



Case Study: Container Store

Topic: **Motivation & Performance**

**Consistently Ranking as a Best Company to Work for:
 Tindell and Boone Inspire and Motivate at the Container Store**

Motivation is what determines the direction of behavior, the level of effort, and persistence of an individual. Motivation is central to management because it explains why people behave the way they do in organizations. Employees at the Container Store are very motivated. They know they should do whatever is required to meet the needs of the customer and they don't need to ask permission. They exert high levels of effort to provide superior customer service and they are very persistent. Instead of telling customers they don't have the item they requested they try to find other items that will meet the customers requirement.

1) What is intrinsic and extrinsic motivation? What evidence is there to suggest that employees at the Container Store are intrinsically and extrinsically motivated? How do employees at the Container Store feel about helping customers and the products they sell? List the 5 components of the job characteristics model and indicate a rating of 1 (low) or 10 (high) for the sales jobs at the Container Store and indicate the reason for your rating?

2) The motivation equation includes inputs, performance, and outcomes. List 5 types of inputs and 5 types of outcomes. Discuss inputs, performance, and outcomes at the Container Store. What specific inputs do sales people at the Container Store contribute? What evidence is there that the Container Store is achieving performance? What types of specific outcomes do the employees receive?

3) Define expectancy, instrumentality, and valence? For each component of Expectancy Theory indicate a rating of 1 (low) or 10 (high) for the sales jobs at the Container Store and indicate your reason for the rating? What things did Tindell and Boone do to boost expectancy? What appears to be highly valent outcomes for employees at the Container Store?