



## THE TIMES 100

### BUSINESS CASE STUDIES

## Mayo and motivation – Kellogg's

The Kellogg Company is the world's leading producer of breakfast cereals. For more than 100 years, Kellogg's has been a leader in health and nutrition. It has done this by providing consumers with a wide variety of food products. Kellogg's was recently placed in the top 100 of the Best Companies to Work For list in The Sunday Times. Kellogg's values and culture support its role as a good employer.

People spend a considerable part of their lives at work, so it is not surprising that they expect to be rewarded for and satisfied with the job that they do. Motivation is concerned with why people do things as well as what drives them to behave in a particular way. Understanding what motivates individuals is important in the workplace. Research suggests that motivated employees are happier at work. They get more satisfaction from their work, are absent less often, tend to be more loyal and work with more enthusiasm. This in turn encourages them to contribute more to the development of an organisation.



Elton Mayo was the founder of the Human Relations Movement. His experiments were conducted at the Hawthorne plant in the USA during the 1930s. His work showed that taking an interest in and caring for employees can have a positive effect on employee motivation and productivity. He showed that employees were best motivated if they worked in teams. They were also motivated if managers communicated and consulted with them more and took a greater interest in their views and wellbeing.

Kellogg's keeps a two-way dialogue with employees through its communication programmes. This helps to **empower** the workforce. For example, its open-plan lobby area with coffee bar accommodates as many as 200 people. It provides an informal venue for briefings and presentations. The WK Kellogg Values Awards programme provides special recognition for what employees do and rewards them for how they perform.

*'Here at Kellogg's listening is a central premise of the way we work. We believe that our employees have some of the best ideas and that a successful company is one that listens to the grass roots feedback and acts on it. Any employee can raise an issue or a suggestion via their rep who will raise it at one of their monthly meetings.'*

(Sue Platt, HR Director)

The Kellogg's suggestion box scheme helps to generate ideas and improve productivity. Kellogg's has an initiative called 'Snap, Crackle and Save' - an employee suggestion scheme to save costs within the **supply chain**. Hundreds of ideas have been put forward over the last couple of years. One idea suggested that the same thickness of cardboard could be used for packaging in all manufacturing plants in Europe. This saved around £250,000 per year. Kellogg's also shows its commitment to making its business a great place to work. It provides personal development planning for employees which includes provisions such as secondments and study leave as part of staff development. This reinforces staff commitment and their sense of being treated well.



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### Questions

1. What is motivation?

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2. Describe Mayo's theory on motivation.

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3. Explain how Kellogg's motivates its workers in line with Mayo's Human Relations Movement.

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4. Analyse the importance of having a motivated workforce.

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### Task

Create an information leaflet about motivation that could be used by a new small business owner. Explain the importance of motivating the workforce and give practical advice on things that could be put in place to motivate employees. Pay particular attention to the things that Elton Mayo's theory suggests are important.

### What have you learned?

Write a 140 character text or tweet that summarises your learning about Elton Mayo and motivation.