

Samuels ignored stress levels in the company, low job satisfaction, and the lack of intrinsic motivation. The turnover rate of employees increased at an alarming rate, and the company's bottom line suffered substantially. Samuels was no longer able to meet commissions and bonuses that were promised, which removed his ability to extrinsically motivate his employees through compensation. Samuels could only motivate employees through coercive power (threats and punishment). Needless to say, B-MED found itself in a very bad financial state, with unmotivated employees and unhappy customers.

Discussion Questions

1. Compare and contrast the cultures of B-MED and MM Healthcare, using the seven characteristics of culture discussed in this chapter.
2. Explain why existing B-MED employees were willing to work for Samuels without any issues, yet the employees from MM Healthcare had issues.
3. Being that the two sets of employees came from different regions (i.e., Miami and Trinidad), explain the role of national culture in understanding the organizational culture issues in this case. What could have been done to ensure that both cultures (social and institutional) would mesh together?
4. What can be done to address the organizational culture clash in B-MED and restore profitability?

SELF-ASSESSMENT 14.1

Comparing Service Climates

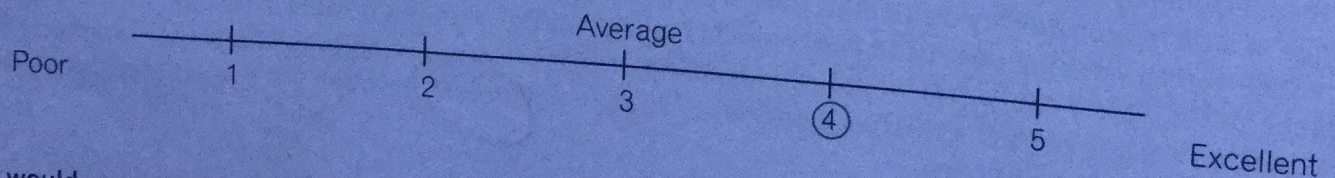
This assessment identifies an organization's service climate. Visit a local restaurant or retail establishment, and rate their service climate by observing employees or asking employees these seven questions. Then visit another establishment of the same type (i.e., restaurant or retail), and perform the same rating. How do the service climates compare? You don't have to share your results with others unless you wish to do so. We will discuss the interpretations of this assessment in class.

Part I. Performing the Assessments

Instructions: Circle the response that best describes what employees experience in the organization.

As an example, the answer to a statement could look like this:

The business keeps customers informed of changes that affect them.



1. How would you rate the job knowledge and skills of employees in this business to deliver superior quality work and service?

