

Applications Paper

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Questions based on Chapter 2 material:

1.1 Dimensions of Job Satisfaction (PPT “What is Job Satisfaction –Chapter 2 PPTS)

Describe the level of job satisfaction of yourself or someone else of any job you (or him/her) has ever had. Specifically:

A. Briefly describe the job.

I worked at K- Cement Co, Ltd as a Sales Accountant for three years and 9 months. K-Cement factory is located in the Kampot province and its headquarters is in Phnom Penh, capital city of Cambodia. As a Sales Accountant, my tasks included all of the following: issuing invoices and receipts, monitoring account receivable, following up payment, preparing sales reports, and controlling bank reconciliation.

B. Using the five job satisfaction dimensions, how satisfied or dissatisfied are (were) you, on a scale of 1 to 10, with 1 being extremely dissatisfied and 10 being extremely satisfied.

Work itself:8 Pay:2 Promotion:3 Supervision:9 Co-workers:7

C. Explain your rating on each of the five dimensions. Note: Please **bold** the name of each facet (example: **work itself**) and start each facet on a separate line.

Note: You may write about yourself or someone else. If you are answering this question about someone else, interview him or her. Do not assume you know the person’s level of job satisfaction.

Work itself: Being a sales accountant was a job I liked the most during my career. This job provided me with such good experiences through work itself. I was very lucky to get this job immediately after I graduated from the Accounting field. This job gave me a chance to practice what I learned from school while showing me in detail on how each task needed to be performed. For example, I prepared bank reconciliation, recorded debt and credit transactions, wrote down the accounting transactions in SAP accounting module software programs, which some of these job responsibilities have involved to what I learned from my Financial Accounting class. However, in the real world of operation, it was more complicated than what I knew. My daily responsibilities were started with the number and the amount of checks I received from dealers (a dealer is the wholesaler who sells to the retailers) who purchased cement. Once I received checks, I deposited

them in the K-Cement bank account and posted in the accounting journal as the sales revenue under the dealer's name. Then the salesperson issued Sales Order (SO) regarding to the amount of check and converted into number of Tons in cement. Delivery Numbers (DN) were also issued according to SO. Later, we notified the customers to pick cements in the factory. After they delivered cement, it was my turn to issue the invoices by referring to DNs until it completed the number of tons in the SO. Receipt was also printed in the form of completion of the transactions. Besides this task, I performed bank reconciliation every month to ensure each amount in cash inflow was properly recorded. Sales tax needed to be prepared monthly after the accounting period closed. Sales tax remained 10 percentage in every sales record and it was paid according to the amount of invoices issued in the amount of sales declared. I rate the work itself an 8 because I liked this job and the content of what I did.

Pay: I rated the pay number 2 because my old country's paying system has a much lower rate if it is compared to United State wage system. For graduated individuals received, about 250 US dollars per month were given and salaries increased regarding to the employee's performance base. It might be a standard pay in the developing countries like Cambodia, but it was a very lower pay for the amount of responsibilities I took. My daily job duties were heavy and most of time I had to work overtime, which the company's policy did not pay any extra time for. Also, I worked 6 days equal 48 hours a week while the salary was fixed. This was a reason I felt dissatisfied with pay.

Promotion: The K-cement company is a part of the big corporation of Siam Cement Group (SCG) Thailand, which was established in 2005 and became the largest cement producer in Cambodia. Therefore, most of the top executives and CEO came from Thailand and my Accounting manager was Thai too. He managed the financial statements including balance sheets, statement of cash flows, income statements, and stockholder equity statements, which these statements were hidden

and I worked with only some parts of these statements. In this case, meaning that Cambodian employees in this company's policy seemed to earn less opportunity for promotion. However, the position could be made to another step away from sales accountant to senior accountant when you worked longer than 5 years. Moreover, what I liked the most about this company is the top-down job design. For instance, job rotations, my manager was authorized each employee inside the Accounting department to rotate their job title within accounting teams from Sales Accountant to Purchasing or from Purchasing to Payable Accountant and to Sales Accountant in every 3 years. This opportunity allowed employee to elaborate on more skills, knowledge, and experiences as well as to increase job satisfaction and commitment to the organization. Furthermore, the job rotation design turned to a key incentive and helped to push the intrinsic motivation. There is a good benefit for both employees and companies because when one or two of my co-workers were absent, I could substitute their job duties without delayed job assignments. In the meantime, I tended to earn many experiences from this job position.

Supervision: I liked my Accounting manager, he seemed to understand the employee's potential and know how to motivate them to work hard and engage in organizational citizenship behavior. Employees who are under his management tended to commit to organization activities and seamlessly worked over their own tasks. For example, we always worked very late to help our boss to close accounting entries every month and we always got a reward for our work by be invited to have dinner. Moreover, my manager was an encouraging person. He gave every employee a chance to join the training that related to our daily tasks, new company procedures, or new accounting regulations. He also gave a potential employee with an opportunity to explore the new skills or any useful trainings in Thailand. He hired the Khmer- Thai teacher and provided us one hour every two days of working time to study Thai language. Besides this, we had a budget

package for employee tour trips to visit oversea. All these reasons above, I gave him a 9 out of 10 because he did a good job in supervision.

Co-worker: I liked my senior sales accountant for her sincerity of friendship that she gave to me since the first time I entered into this company. She was a sweet sister and supervisor. I learned a lot from her. She helped me gain the upper hand over other employees who were in same level. Even though I was more potential than others in my team, it seemed no one among my groups were jealous. We were closer friends than colleagues because we defined our friendship was more important. Everyone in an accounting team tended to work hard to respond to their own duties and not to interfere with other's job responsibilities, which made our job assignments done efficiently and effectively.

Questions based on Chapter 3 material:

2.1 Big Five Personality Dimensions (p. 81)

Assess a co-worker, superior, or subordinate on each of the Big Five personality traits. You must use the same person in assessing each of the five traits. Note: You must explain your assessments.

Note: Please **bold** the name of each characteristic (example: **conscientiousness**) and start each facet on a separate line. **Do not** interview the person you are writing about. Instead you should assess his or her personality traits based on your observation. You may not write about yourself for this question.

Extraversion/Introversion: My senior sales accountant supervisor when I worked at K- Cement Co., Ltd, whom I will not name, is the person I will observe. She is an extroverted individual. She is a very friendly, pleasant, and sociable person. She had earned a good relationship with a variety of people in different departments. She is a high-energy person and idea oriented in most of the company's parties. For example, she organized the annual party for the company in 2009. Moreover, she had a strong connection with salespeople and customers, which provided her many advantages to improve her work situation and led to good performance. She is an energetic giver and seems to assert herself on every occasion without spending time alone to recharge her energy.

For instance, while she was working at offices, I saw she was talking and dealing with customers the whole day long without recharging her energy. She tends to be excited with new opportunities like meeting new people in workshops and trainings. Based on my observations, I would say she is an extroverted person and full of life, energy, and positivity.

Agreeableness: She is strongly on the agreeable side. As being a supervisor, she is good at allocating job responsibilities and delegating meaningful assignments to a few people in her team. She tended to understand each subordinate's abilities. In order to increase productivity as well as to improve job performance, she usually scheduled a meeting two times per week to ensure everyone in the team understood their own duties well. In the meeting, she always included questions and answers section on how to run jobs in order to receive more efficient result. She was a nice person and was willing to accept or make any possible change for our team's progress.

Conscientiousness: My supervisor is conscientious. She is generally organized and dependable. She aims to work hard and displays her monthly target plan well, so her subordinators can work hard accordingly. She is also reliable and a good listener. She was always ready to give us support and advice related to the process of doing work assignments and she was able to give assistance anytime we needed. For instance, while she was attending her sister's wedding, I had an urgent matter to consult with her on. She returned my phone call right away and gave me a full a detail of work I asked for. In addition to this, she tended to be highly responsible and committed to organizational citizenship behavior because I observed that she usually worked overtime and even did some work that did not belong to her. Based on her daily activities, I assume that she is a conscientious person.

Emotional Stability: She has a high emotional stability and is extremely calm during problem solving process or workload stress. She is stable and rarely lose her temper. She seems to be

relaxed and unworried in any circumstances. For instance, during closing the accounting period 2010, there was the heavy workload for our team. However, two of my co-workers had maternity leave, leaving three people instead of five to work at the end of the year. My senior accountant acted very secure and calm. She motivated us to work as hard as we could. She seemed to be unworried and able to manage the situation well. She came up with new solutions and problem solving techniques to improve the speed our work process. Based on her well managed plan, we could pass this difficult time in a good time manner.

Openness to Experience: She is a broad-minded person. She was willing to teach or provide enough information for subordinates on how to perform a specific job. Moreover, she likes to explore new opportunities and learn the new things in order to improve her knowledge as well as to gain more experiences. She had received a number of chances for trainings in and outside the country, and this gave her an advantage over other colleagues in the same department.

Questions based on Chapter 5 material:

3.2 Job Characteristics Model (pp. 170-172)

Describe any job you have ever had using the Job Characteristics Model. You must discuss the job in terms of each of the five characteristics. Please **bold** each characteristic and start on a new line. It can be helpful to use a scale of 1 to 10 in your descriptions.

Note: For job significance, be sure to address the significance on customers/clients **and** the significance on co-workers.

Writing about yourself is the best way to answer this question, but if you have never been employed, you may interview someone else to answer it.

Skill variety **9**, Task identity **7**, Task significance **5**, Autonomy **6**, Feedback from job **8**

Skill variety: I am a cashier at 7- Day Convenience store at Revere, Massachusetts. I have been working there for about 3 years. My job title is cashier, but my job duties and responsibilities are far beyond that, and I need different skills to perform this job. Besides working behind the counter, I have to make a purchase order two times per week. For doing an order, I need some knowledge of how to verify purchase requisition by comparing items requested to master list, verifying stock,

scheduling delivery, preparing purchase orders by verifying specification and price, and verifying receipt of items by comparing items received to items ordered. I also monitor a few machines such as an ATM machine, quarter machine, lottery machine, and copy and fax machine that are located in the store to ensure they work properly and they are ready for customers to use. I work behind the counter assisting customers with purchasing, handling the financial transactions, and helping customers with the store facilities and services. In addition, I would have to mop and clean the store before it closes. Therefore, I rate this job as a 9 on skill variety since it requires me to have different knowledge to perform a variety of tasks.

Task identity: I rate task identity 7 because I think my job tends to allow me performing a wide range of services. I take the orders, check the order items, tap the prices, clean the shelves, prepare the items in order on the shelf, perform check out process, and handle the financial transactions. I tend to do all these things, and produce a tangible result, judging by customer satisfaction and loyalty. I perceive the movement from performance to outcome that helps to create an intrinsic motivation toward my work.

Task significance: Convenience store appears to have a positive effect on the neighborhood because it creates a feeling of ease for the neighbors who need immediate groceries. My job is to serve customers around the neighborhood who come to the store. In order to make the store more connected to the life of people, I always find the better way to improve the customer service by treating customers well, listening for their comments, and working hard to enhance the services.

Autonomy: I work is a small store and most of the time I work alone, so I tend to be independent on how to perform my tasks. Because my job duties contain a lot of assignments and are time consuming, I always consider new ways to improve the speed of doing my job. I usually observe a few stores in the surrounding area in order to find new techniques or strategies on how to do my

job better. I also find new ways to enhance customer services by giving good service, providing a quick response to problems, and improving the process of problem solving. As a result of this, I receive a positive outcome because of the greater attendance of new and old customers in store.

Feedback: My job outcome feedback mostly comes directly from the customers; they tend to respond on how I am performing the job by repeatedly coming to the store. I actually work hard and commit to organizational citizenship behavior because I like my job. For customers, they tend to experience the good services and products. In short, it helps to produce customer satisfaction, productivity, and bring profitability to the store.

Questions based on Chapter 8 material:

4.1 Team Charters (p. 255)

Develop a team charter for any team that you have been part of using components 1 through 6, as described on page 255. Start each component on a new line and **bold** the name of the component. Note: The best way of approaching this question is to use a team that you have been part of in one of your classes.

I remember one of my groups in Management Information System (MIS) class where our members were randomly selected by the professor for the major assignment that equaled 30% of the overall grade. There were a bunch of topics and we had to select one for our group in order to produce a minimum 10 pages of written assignment and 25 minutes for oral presentation. There were five members in my group and later we developed into the strong team and everyone consistently worked hard and committed to the team goal. We started our mission by respecting the team charter outlined as following:

Mission statement: First, we introduced our name and concentration. We defined each member's strengths and weaknesses before choosing a topic. We selected one member as the group leader and this team leader tended to have more experiences working in a team. Second, we clarified our team's main purpose to make sure everyone understood the reason for our existence. Third, we based our mission on what we needed to accomplish. For example, our mission was related to the

significant tasks that we needed to complete such as producing responses to meaningful assignments before due dates, preparing a good PowerPoint slide, and meeting and rehearsing for an oral presentation. For our overall goal, we wanted to earn a good grade for this assignment.

Team vision: We were in MIS class, so a topic we researched involved modern technology. The content of the research topic should contain its history, the prediction the future features of the topic, advantages and disadvantages of that technology, and information on how this technology affects today's businesses, and so on. According to our team agreement, we chose the topic "Mobile Technologies." For our team vision, we would like to produce the useful information from this topic that is helpful for the next study or research. We used this statement to strengthen our commitment and determination toward the team goal and outcome.

Team identity: We built our team logo and created the team name. We were "Mobile Technologies Team". This name helped to enhance members' awareness of the research topic. After that, we exchanged phone numbers and email addresses so that we could contact each other for our progress.

Boundaries: The team leader created the outline and summarized main points of the research topic in order to limit our research. For instance, I was responsible for mobile technologies that worked on business applications. I therefore was permitted to describe a few main points of advantages of mobile technologies used in today's businesses from any educational sources and give the specific examples in today's commerce of how those technologies are benefit of. In this case, everyone tended to understand and respect the team policies and procedures.

Operating guidelines: The team leader assigned the content to members by focusing on members' strengths. For example, I was responsible for the mobile technologies on business applications because I am a business student and studying Accounting. Therefore, I might have more

knowledge of how the mobile technologies are used to enhance today's businesses. Another member is major in Management Information System, so he worked on the prediction of future features of mobile phones. We allocated responsibilities based on each member's skills and knowledge. As a result, everyone felt satisfied with their part. This also helped to reduce team misunderstanding and conflict.

Performance norms and consequences: We made a schedule for the team meeting every Monday at 9 am at the library. Everyone brought their part to the meeting, so we could discuss which information was useful and necessary. The team members could receive some comments for development and construction. By doing this, everyone seemed to keep track of what we were doing. Because everyone in the team received the same grade even though one worked less than another, we wanted everyone to work hard for their part. We learned from time to time about our team norms through verbal and nonverbal communication. We made decisions within the team and the majority was respected, but the process had to stay within the team's norms. The team members' performances were evaluated every week based on the amount of work they contributed until they finished their assignments. Therefore, this member could receive time off as a reward while other members did their parts.

Charter endorsement: After we agreed on the overall procedures above, my team leader created the charter agreement to verify our commitment and endorsement. Regarding this charter, the team members made a promise to respect and follow the team norms. We used this charter to reinforce and strengthen the team members to work toward our overall goal.

Questions based on Chapter 9 material:

5.2 Effective Listening (p.303)

Think of a situation in which a coworker or superior was the receiver of an important communication you initiated. Assess how well the receiver listened by evaluating each of the eight tips for effective listening, as presented in Table 9.2 on page 303.

Start each tip on a new line and **bold** the name of the tip.

Show respect: During an inventory counts, I was responsible for both writing and presenting report to my supervisor. While encoding a message through a phone call, he at first did not receive my message properly because there was the traffic noise around his apartment interfered the understanding of a message. By showing respect, he walked to the quiet place and gave me an opportunity to explain him on what I wanted to report. He listened carefully by showing his acknowledgement to a message with some encouraging words and appreciation from him.

Listen from the first sentence: With some noise interfering the message that I encoded, it was hard to acknowledge that he was truly an active listener. Because if he was, he at least realized that it was an important phone call and he should have been ready to listen from the first sentence of my message.

Be mindful: During delivery the messages, he concentrated to messages I was sending to. He did not interrupted and allowed me to finish my sentences appropriately. He received messages and sent me back his messages to show his agreement and understanding.

Keep quiet: Because it was an important message that involved to company production and profitability, he tended to allow me to dominate the conversation by respecting me as the sender. He kept quiet the whole time during I spoke. He seemed to consider a message carefully and return a feedback in the form of confirmation.

Ask question: Since he realized that it was the significant message, he aimed to listen carefully without interrupted me or asked any questions to clarify what I am being said.

Paraphrase and summarize: He is a person who always concern about the correctness of a message he receives. He encoded the message and summarized what I said in the short paragraph to make sure he understood correctly. By doing that, it made me feel more confident that the message that I have been sent has arrived to the receiver accuracy.

Remember what was said: I knew that he either took notes or read my written report to ensure the information he received correctly because he needed it to do the further report to an inventory manager.

Involve your body: it was optional since I managed to send the message through the phone call. However, I heard his intonation showing that he was interested to the message. For example, I heard he said em or oh to show he was understanding the message.

Questions based on Chapter 10 material:

6.3 Conflict Handling Styles (pp. 350-351)

Answer all three questions of the Take-Away Application –TAAP on page 351:

1. Think of a conflict in your own life (Remember, it must be in organizational context – work, school, etc. and cannot be about anyone’s social or personal life.)

I had the conflict while I was a sales accountant at K- Cement Co., Ltd. It was a recurring conflict between the employees in the accounting department and the employees in the sales department. This conflict was that salespersons wanted to hit their sales target and thought less about a profit, while sales accountants’ main responsibilities were to collect sales revenue. In short, the sales department was focused on the number of sales and the accounting department was concentrated on dollars in sales. A salesperson, whose name I will not mention, came to me and asked me to submit a sales order to the accounting manager to release 500 tons of cement and a payment would be sent a few day later after the customer received the cement. This former customer was neither in a contract nor approved as a credit customer (according to the company’s policy, a credit customer acts as an account receivable customer who can purchase a limited quantity of cement in a time period and a payment can be made 15 or 30 days after the purchase is made). My accounting manager would not authorize any non-credit customers to purchase cement without submitting any payment. In this situation, this salesperson insisted I help him. He and I were working together for more than 3 years in a good relationship as friends and co-workers.

I did not want to enter into a conflict and disrupt this relationship. However, I knew that if I brought this document to my manager's desk, he would never release this cement and I would be blamed for not having knowledge about company policy. What was the best solution to this kind of conflict?

2. Then describe how the conflict was handled. Which style best describes how you handled the conflict? Was it the appropriate style?

I at first got stressed about this issue because I did not acknowledge the real problem. I thought more about a relationship rather than work. After for a while of getting through the solution process strategies, I at last generated a better solution to this issue. I decided to discuss with the salesperson on how to deal with this. After the process of evaluating and selecting the solutions, the salesperson agreed to bring this sales order document to the sales manager and consult with him in case he could talk directly to the accountant manager. The reason we did this was because I realized that this document was signed by the sales manager. Therefore, it would be easier if both managers could discuss this issue. They might have generated a suitable solution and both parties were satisfied with an outcome. For the last stage of our decision making, we used the compromising style to deal with this conflict.

3. Explain which style would have been most appropriate and why?

I personally think that the compromising style was an appropriate style for this conflict handling. This conflict did not seem like an issue between me and the salesperson at all because we were on a lower level of the decision making framework. We had no authorization to make such a decision. However, he tended to care about his performance since he was responsible for this customer; he at least respected my decision. This conflict handling style is suitable for parties who are at the same level. Because both managers were on the same level of decision making competence, and they were in charge of these responsibilities, they had the legitimate power to jointly approve this action or not.

Questions based on Chapter 11 material:

7.2 Group Decision Making (pp. 389-390)

Think about a group decision that you have been part of. Assess the advantages and disadvantages of the experience by evaluating each of the five advantages (p. 389) and four disadvantages (p. 390).

While I was working at K- Cement Co., Ltd, I was a part of a group hiring decision making.

As we were looking for new employees for the accounting department, my manager included me as a team member to help them select two sales accountant positions. Working in the group decision making tends to have advantages and disadvantages because we have to consult before a decision is made. The following are **advantages of** working in group decision making:

Greater pool of knowledge: I was in a group of four people. There were me and my senior accountant, an accountant manager, and someone from the Human Resource department. Because we were from different positions and profiles, this group possessed a greater pool of knowledge, skills, and experiences that were the great advantages for producing effective decision making.

Different approaches to a problem: There were six candidates, who were recruited by an employee from HR department. These candidates seemed to have the same potential for the requirement positions. Our goal was to choose the two best candidates, with the best professional skills, leadership skills, strong interpersonal skills, honesty, and integrity. Therefore, four members in this group shared different responsibilities to approach the decisions making process. We divided the selection process into two sections. The first section was a pretest that was used to test candidates' knowledge and skills, and the final was an interview section. I worked on preparing and scoring the pretest, and distributed the result and made an official phone call to selected candidates. For the interview section, the senior accountant and manager took part. They prepared and asked questions while they observed candidates' personalities and interpersonal skills. HR

employee and I took the notes for a further decision. Everyone in this group had their own roles and different problem-solving techniques reaching to the problem, as well as alternative solutions.

Greater commitment to a decision: We were working hard toward the goal we had set. Therefore I would say that everyone had a strong commitment to the decision. I shared my notes and pretest results of the candidates with everyone to review for the final decision. We chose two out of four candidates, and everyone had time to prepare their choices and speak up for their selections. A variety of decisions and discussions turned the group to a very proactive team, in which everyone had a chance to give their ideas. As a result, the group made a very productive decision toward hiring new resources.

Better understanding of decision rationale: The more people participate in decision making, the better we understand the decision is rational. When we worked hard and put more effort into a decision, we understood how this process works and how to reach the best decision. For example, my manager considered and reviewed all the input provided by us. Therefore, his final decision reflected our decision.

More visible role modeling: I think it was true to my situation. Because it was my first time in a formal decision making group, I had less practical experience than anyone else in the group. However, I later on learned a lot about group dynamics and the process of problem solving. For example, I learned from an HR employee how to screen job candidates through their LinkedIn profile. I learned to list candidate's interests, their basic resume, and recommendations. Moreover, I gained an overall sense of how to select candidates. After I had finished this project, I earned some useful experiences involved with the recruitment steps and the main points on how HR works when a new job opens.

The following are **disadvantages** of group-aided decision making involving group dynamics and interpersonal interactions.

Social pressure: Being in the group where I was in a lower level than others, I felt lots of pressure surrounding my job responsibilities. I had to work hard in order to get my part done. Since I had less practical experience in this process, I had to do more research to meet their expectations. For instance, I had to study each candidate's information. I needed to learn what a recruiter should do, and much more. I therefore think I was under such pressure to keep a good standing in the group.

A few people dominate: Two members of my group dominated. They were the senior accountant and the accountant manager, who tended to have more experience and knowledge compared to the other two members. In the group discussions we were supposed to discuss and search for creative ideas that fitted into everyone's goal, but it would turn out to be unproductive in some cases. For example, I had less knowledge working as a recruiter, so I seemed to lack ideas and be indecisive, especially during a group discussion. At the same time, two of my bosses had very broad knowledge and were idea-oriented, so they controlled the discussions; as a result, we had to respect their decision.

Goal displacement: Since this group was led by experienced managers, it seemed to go smoothly, and follow the plan and goals set earlier.

Groupthink: As I mentioned earlier, my manager set a plan and goals, which produced a groupthink. As a result, it discouraged any extra creative ideas and lower individual responsibilities because we needed to respect the boundary of groupthink.

Questions based on Chapter 12 material:

8.1 Make Meetings Work for you (p.403)

Assess the effectiveness of a meeting you have participated in, based on all items, except number 5, from the What to Do section of Make Meetings Work for You on page 403.

Start each item on a new line and **bold** the title of the tip.

Make and distribute an agenda: I attended an effective meeting last year at my workplace, 7-Day Convenience Store. We make an annual meeting every year. The detailed script of the meeting

was usually written down in an agenda. The meeting took place at 7-Day Convenience Store office in Revere on December 27, 2015 from 9:30am to 10am. In the agenda, the manager first focused on the inventories management method and stock count for the end of the year. Second, he reviewed the assigning price. Last, the manager pointed out to the price consistency. Employees did not require any specific preparation for the meeting, but priority up to date information related to prices and inventories was encouraged.

Set and communicate a goal for the meeting: In the meeting, the manager wrote down main points and the meeting's goal for his speech. He made a brief talk on what appeared in the agenda. He recommended his employees to genuinely care about inventories management, especially the first in first out (FIFO) method and reorder point. The manager also mentioned that for inventory items are prepared for sale, they are assigned price, therefore, the given price for each item had to reference on the item's price and this would be benefit for distributing the price consistency. The overall goal for this meeting was to accomplish the useful tasks that are prerequisites for the convenience store's daily operation.

Assign responsibilities: The meeting was set every year in order to maintain employee's knowledge on how to control inventories as well as to keep them on track for doing important job assignments. After the manager clarified the tasks that needed to be performed better, employees' knowledge of their job duties was increased. The manager assigned me and co-workers to be responsible for the inventory counts at the end of the year for the company's income tax purposes.

Set a time limit: To make the meeting convenient for everyone, my manager set a time limit of 30 minutes. Because this time period adequately covered all the main points of the meeting and was enough to train employees about the important tasks, the manager decided to make it short and concise for everyone's convenience.

Be concise: In the meeting presentation, my manager summarized his speech by emphasizing the main important tasks in order to remind employees what the meeting was for.

Marry complaints with solutions: At the end of the meeting, he asked if anyone had questions or concerns to please not hesitate to ask him. My new co-worker wondered what the FIFO method that was the manager mentioned above and what was the benefit of using this method? Since he was a new employee, my manager explained it to him concisely but clearly. He gave an example; he said if 50 items were purchased for \$5 and 50 items more were purchased next at \$10, FIFO method would assign the price of the first 50 items resold \$7. He explained that $\$5 + 5 \text{ multiplied by } 40\%$ (40% is extra revenue from sell one item) equals \$7. And after 50 items are sold, the new cost of the item would become \$13 ($\$10 + \$10 \text{ multiplied by } 40\%$). The benefit of the FIFO method is that it helps to reduce expired products in the stock and is advantageous for tax purpose.

Stick to a schedule: It worked for this meeting because everyone needed to go back to their tasks, so the meeting was started and ended exactly as appeared in the agenda.

Questions based on Chapter 13 material:

9.1 Servant Leadership (pp. 451-453)

Assess any leader you have worked for according to the ten characteristics of Servant Leadership (Table 13.3, p. 452).

Start each item on a new line and **bold** the name of the characteristic.

The accounting manager, whom I worked for at K- Cement CO., Ltd, is the one I will evaluate on the ten characteristics of Servant Leadership.

Listening: Based on my observation while I was working with him, the accounting manager gave a value to listening. Under his management, he preferred to consider employee's comments, ideas, and proposals carefully. He listened before responding. He allowed others to consistently share their stories before coming to a judgement. For example, my sales accounting team requested him in a meeting to hire two more individuals to help us with a job. Our manager listened to our

proposal critically. He encouraged individual team members to express their ideas. He considered each comment carefully before he responded. He explained that hiring decision was an important issue for each department, therefore, he had to discuss this proposal with the top managers before any decisions could be made, and he would consider all the comments and report those to the top. In the end, our voice was heard and we received an approval for this proposal.

Empathy: As an accounting manager, he never used his coercive power toward employees under his supervision. He was always kind and reasonable. For example, when one of my co-workers' son was seriously sick, the accounting manager gave her a permission to have a month leave without losing pay.

Healing: In this setting, healing is defined as an emotional and physical encouragement that an employee necessarily needs from an employer while she/he is in a difficult time at work. I think my accounting manager held this value. For example, during the new accounting rules implemented under the company's policy, accounting teams were in a tough time because the old system did not support the new implementation. It caused a delay of work assignments while some of the works were urgent and needed to be done in time. The accounting manager recommended and encouraged us to do any urgent works manually. Based on his support, we could swim across this difficult time in a good manner.

Awareness: During the period I was working in K- Cement Co., Ltd, under his management, I observed that he always worked hard to improve subordinates' job duties and strived for the success of the accounting team. I never saw him interfering with other employees beyond his management. He tended to have a strong self-awareness.

Persuasion: Working as a sales accountant in a heavy industrial company was a tiring job position. I and accounting members usually worked overtime and sometime we worked until midnight

during closing an accounting period, but we did not complain and we even worked harder. Therefore, I think the accounting manager applied the persuasion techniques with his legitimate power, resulting in employees' commitment to their job responsibilities.

Foresight: In my opinion, I think he had the foresight to manage outcomes of situations under his control, for example, in the hiring proposal requested by the sales accounting team. The accounting manager foresaw positive consequences of action that hiring more people would result in the higher profitability to company. As a result, he approved this proposal.

Stewardship: There were four different teams in the accounting department, which was under the accounting manager's management. By observing that these four teams were committed to the organization and worked hard for their own performances, I could assume that he was a good steward of employees and resources he managed.

Commitment to the growth of people: Under the leadership of the accounting manager, every team member consistently received an opportunity for training and benefits even if they were undergraduate or graduate students. In addition to this, he provided extra training for those who performed their jobs poorly in order to help them apply their knowledge to the job assignments as well as to perform better in the future. He did employee evaluations every three months to make sure everyone was on the same track. These activities showed that he cared about the development of the employees.

Building community: Because he was one of the good leaders in K-Cement Co., Ltd, while I was working there, he was so popular and he was respected by a wide range of people from the lower to the top level of the organization, and outside the organization. Therefore, building community must have been one of his values.

Questions based on Chapter 14 material:

10.1 The Three Levels of Organizational Culture and Socialization (pp. 481-483 and pp. 502-506)

A. Answer all four questions presented in the Take-Away Application –TAAP on page 486:
Assessing the Levels of Culture at My Current Employer

Answer the following questions by considering your current or a past employer.

1. What artifacts can you see at work? What do these artifacts tell you about your employer?

Inside of K-Cement Co., Ltd, headquarters, on the center part of a building, was hanged a large depiction of the company's core values and visions. Inside the campus, there were three departments, including Accounting, Finance and Sales. All these departments were located in the same floor, with open space and communication. The idea for this style helped to increase employees' engagement and encourage the flow of information. For the managers' offices, layout and decoration depended on the managers' own styles, but mostly contained office equipment, their photos, degrees, certificates of appreciation, and awards. For employees' desks were in front of the manager's office and nearer the office was the better position. The managers wore professional clothes like a suit and tie while employees had the K-Cement uniform. The basic idea of uniforms is that of having a sense of commonality, which develops amongst employees, and uniforms help to depict solidarity. These artifacts tell me about managers beyond their outlook; for example, their suits and ties would show that they were professional individuals who earned higher degrees, with longer experiences in the field. The public lists of values mentioned above expressed the employer's beliefs in reasons for the company's existence that included the culture of trust and engagement that united management and the workforce. These things lead to the success of the company in the long run.

2. What are the company's espoused values? Do you think management's enacted behaviors are consistent with the espoused values?

K-Cement's espoused values include, the commitment to the concept of fair practice to all parties involved, the adherence to fairness by providing customers the best quality products at the appropriate and fair price, and the dedication to excellence. K-Cement focuses on technology advancements. K-Cement believes that employees are the most valuable assets. The company owes its growth and prosperity to the contribution of its employees with competence and integrity. K-Cement is concerned with social responsibilities. It operates on the basis of a sound sense of responsibility towards the nation and the society in general. I personally think that K-Cement management teams strived to respect those espoused values. This was a reason that made the company's operation work well since it started up. Moreover, K-Cement's management teams tended to enact behaviors that aimed to increase employees' senses of commitment and engagement. For example, the managers displayed their behavior by performing daily management well, which yielded the inspiration to employees. In short, K-Cement management enacted behavior consistent with the espoused values.

3. Identify three key beliefs you have about your employer: You may want to ask a colleague the same question. Are these beliefs consistent with the meaning of the artifacts you described in question 1?

There are three key beliefs I have about my employer at K-Cement Company:

- Employer enhances the employees to work in other organizational roles.
- Employer provides employees with access to the wide range of information.
- Employer commits to assisting employees to achieve their personal objectives.

The employer decorated the open working space for employees to improve the communication and increase the flow of information. Working in an open space encouraged the creation of meaningful ideas that helped to improve employees understanding of other employees' roles and duties from different departments, and helped to increase employees' willingness to work in a variety of organizational roles or setting. Also, managers who believed in the company core values

and enacted those values, would help maintain the employees' commitment to achieve the organizational goals. In short, the meanings of the artifacts I described above are consistent with my three beliefs.

B. Describe your socialization into the culture. Be sure to include all three stages of the socialization process, and to discuss whether the reality of the encounter stage matched your expectations of the pre arrival stage.

Start each socialization stage on a new line and **bold** title of it.

Anticipatory Socialization: I had learned the information about a sales accounting post in a job poster on the university information board. The poster described the organization, occupations, job requirements, and job responsibilities. I was interested in the post and continued to research more about the company through the Internet. I studied that. K-Cement Co., Ltd is a large cement producer in Cambodia and it was established in 2005 as a part of the Siam Cement Group (SCG). SCG is the largest cement company in Thailand and Southeast Asian was founded by King Rama IV in 1913. By learning a fairly amount information about the company, I decided to apply for a job there.

Encounter: After I had been hired as a sales accountant there, I went to a workshop about the company at the K-Cement factory. I received some training on how to perform the daily job responsibilities from my immediate supervisor and got to know more employees from different departments. After for a while, I observed that the employees seemed to work hard. For the accounting team, everyone displayed their daily responsibilities well and earned chances for different kinds of training. The company even provided a budget scholarship package to support the employees to continue with their master's degrees. It sounded cool to me. I personally think that the company provided the sufficient values to employees and all those matched to my expectation in the early stage.

Change and Acquisition: During the early time of my employment at K-Cement Co., Ltd, I did not like the idea of working overtime and too many job responsibilities for employee to achieve daily. However, when I was working there for a while, I managed to adjust myself to follow the work situation and respect the team norms.