

DMV Merger with County Tax Office

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As a manager of this government organization, I need to have a knowledge of the situation for which a research is to be made.

The reason for the federal government to bring out the decree that people would provide documents to prove their identity when applying for or renewing their driver's license was a good one, because the government wanted to preserve the safety of the population. However, the implementation of the decree turned out to be detrimental as well for the state of Florida government employees as for the driver's license customers. The changes made, merging the Department of Motor Vehicle (DMV) with the county tax collector's office, affected the structure of the organization, and subsequently the workers' behaviors and social life, and created non-satisfaction and unhappiness for the DMV customers.

Instead of reaching the goals that were set for the merging (save money for the state and save time for the citizens, the change created more issues that needed to be resolved. Many employees would exit long before retirement, and servicing patrons became a total mess, including tremendous delays in service. There were serious tensions among the government workers. In such a situation, it is not possible to revert the business back to what it was before, or to cancel the federal government's decree.

As a manager of the organization, I am conscious that an Organization Behavior researcher's task begins with a problem to solve. In this case, I will use a Mixed Method Research, a combination of qualitative and quantitative research. First a qualitative research design aimed at interviewing a selected number of employees. I will invite those selected employees in my office and interview them in small groups of three or four. I will also use the quantitative research method by undertaking the survey called "A Measure of Job Satisfaction:

The Hoppock Job Satisfaction Blank” (Scandura, 2016, p. 13, Sources: Hoppock (1935); McNichols, Stahl, and Manley (1978). This survey provides data about how satisfied the workers are about their job, how much they like their job, how they feel about changing their job, and how they compare themselves with other people. The survey will allow me to study the job performance, the work-related attitudes, so that I can create situations of social motivation. Since the survey results tell me the reason why the employees are not satisfied or why they would quit, I will set up programs and incentives that will keep them excited and happy about their job.

The improvement of employee productivity will subsequently generate the customer satisfaction, because every weak area of productivity (poor customer service, tension and frustration) are dealt with efficiently. In organizational behavior, Yukl (2013) suggests that participative leadership offers potential benefits to achieve set goals in making decision. Different decisions for change may be used by the manager in time of crisis, as participative leadership includes consultation, joint decision making, power sharing, autocratic decision. However, in this present case, consultation with employees would be the most appropriate approach, in which “the manager asks other people for their opinions and ideas and then make the decision alone after seriously considering their suggestions and concerns” (p. 106). When the employees feel that they are involved in the management and decision making, they will perform better, and they will be happy to perform better.

References:

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Yukl, G. A. (2013). *Leadership in organizations* (8th ed.). Upper Saddle River, NJ: Pearson.