**Employee Motivation Satisfaction & Commitment**

**Purpose and Instructions:**

What’s that you hear knocking? Opportunity.

Roadrunner Inc. is back in action with a new lead. If everything is bigger in Texas, so are the problems occurring at Texas Roadhouse. The corporate team has called in our consulting firm to diagnose problems that have been occurring across their restaurants. Knowing we can’t go to each restaurant; we decide to do a case study at nearest location by holding focus groups.

Using the qualitative feedback below, our task is to provide recommendations for Texas Roadhouse at how they keep employee satisfaction, commitment and motivation high.

**Employee Perspective**

Daniel Garcia was eating lunch at Texas Roadhouse one Thursday when he noticed a help-wanted ad for the restaurant on his placemat. The ad indicated that most servers made more than $30 an hour and that the restaurant atmosphere was fun, exciting, and a place to meet new friends. As a college student, Daniel thought the job opportunity was perfect: The money was good, and because most of his friends were back in Arizona, the chance to have a good time and make new friends was highly appealing.

During his job interview, the restaurant manager promised Daniel that he wouldn't have to work more than 20 hours a week and that he could always have one Friday or Saturday off each week. Daniel accepted the job offer and began work on the following Monday.

The first week at work was spent learning the menu, restaurant rules, and serving techniques. Daniel was one of five new servers, but he was the only one who was also attending college. As one would expect, the second week was a bit stressful as the new servers began waiting tables. The first day was filled with mistakes, but by the end of the week the five new servers were performing like experts.

As the weeks passed, Daniel began to feel stressed as he tried to balance his 15-hour course load with the demands of his new job. Most weeks he worked 30 hours, and he had not had a Friday or Saturday night off in the past 2 months. During the next month, Daniel called in sick one Friday and then again a week later on a Saturday. Daniel was also feeling a financial pinch. Even though he was working more hours than he expected, his base pay and tips averaged only around $13 an hour. Though he liked his coworkers, Daniel always seemed to be arguing with his supervisor, who Daniel thought was giving the best hours to employees with less seniority than he had. Even worse, the restaurant was constantly busy, and there was never any time to joke around or have fun. Daniel's grades began to drop, and after failing a test in his 8:00 a.m. history class, Daniel finally quit his job.

**Manager Perspective**

For the past 5 months, Susan Kwan, a manager at Texas Roadhouse, has come home from work stressed and angry. It seems no matter what she does, she can't motivate her employees to improve their performance. Over the past year, Kwan sent each employee to an extensive career development seminar, spent money on new equipment, and transferred out the employees who lacked the ability to do their jobs. Despite these interventions, her team's performance is at the same level it was 2 years ago. Because of this performance stagnation, Kwan is worried that she will be fired.

Kwan thought that a boost in morale might increase performance, so she gave each employee a 12% raise.

Yet, instead of morale being increased, many employees complained even louder than before. Restaurant cleanliness and customer service were not better than before. Employees tended to forget to take out the trash at night and to wash down the tables in between shifts behind the register. Peanut shells littered the floor!

Furthermore, certain employees tended call out sick at the last minute for weekend shifts leaving her team short staffed.

Kwan also held a department meeting in which she gave an inspirational appeal for everyone to "work hard and do the very best job you possibly can." Her department seemed enthusiastic for a week, but productivity did not change.

She has noticed a recent uptick in resignations furthering her concerns about the health of her team

**Questions to consider:**

*For the following questions, please provide your response in paragraph format drawing from examples covered in the course and textbook as evidence. Additional external sources are welcomed as well.*

* Using theories discussed in this text, what caused Daniel to become so dissatisfied that he eventually quit his job? Hint consider the type of commitment style in your answer.
* Using what we know about job analysis, selecting and recruiting, performance management, designing and evaluating training systems, what can be done at Texas Roadhouse to improve the problems described in the case study? Please list at least one suggestion for each of the aforementioned topics areas.
* How might goal-setting theory and intrinsic/extrinsic motivation help Kwan keep Daniel engaged as an employee?
* How can we use measurement to monitor employee satisfaction, motivation and commitment? Hint, consider the scales mentioned beginning on text pg. 375.
* On page 369, the text discusses equity theory and types of organizational justice. Are any of these an issue in this case? Why or why not?
* Page 380 begins to discuss negative consequences of job dissatisfaction: absenteeism. What intervention method did Kwan use in attempt to increase morale? Why do you think it failed for Daniel? What method(s) from pages 382-386 might you try instead?
* Why is monitoring turnover important? What is the first step in reducing turnover? What are typical reasons for why an employee leaves an organization?