

Organisational behaviour case study

9 pages | 2147 words

Introduction

The main goal for any business has always been to increase profit margins. In the past the companies focused only on the number of productions and other technical issues, whereas other aspects, such as human resources management, were not valued as of high importance. These days, business environment has changed dramatically. It is believed that organisational behaviour is one of the main areas for potential improvement in order to run a sustainable business (Robbins et al 2011, p.8). This case study will examine the internal management strategies of Westpac group (Westpac), one of the four main banks in Australia. It shows how Westpac uses organisational behaviour principles to increase job satisfaction to motivate its employees. It will also explain how the company supports its employees in conflict situations and analyse the leadership styles of the bank's Chief Executive Officer (CEO), Gail Kelly. Studies have shown that using the appropriate organisational behavioural techniques can promote a motivated, satisfied and conflict free work force, but how does Westpac motivate its staff and how satisfied are its employees in their job roles?

Job satisfaction and motivation

Westpac being a large, well established company is well aware of how finding, retaining and motivating its employees can be crucial for a successful business to prosper (Westpac 2006). The company is faced with motivating employees and, in turn, generating high job satisfaction throughout all levels of the organisation (Root 2014). It can also be deduced that if employees feel job satisfaction then this, consecutively, will filter through to create a positive experience for Westpac's customers as well. However, in order to generate a motivated workforce, Westpac must offer its employees benefits, rewards and recognition, which are a few of the key causes of job satisfaction (Robbins et al 2013, p.59-74). These motivators come in many different forms and are sometimes, specific to an employee's needs. When motivating a person with a benefit or reward, Westpac must understand that each individual person will value a reward differently (Root 2014). For example, an employee with a young family may value paid parental leave, or a shorter working day, over a promotion or a pay increase.

Westpac shows that they understand that not all employees are the same and have differing needs by ranking first in 2013 in the annual benchmarking survey 'Work/Life Initiatives' for their flexible work options, offering 12 weeks paid parental leave, access to child care as well as offering flexible working hours ('Westpac leads in satisfaction poll' 2013). However, for another employee, a valued reward may take the shape of opportunity to move up in the company. If an employee is promoted to a role they have been striving to obtain then that promotion is a means of recognising their hard work and determination and makes the employee more motivated in their job and the company, thus generating job satisfaction (Robbins et al 2013, p.59-74), while benefiting the company too. There are many ways that Westpac generates motivation and in turn job satisfaction, however, one of these is through job enrichment (Darling 1997).

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