, 2016). The role of these common objectives in enabling the group effectively working towards achieving them is immense and generally what makes the functionality of these groups smooth is often the presence of a well-defined hierarchical structure and a sense with what the employees in these groups can identify themselves as important component parts of the group. On the other hand, as far as the definition of teams are concerned, it can be said that particular groups of people having various skills required for different tasks and working together in order to pursue common goals and achieve different objectives with mutual understanding and support can be termed as a team (Natvig and Stark, 2016). Now, as the modern day corporate world has usually incorporated this idea of working in teams in order to get the best results when it comes to collective employee performance, it is important to understand different behavioural and theoretical aspects of these teams so that it becomes possible to assess and amplify the effectiveness of these teams.

For several individual employees, ability to perform in groups and successfully following through the projects under the group does not only affect the job performance and career positioning of the employee alone but the entire group and the collective performance of the company staff as well. For Kellogg's, the four staged teamwork theory put forward by Tuckman that essentially

illuminates a step by step team building process is essentially important. After that, the theory of Belbin's Team Roles highlighting nine clusters of team behaviour will be discussed.

Tuckman's Theory of Team Building:

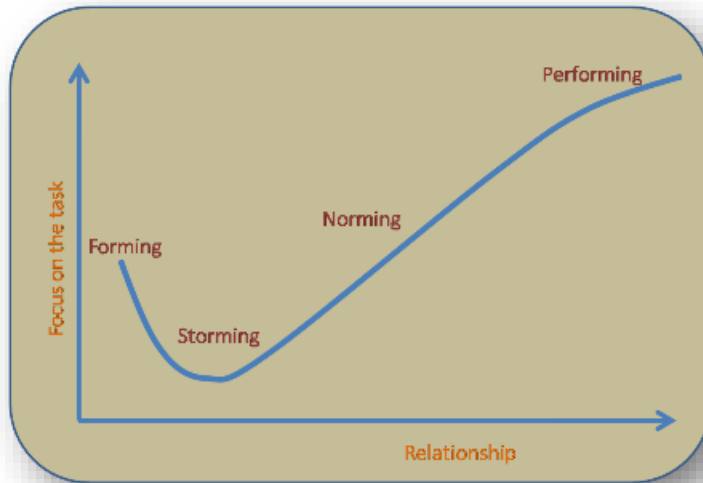
According to this theory of team-building that was put forth by Bruce Tuckman in 1965, team development and elevation in the general performance of teams take place following four distinct phases. These stages relate to the very formation of the team and show the development of team behaviour to perform collectively by mitigating the conflicts and slow pace in effectiveness (Kiweewa *et al*, 2018). which are the usual challenges that accompany the initial duration of team building. Brief description of the four phases are as followed.

Forming: In this preliminary stage of forming the team gets assembled and this phase is characterized by such a condition where the team members are still trying to find and establish their position in the team (Natvig and Stark, 2016).

Storming: The second phase is characterized by the breaking out of conflicts and confrontation among the team members and thus these factors might affect the overall performance of the team in this specific phase.

Norming: The third phase marks the growth of shared comfort among the team members that enable them to work together in an effective way.

Performing: The fourth and final stage signifies the completion of the process of effective team building as in this phase the teams begin to gel and productively work together having a shared understanding among the team members (Natvig and Stark, 2016).



The Graph showing four distinct phases of the Teamwork Theory

By following this systematic process of team building, Kellogg's can effectively relinquish any practices that might lead to the ineffectiveness of the teams. However, keeping an eye on the employees as they go through each of the aforementioned stages as a part of a team is important to ensure that they are comfortably gelling with other team members and facing fewer inconveniences in working effectively as a team member (Natvig and Stark, 2016). It may be suggested that to improve upon team effectiveness by providing it with adequate direction and motivation and ensure the professional wellbeing of team members, Kellogg's can focus on the continuous professional development of not only its different team members but also its supervisors.

Belbin's Team Roles:

According to Belbin, having access to nine team roles by each professional team can lead towards the formation of high performance teams (Eubanks *et al*, 2016). These nine rolls can be categorised into at least three sections depending on their orientation. Brief discussions regarding each of these team roles are as followed.

Action-oriented Roles:

Shaper: In each team, the role of a shaper lies in the provision of the required drive in ensuring the mobility within the team and maintaining its focus on the perceived objectives (Wallace and

Becker, 2018). This role is challenging and it requires major initiatives from the part of the shaper to thrive in pressure and overcome different obstacles that might come in the way of performance.

Implementer: In teams, the responsibility of the implementer is huge and it concerns it planning what to do strategies in carrying out those strategies maintaining high levels of efficiency. Major challenge for this team role can be considered timely delivery of different planning related tasks and thus, in order to excel in this role, individuals need to incorporate practices related to time management for their daily endeavours.

Completer Finisher: This role becomes relevant during the finishing of certain tasks when it becomes the responsibility of the completer finisher to rectify possible errors, enable different measures to comply with the highest standards of quality control and adding an overall polish to the task.

People-oriented Roles:

Coordinator: the role of the coordinator is simply to making different team members come together in order to pursue shared objectives and forming effective delegation among the team and the management as well. In order to effectively fulfil this role the coordinator, individuals need to identify the value of each team member individually and focus on their listening skills.

Team-workers: It is only natural for the effectiveness of any team the potent support from team members is an absolute requirement. These individuals generally capable of becoming official negotiators and different skills like diplomacy perceptiveness and flexibility are relevant to excel in this team role.

Resource-investigators: Generally, individuals having an inquisitive nature are best for the team role of resource investigators. These individuals are responsible for exploring different options and developed measures in order to avail those options for the enhancement of team performance (Eubanks *et al*, 2016). The enthusiasm among these team members and their innovative approach towards finding and organising different resources for the team make resource investigators valuable for the team.

Thought-oriented Roles:

Plant: Employees having high degrees of creativity and problem solving skills, which generally follow unconventional methods, are best for acting as plants in a team. 30 employees display a recognisable tendency of thriving in freezers and rewards and responding in a difficult manner when it comes to criticism. Establishing relevant communication with the rest of the team and maintaining compliance with prescribed constraints and parameters can be challenging for these individuals.

Monitor-evaluator: As far as evaluation and analysing of different ideas put forth by other team members (generally of the aforementioned plants) are concerned, the monitor-evaluators play a significant role in objectively identifying the flaws in these ideas (Lynch *et al*, 2018). These individuals often resort to their required decision making skills regarding proposed ideas and their implementations.

Specialists: As the name of the team role suggests, the specialists become a part of the teams in order to provide the team with their in-depth knowledge regarding different issues that might be perceived as important for the team. These employees have an inclination to coherently maintain their professional status and to adhere to their area of specialisation.



Belbin's Team Roles

For a multinational Company like that of the Kellogg's incorporation of all these nine team roles by selecting different employees on the basis of their behavioural inclinations can result in dynamic operational outputs (Wallace and Becker, 2018). However, different practices to maintain the effectiveness of the team clearly in contrast to the ineffective traits have to be emphasized and securitized by managerial entities.

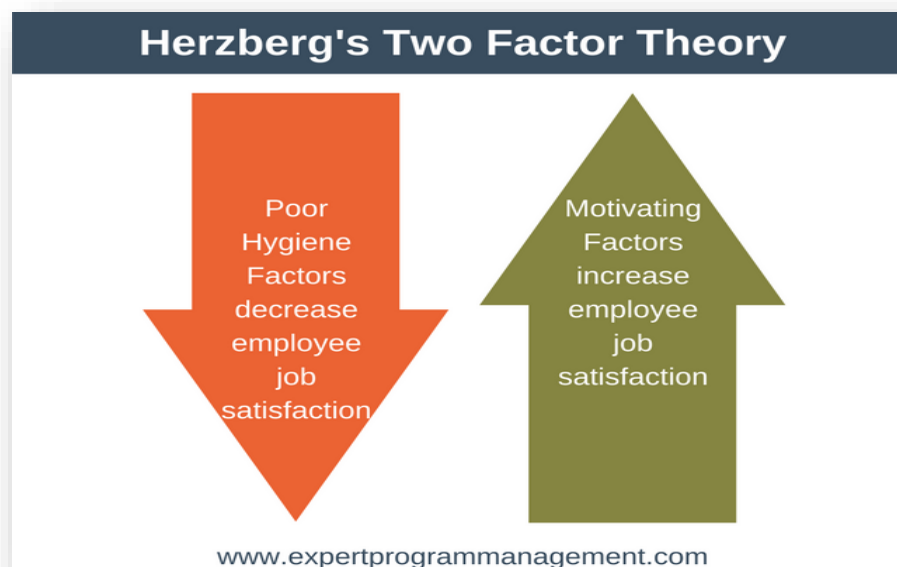
Motivation and Perception:

In the context of group and team behaviour, motivation can be considered to be playing a very crucial role in influencing the overall behaviour exhibited by teams and groups or individual staffs and employees in the organization of Kellogg's. Ensuring the steady presence of motivation and perception related to professional responsibilities can be considered one of the major concerns of the management and individuals in the leadership roles because these two aspects are directly connected with the employee job performance and productivity. The overall behaviour of the employees and staffs in the organization of Kellogg's is seen to be dependent upon the overall motivation and commitment towards the work. This overall positive motivation of the staffs and employees towards the work is seen to be influenced by the overall use of different motivational theories as discussed below;

Herzberg's Theory of Motivation

In this connection, the two factors theory or the motivational theory put forth by Frederick Herzberg at 1959 is essentially relevant (Tršková and Holubčík, 2016). In accordance to this theory, which endeavours to reach the root of motivation in workplace environment, there are two categories of distinct factor that exercise steady influence on the employees in providing them direction and motivation. Some of these are factors related to motivation such as work attainment, rewards, progression and responsibilities etc. with the most important factor being the work itself, while other factors relate to 'hygiene', for instance, the policy of the company, their vision and mission, administrative traits, social status and salary, interpersonal relationships, supervision and relationship with supervisor, personal life etc (Alshmemri *et al*, 2017). For example; the organization needs to have flexible administrative policies and create a better empowerment environment for the staffs and employees in the organization. In addition, the staffs must also be offered with proper status within the organization. There is also a need for the organization to offer rewards and recognition against performance that can keep the workforce engagement and

motivation high towards the work. Other benefits such as leaves, and holidays must also be provided to the staffs and employees so as to help them to achieve a better and improved work life balance. The hygiene factors, as it can be seen, do not directly link with the work but constitute the major surrounding circumstances for the employees. Thus, the attention of the leadership and management on such factors in case of each individual employee can effectively and positively influence the work output for Kellogg's. In this context, the overall motivators and the hygiene factors must be present to engage the staffs and employees towards the work by reducing of the factors that creates a sense of dissatisfaction among the respective staffs and employees of the organization effectively (Alshmemri, 2017). Addressing the above identified aspects and factors, can help the organization to develop better motivation among the staffs and employees resulting in better performances of the teams and groups within the organization.



Herzberg's Two Factor Theory

Maslow's Hierarchy of Needs

The Maslow's hierarchy of needs specifies or identifies the different need levels which an individual wants or demands to live a motivated life. In the context of the organization of Kellogg's, the use of the Maslow's hierarchy of needs can be useful for the purpose of affecting the overall motivation and levels of engagement among the staffs and employees within the

organization. Therefore the use of this specific theory of motivation can be considered to be essential in the context of the organization of Kellogg's for the purpose of offering the staffs and employees with the required or needed motivation and encouragement within the organization that can lead to better or improved performance and productivity of the organization effectively. The different need levels as identified by the Maslow's hierarchy of needs have been discussed in details as below;

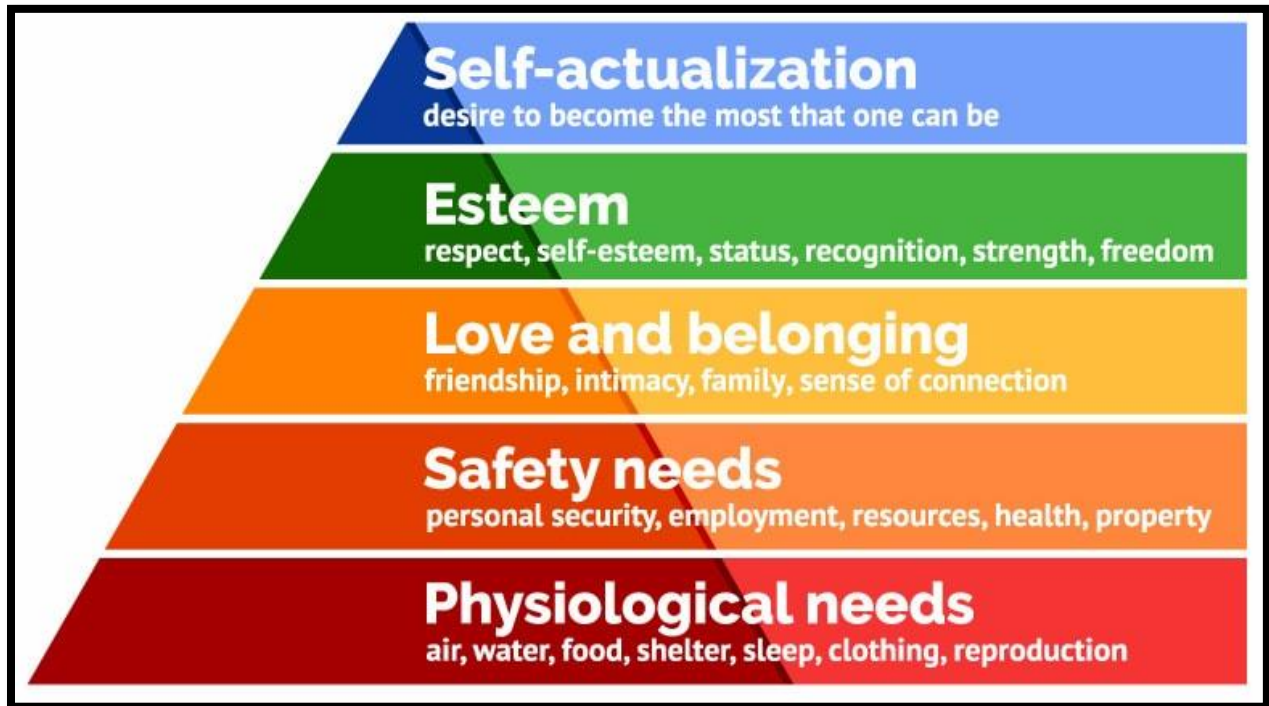


Fig: Maslow's Hierarchy of Needs (source: mindtools.com, 2019)

As per the figure showcased above, the different levels of needs as discussed by the Maslow's hierarchy of needs are discussed below;

Physiological Needs

This specific need level of Maslow's hierarchy of needs identifies the basic needs of an individual staff or employee to be motivated that includes the physiological needs such as the needs for water, air, food and others (Fallatah, 2018.). Therefore, considering the perspective of the organization of Kellogg's, the organization should offer the staffs and employees with proper salary and

remuneration so that their physiological needs can be fulfilled properly and better motivation and engagement is achieved at the workplace effectively.

Safety Needs

As per the Maslow's hierarchy of needs, the safety needs identify the needs of an individual to achieve the required status of employment security, health and resources to live a satisfied and motivated lifestyle. Therefore, considering the perspective of the organization of Kellogg's, the management of the organization is required to ensure that the different sets of safety needs must be catered to for improved motivation among the staffs and employees within the organization (Johnson and Maloney, 2018). For example, the employees must be given a proper and well-established status of employment with high job or employment security that in turn can cater to the safety needs of the staffs and employees within the organization. In addition, proper and needed resources and health benefits must also be offered to the respective staffs and employees within the organization. This can effectively help in fulfilling the overall safety needs of staffs and employees having a positive influence or impact over the overall employee and staff motivation and morale within the organization of Kellogg's thereby helping the organization to achieve better or improved performance results or outcomes effectively.

Love and Belonging Needs

The love and belonging needs effectively relate to the needs of individuals relating to the aspects of intimacy, meaningful relations, sense of connection and others. Now from the perspective of the organization of Kellogg's; it is highly essential and recommended that the overall love and belonging needs of the staffs and employees are properly catered to be effectively fulfilled. For example; by offering the staffs and employees with proper work life balance; can help in fulfilment of this specific need level among the staffs and employees of the respective organization. In addition, the overall work culture and environment must be developed and maintained in such a manner that it helps to maintain the proper communication and interaction within the staffs and employees. In addition, the organizational environment must also help the employees to build healthy professional relations at the workplace with a higher sense of connection to the workplace environment, and with other fellow staffs and employees. This can help in building of the

employee and team motivation resulting in positive employee and team behaviour within the respective organization.

Esteem Needs

As per the Maslow's hierarchy of needs, the esteem needs specifies the need of an individual in perspective of achieving self-esteem, respect, recognition, freedom and strength at all aspects. In order promote positive employee motivation and team behaviour within the organization, Kellogg's, is required to be focused upon building or developing the esteem needs of the staffs and employees within the organization. For example; each of the staffs and employees working in teams and groups must be properly recognized with a specific status quo within the organization effectively. In addition, all the staffs and employees within the organization are also needed to be treated with equal respect and opportunities at all costs so as to uphold and satisfy the overall esteem needs of the staffs and employees effectively (Lee, 2015). From the perspective of the organization, there is also a high need to deliver the required autonomy and freedom to the staffs and employees and better opportunities for empowerment. This will certainly help to meet the esteem needs of the employees within the organization; at the same time, having a specific positive influence over the behaviours of teams and groups within the organization effectively.

Self-Actualization

From the perspective of the organization of Kellogg's positive team and group behaviour can also be promoted effectively through meeting the self-actualization needs of the staffs and employees in the organization. Explaining in further details; the overall work itself as well as the work environment must be meaningful and appealing to the staffs and employees where the staffs can earn their performance and achieve the desired individual career goals and objectives. In this context, it can be said or considered that, for the purpose of catering to self actualization needs of the staffs and employees, the organization just deliver challenging and interesting work for the employees in addition to enabling the achievement of high career growth, development and success effectively.

Conclusion:

This report has tried to understand the importance of behavioural patterns which can immensely help in building effective teams. For Kellogg's the importance of effective teams is enormous, considering the multi-national position of the company. Since the organization serves diverse markets, the understanding and analysis of group behaviour can be deemed to be highly required or necessary for developing the performance and productivity outputs properly. Thus, the roles of management and leadership along with such factors that might enable a steady flow of motivation and perception among the company staff have been discussed as well. In this context, it can be said that, Kellogg's as an organization are required to focus upon efficiency of the management and leadership in guiding the teams and work processes within the organization so that positive team behaviour can be promoted. In addition, as per the research report analysis, it is also evident that motivation also plays a crucial role in influencing the team behaviour within the organization. Higher motivation will generate positive team behaviour resulting in higher performance. However, poor motivation of workforce will lead to negative team behaviour that can hinder the overall level of performance and productivity of the company in all aspects effectively. All these facets together are capable of maintaining an open workplace environment which supports maximum productivity in Kellogg's.

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