

The movie "Office Space" illustrates a working life through Peter and Joanna, at two very different yet similar companies. Throughout the movie you see challenges both characters face within their organizations. Initech and Chotchkie's both have many different structural and leadership issues within their companies. Leadership within these organizations are different but both ineffective in keeping organizational commitment and job performance. These organizational problems also affect their individual characteristics in the work place, and outside of work. Throughout this paper we go into great detail over the different aspects of organizational behavior within both of these companies.

Lumbergh as a leader has legitimate power which comes from his position of authority inside the organization. He is a transactional leader who uses passive management by exception. He waits around for someone to make a mistake or error to take action. For example, Peter messed up the TSA report and his boss came to rub it in his face and remind him that he did it wrong several times. Lumbergh is so laid back and not caring he is almost a laissez-faire leader. He has an autocratic style of leading as he does not ask employees for their opinion, he just does what he wants.

His behaviors greatly affect aspects of the integrative model of organizational behavior. Employees at Initech have very low job satisfaction. It was very noticeable when they sang happy birthday to Lumbergh and it was so quiet and no one actually looked happy. Employees have very high stress levels under their job demands. For example Milton was so frustrated with the stress of his job and horrible leadership under Lumbergh that he burned the office down. Peter and his friends hated their bosses so much they wanted to steal from the company rather than go sit at their jobs. When Peter had his meeting with restructuring consultants he said that no one had any motivation because they had no opportunity for reward within the organization. This lack of reward for their actions slows productivity in the work place. Initech does not run their company fairly, they fire people by just taking them off the payroll. No one trusts their bosses because they are always only looking out for themselves. There is some learning and decision making happening at Initech but not much at the employee level. They just work software and do the same thing over and over again every day. This repetition and low decision making from the management style at Initech is causing employees to slack off.

Initech corporations has a lot of room for improvement within their leadership styles. Lumbergh should be more involved with all employees' actions. Right now he only speaks to employees when

asking them to stay late or if they did something wrong. He needs to help motivate employees to want to do their work by offering stock options or bonuses if they do their work well. Just like Peter said in the movie there is no motivation for anyone to work harder or just sit there like a waste of space because they aren't rewarded for their work. Lumbergh could also offer ways that employees could cope with their stress during the day such as relaxation techniques like progressive muscle relaxation and meditation to help calm employees. After seeing how angry employees can get at copiers I think they need some anger management classes. Lumbergh could ask employees what they think could help with aspects of their job, giving them some authority or say in what is happening would help motivate them to work harder.

Stan, the manager of Chotchkie's, is a transactional leader because he does not inspire his employees or motivate them to have his authority. He uses his coercive power to establish authority. For example, when Joanna only has the minimum 15 pieces of flair Stan just nags at her and compares her to her coworkers. His nagging and ability to punish people gives Stan his power over employees. This is a very negative style of leadership and is not recommended for strong positive organizational commitment or job performance. Stan's leadership techniques are hurting the company.

His behavior affects all aspects of the integrative model of organizational behavior. First dealing with stress Joanna always seems on edge and like she didn't care about her job after speaking with her manager. The only motivation Joanna had for wearing flair at her job was so she would not be nagged about not wearing it. Stan was using negative reinforcement tactics to motivate Joanna to do the right thing. From what we saw in the movie there was no trust between Stan and Joanna. Stan was also playing favorites with his employees and this was unethical. Drew may have learned decision making from working there, but Joanna didn't learn anything from working at Chotchkie's as she didn't mix well with the style of leadership.

There are many areas for improved performance and commitment within Chotchkie's organization. The manager at Chotchkie's should not be so overbearing and looking down on his employee's so much. He also needs to stop comparing one employee to the next employee as that can cause unwanted tension within the company. The will hurt the organizational culture because there will be a competition against employees. Instead of Stan comparing the two he could accept what they do

individually and reward his employee there personal best. He also should not micromanage, and ease off his employees.

Peter at the beginning of the movie displays the traits associated with neuroticism, such as being moody, nervous, and insecure. This is evident with his low job satisfaction, when Peter is constantly reminded of his failures by his 8 different bosses which annoys him and affects his mood. Neuroticism is tied with having a negative affectivity it flows into his is life to the point that he has to leave the office at 9am. Peter has a strong external locus, this type of belief system is what Peter exhibits, which is evident by his belief that his job power is limited, his boss Lumbergh controls much or all of his work power, such as his making Peter come in on Saturday's and also on Sunday's, Peter is left with no choice but to comply, and there isn't much Peter can do to change that.

After the therapy session Peter is no longer neurotic because he exhibits the traits such as being calm, relaxed, and secure. He no longer has any fear of his bosses and simply beats to his own drum. For example, when Lumbergh calls Peter multiple times of Saturday morning to remind him about coming into work, Peter doesn't care that he is ignoring his boss. At this point he tends to be more extraversion, such as exhibiting the traits like being bold, assertive, and dominant. He takes on a much more dominant personality and gives the elision of being in charge. Such as when Peter is talking with the Bob's he tells them what he truly feels and doesn't hold back and just assumes that he will be fired.

Some recommendations for improving the situation would be offering more rewards and incentives for high performers when Peter makes the connection that if he works extra hard and ships a few more units, he gains absolutely nothing. He has zero incentive to go above and beyond the bare minimum. Another recommendation would be for Peter to only report to one boss, Peters motivation is severely dropped when he makes one mistake and 8 different bosses come and tell him the same. As with many of the employees Peter can't really tell the Bob's what his job really entails, giving peter the freedom of creativity can greatly improve his overall job performance and commitment.

Joanna shows the personality traits associated with being neurotic because of her opinions of working at Chotchkie's, she views the "pieces of flair" as stupid and only wears the bare minimum of 15 pieces of flair. She does not exhibit any extraversion based on her unwillingness to express herself the way her boss would like her to, she views it as an infringement on her personal expression. She does not

get along with her male co-workers because of the over the top showing of expression. According to her boss, Stan he says he does not value her personal expression because it does not match that of the restaurants views. This ultimately leads to her "showing her flair" by flipping off Stan and leaving the restaurant for another one.

Some things that could have improved the situation for Joanna would have been not having Stan pressure Joanna into adding more flair, according to the policy 15 was the minimum level of pieces and Joanna was never blow that level, yet she was constantly annoyed with comments from Stan. Helping Joanna increase her "openness to experience" would benefit both the company and also Joanna, this would lead to improved creative thought and overall creative behavior. She had no desire to improve any of those because of the way she was treated, she felt no matter what she did it wouldn't meet company expectations.

Initech is presented as a functional bureaucratic structure. Employees are grouped together based upon what jobs they do for the company, all answering to one or more leaders. Work specialization appears to be quite high, considering that Peter only ever did TPS reports. The chain of command is weak. Though employees seem to mainly refer to Lumbergh as "the man," and Lumbergh is the person responsible for meeting with the Bob's because he is the division Vice President, Peter still answers to seven other bosses. The span of control is a combination of wide and narrow. Lumbergh seems to be responsible for a massive bulk of employees within Initech, which he personally micromanages while other bosses handle the same set. Initech is shown to be centralized. Though Initech is a large company which usually means a decentralized structure, Lumbergh as the division Vice President made most of the decisions when it came to downsizing the company. Initech seems to be not formalized, employees simply show up on time, do their thing and then leave. There are not very many rules, with the exception coming from TPS reports.

Some suggestions for 'fixing' Initech would definitely be to downsize as it was doing. There seemed to be a whole lot of almost useless and unmotivated employees that could find life better elsewhere. An example would be Tom Smykowski, who simply tells his secretary to take reports between engineers and customers. The job is unnecessary, as the Bob's pointed out. High work specialization is fine, especially within a large company dealing with software. Initech needs to form a chain of command

that clearly puts each employee only under one boss with Lumbergh, however ineffective a leader, at the top managing the bosses. Initech needs to decentralize more. Lumbergh as the division Vice President with at least seven managers underneath him should not be micromanaging the regular employees. Lastly, Initech should have more rules focused upon employee conduct. Peter stated that he spends only about five minutes a day on actual work, unacceptable.

On the contrary, Chotchkie's is a very organic organization, with its day to day operations ran by another micromanaging boss named Stan. Because it is a restaurant, work specialization is high, which is to be expected. For example: a waitress cannot be expected to cook meals. The span of control here is narrow. Stan the manager simply controls the everyday actions of his employees. Chotchkie's is shown to have a centralized structure. It could be a part of a chain but that is not explicitly stated, which makes it a small business. Unlike Initech, Chotchkie's is a formalized organization. Each employee is also required to wear a minimum amount of flair, and their expressions are to remain happy and energized at all times around customers.

Chotchkie's is much better run than Initech. The work specialization is fine, and there is no issue here. The span of control could be better adjusted, with perhaps a lower-tier manager set aside specifically to deal with waiters and waitresses, thus preventing Stan from being able to micromanage his employees. A centralized structure works just fine for Chotchkie's, employees clearly know who their boss is. The main issue for Chotchkie's is its high formalization, specifically with Stan. Besides the basic rules of how to deal with customers lies another set of rules dealing with conduct and flair. Stan would continuously pester his own employees if they did only the bare minimum of work or flair required. The almost ridiculous rules present in an organic business chafed with Joanna, causing her inevitable outburst. If the flair was less formalized and strict, then the issue could have been avoided.

Overall, using the organizational behavior model we compared the two companies and all aspects inside them. Office Space was a funny movie that depicts two job atmospheres that needs a lot of work within their organization. We believe that with our help we could help restructure their companies and turn them into better run organizations with our knowledge from this class. We are

confident that this would positively affect the employee's motivation, organizational commitment and job performance.