



**THE TIMES 100**

**BUSINESS CASE STUDIES**

## Maslow & 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. Maslow's theory relates motivation to a hierarchy of needs. At the bottom are essential physiological needs such as air, food, shelter and clothing. As individuals

satisfy one level of need, their motivations change as they aspire to reach the higher order needs. Therefore, to motivate an individual Maslow suggests that it is necessary to know where within the hierarchy each employee is placed so that these factors can be taken into account.



Within Kellogg's every employee is motivated to work through each of these levels. As they do so, this provides positive effects for each employee and the organisation. For example

- *Physiological needs* – Kellogg's offers competitive salaries. This gives people the means to acquire the basic needs for living. The Kellogg's Cornflex flexible benefits programme allows employees to choose those benefits that suit them. This includes childcare vouchers, cash alternatives to company cars and discounted life assurance schemes.
- *Safety needs* – Kellogg's values the safety of all employees. The company is committed to providing a safe and healthy work environment to prevent accidents. Kellogg's also offers employees a range of working patterns. Some may want to work part-time, others may want career breaks or undertake homeworking. This helps employees to choose the best option for a healthy work-life balance.
- *Social needs* – These are associated with a feeling of belonging. Kellogg's operates weekly group 'huddles'. These provide informal opportunities for employees to receive and request information on any part of the business. This helps strengthen teams and enhances workers' sense of belonging. Kellogg's breakfast clubs and support for swimming promote a healthy life-style and keep it active in the community.
- *Esteem needs* – Kellogg's recognises that all employees should feel that they contribute to the achievements of the business. Feedback from **appraisals** helps to assess how far individuals contribute to the company's values. They include values such as being positive, seeing the best in people and recognising diversity. Kellogg's positively recognises and rewards staff achievements.
- *Self-actualisation* – Kellogg's provides employees with the opportunity to take on challenging and stimulating responsibilities. For example, the business provides the opportunity for individuals to take ownership of projects. This enables them to develop and improve.



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### Questions

1. What is motivation?

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2. List the five levels in Maslow's Hierarchy of Needs.

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3. Explain how 'social needs' are met at Kellogg's.

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4. Analyse whether higher or lower order needs are most important at Kellogg's.

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### Task

Create a large Hierarchy of Needs diagram. To each level add the methods that are adopted by an organisation of your choice to motivate its workers. A possible organisation to complete this for is your school or college, as it should be easy to find out the relevant methods used.

### What have you learned?

In exactly fifteen words, explain an aspect of Maslow's Hierarchy of Needs and motivation. Your sentence shouldn't start with 'In today's lesson I have learned that...' A better start would be, 'Physiological needs are the...'