

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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Fundamentals of Organisational Behaviour and Management Practices Dr. A. Lakshmi Priyanka ,Ms. Matsa. Prasanna, Mrs. Deepika Yerra,2025-04-10 **Management and Organizational Behaviour** , *Organizational Behavior in Health Care* Nancy Borkowski,2011 Organizational Behavior in Health Care was written to assist those who are on the frontline of the industry everyday healthcare managers who must motivate and lead very diverse populations in a constantly changing environment Designed for graduate level study this book introduces the reader to the behavioral science literature relevant to the study of individual and group behavior specifically in healthcare organizational settings Using an applied focus it provides a clear and concise overview of the essential topics in organizational behavior from the healthcare manager s perspective Organizational Behavior in Health Care examines the many aspects of organizational behavior such as individuals perceptions and attitudes diversity communication motivation leadership power stress conflict management negotiation models group dynamics team building and managing organizational change Each chapter contains learning objectives summaries case studies or other types of activities such as self assessment exercises or evaluation *Business Management And Organizational Behaviour* Karam Pal,2011-07-13 Business Management and Organizational Behaviour is divided into two parts The first part contains the fundamentals of business management including management process and the second part deals with organizational behaviour The theories in the book are supported by many examples from different business sectors in the Indian scenario It is written in a simple self instructional style for easy understanding of the students Every chapter begins with an introduction followed by learning objectives of that chapter and is followed by a summary and review questions to help students structure their learning A glossary of key terms has also been appended at the end of the book to enable students to locate the relevant information quickly The book has been written in accordance with the UGC guidelines and provides comprehensive coverage of the subject **Organizational Behaviour and Work** Fiona Wilson,2010-01-21 This edition provides a critical approach to the study of work and organizational behaviour questioning what organizational behaviour is and how it has been researched and discussed **ORGANIZATIONAL BEHAVIOUR, SECOND EDITION** CHITALE, AVINASH K.,MOHANTY, RAJENDRA PRASAD,DUBEY, NISHITH RAJARAM,2019-07-01 For creating a balance in the organizational environment harmony amongst the employees and the employer is a prerequisite The factors that help in determining an organizational balance are the sociology of an environment psychology of the people working there channels of communication along with a sound and rational management The book highlights the fundamental concepts of organizational behaviour and its applications in the Indian organizational scenario The second edition of the book maintaining the same chapters organization as in the previous edition comprises 28 chapters based on the fundamental concepts of organizational behaviour and case studies from various Indian industry verticals These case studies reveal the authors experience in real life scenario as consultants as well as their observations pertaining to the concepts of

organizational behaviour Besides the text lays emphasis on some modern tools of management such as TQM BPR and Knowledge Management which is a unique feature of this book The book is designed for the students of management and psychology Moreover it is useful for the postgraduate students of commerce as well as it is of immense use to the personnel associated with technical commercial and IT based industries requiring human resource management

KEY FEATURES Every chapter is concluded with a real life case study Appendices added to most of the chapters contain research based questionnaire instruments Discussion Questions on Case studies enhance learning among students

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Artificial Intelligence Research and Development René Alquézar, Dr. Antonio Moreno, Josep Aguilar, 2010 13th International Conference of the Catalan Association for Artificial Intelligence CCIA 2010 held in L Espluga de Francolai on October 20 22 2010 Pref

Managerial Consulting Skills Charles J. Margerison, 2001 The advisory role in organizations is more important today than it has ever been To perform effectively managers and professionals need the skills of the consultant This manual is designed to provide practical help for all advisers whether working within or outside the organization It covers every aspect of the process from interpersonal skills to organizational context from planning to follow up This second edition reflects developments which have taken place since the publication of the first edition and now includes ten chapters on the impact that action learning has on change processes and the way that the Web is likely to influence consulting Each chapter concludes with guidelines summarizing the content and questions designed to help the reader to apply the material to his or her own activities Real life cases from Dr Margerison s own experience are included as well as examples drawn from the work of many well known consultants

Management Concepts and Organizational Behaviour Mr. Rohit Manglik, 2023-11-23 In this book we will study about fundamental management principles and human behavior within organizations

Organizational Behaviour David A. Buchanan, Andrzej Huczynski, 2019-07-29 Our target readers are students who are new to the social sciences and to the study of organizational behaviour This is a core subject on most business and management degree diploma and masters programmes Accountants architects bankers computer scientists doctors engineers hoteliers nurses surveyors teachers and other specialists who have no background in social science may find themselves studying organizational behaviour as part of their professional examination schemes

Organizational Behaviour and Work Fiona M. Wilson, 2013-12 This edition provides a critical approach to the study of work and organizational behaviour questioning what organizational behaviour is and how it has been researched and discussed

Encyclopedia of Development Methods Andrzej Huczynski, 2018-05-08 This title was first published in 2001 This title was first published in 2001 The core of this thoroughly revised book is a directory of more than 700 methods Each entry typically comprises an explanation a bibliography and cross references Other features

include a review of different approaches to classifying the methods and two valuable appendices the first is to help practitioners analyse their methods the second providing details of relevant books journals and other information sources

Organizational Behaviour Paul E. Smith, Wendy Yellowley, Christopher J. McLachlan, 2020-10-26 Clear concise and written by experts currently lecturing in the field Organizational Behaviour focuses exclusively on what you need to know for success in your business course and today's global economy The text brings together a vast range of ideas models and concepts on organizational behaviour from an array of fields such as psychology sociology history economics and politics This information is presented in bite sized digestible pieces to create an accessible and engaging style that makes it the perfect text for introductory courses covering organizations Key features include a clear and thought provoking introduction to organizational behaviour relevant cutting edge case studies with global focus hot topics such as eOrganizations ethics and diversity keeping you up to date with current business thinking further reading summaries activities key theme boxes and review questions to help reinforce your understanding This textbook will be a valuable resource for students of business and management studies organization studies psychology and sociology

Organisational Behaviour Jack Maxwell Wood, Rachid M. Zeffane, Michele Fromholtz, Retha Wiesner, Rachel R. Morrison, Aharon Factor, Tui McKeown, John R. Schermerhorn, Jr., James G. Hunt, Richard N. Osborn, 2015-08-31 Organisational Behaviour Core Concepts and Applications Fourth Australasian edition is the ideal resource for a one semester Organisational Behaviour course Fourteen concise relevant and tightly focused chapters presented in a highly visual manner are designed to engage rather than overwhelm students Numerous case studies and real world examples throughout the text examine how organisations in the Australian New Zealand and Asian region are responding to contemporary business issues such as sustainable business practices and ethical considerations the gender pay gap employee stress and work life balance workforce flexibility and casualisation gen Y and the ageing workforce skills shortages globalisation telecommuting outsourcing diversity in the workplace and managing cross cultural teams the 24/7 nature of contemporary communication technology including social media Complemented by the latest research in the field this text provides a thorough analysis of contemporary organisational behaviour

Wireless Networks Information Processing and Systems Dil Muhammad Akbar Hussain, Abdul Qadeer Khan Rajput, Bhawani Shankar Chowdhry, Quintin Gee, 2008-11-14 The international multi topic conference IMTIC 2008 was held in Pakistan during April 11-12 2008 It was a joint venture between Mehran University Jamshoro Sindh and Aalborg University Esbjerg Denmark Apart from the two day main event two workshops were also held the Workshop on Creating Social Semantic Web 2.0 Information Spaces and the Workshop on Wireless Sensor Networks Two hundred participants registered for the main conference from 24 countries and 43 papers were presented the two workshops had overwhelming support and over 400 delegates registered IMTIC 2008 served as a platform for international scientists and the engineering community in general and in particular for local scientists and the engineering community to share and cooperate in various fields of interest The topics presented had a

reasonable balance between theory and practice in multidisciplinary topics The conference also had excellent topics covered by the keynote speeches keeping in view the local requirements which served as a stimulus for students as well as experienced participants The Program Committee and various other committees were experts in their areas and each paper went through a double blind peer review process The conference received 135 submissions of which only 46 papers were selected for presentation an acceptance rate of 34%

Organizational Behavior B. Hiriappa, 2009 About the Book Organization behavior has assumed tremendous importance for business planning and growth in today's competitive scenario It is an integral element of the core syllabi at MBA M Com BBM BBA B Com and PG Diploma Courses This book presents an in-depth and comprehensive coverage of organization behavior Salient Features Latest developments in the Indian industry scenario have been included Latest information technology concepts have been discussed in detail with all the aspects of strategic management Chapter contents and learning objectives which provide the direction to the students managers directors teachers strategic consultants and CEOs Boxes present the latest industry incidents and developments Exhibits tables and charts illustrate the concepts Numerous examples make the concept easy to understand Case studies Contents Organization Behavior Foundations of Individual Behavior Personality and its Theories Perception Learning and its Theories Attitude and Values Management of Motivation and its Theories Team Building and Group Dynamics Change and Conflict Management Leadership and its Theories Organization Behavior Structure Process and Design

Advances in Enterprise Engineering XIII David Aveiro, Giancarlo Guizzardi, José Borbinha, 2020-01-03 This book constitutes the proceedings of the 9th Enterprise Engineering Working Conference EEWC 2019 held in Lisbon Portugal May 2019 EEWC aims at addressing the challenges that modern and complex enterprises are facing in a rapidly changing world The participants of the working conference share a belief that dealing with these challenges requires rigorous and scientific solutions focusing on the design and engineering of enterprises The goal of EEWC is to stimulate interaction between the different stakeholders scientists as well as practitioners interested in making Enterprise Engineering a reality The 8 full papers and 3 short papers presented in this volume were carefully reviewed and selected from 22 submissions They were organized in topical sections on processes DEMO models and enterprise architecture and blockchain

Business Case Analysis Process Workbook John K. Plinius, 2002

Flexible Strategies in VUCA Markets Sanjay Dhir, Sushil, 2018-06-09 This book discusses the concepts of volatility uncertainty complexity and ambiguity VUCA that are the core of various paradigms used in strategic management to understand competitive advantage as well as flexibility in organizational boundaries It serves as a valuable reference resource in the area of VUCA markets An increase in the levels and types of uncertainty has important implications potentially for the durability of a company's advantages the way firms learn and adapt approaches for managing innovation and knowledge and the attractiveness of different strategies and organizational models In today's world strategic flexibility in VUCA is essential for business leaders to sustain market advantage and attain a clear vision amid the chaos Business leaders

who stay focused and are aware of external volatility as the prevalent characteristic are successful while those who are not flexible in this VUCA world and lock themselves into fixed positions lose out The book includes empirical and conceptual research papers along with case studies and models discussing strategies for emerging markets in volatile and uncertain environments It also covers a variety of issues including innovation people and processes financial management and leadership and strategies in VUCA markets Apart from research fraternity and academia the contents of the book will be useful for practitioners as well as industry watchers *Organizational Change: Themes and Issues* Jim Griesemer, 2010-02-11

Organizational Change Themes and Issues presents a critical approach to organizational change viewing change as a series of critical reflections rather than a series of recipes or models

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