



SBSD1043 ORGANIZATIONAL BEHAVIOUR

CASE STUDY ASSIGNMENT 2

GROUP 2

DZUMIRRAH BINTI MASDAR	A21BS0025
NUR ELZAHRA BINTI MAT SAMAN@ MOHD SUFFIAN	A21BS0084
SALIHAH SYAIRAH BINTI AZHARI	A21BS0133

1. Provide one suggestion to Ashley on how to motivate hourly line production employees at the Lima Tire Plant. Your answer should discuss, first, the current situation faced by hourly line production employees, the suggestion, and finally, how the introduction of the suggestion will make them more motivated.

Lima Tire Plant had around 1,1200 employees and 970 of them were hourly line production employees who work in shift times daily. According to the case study provided, there is dissatisfaction among hourly line production workers at the Lima Tire Plant. Hourly line production employees did not satisfy with the new working times which is from 8 hours become to 12 hours a day. This changes lead to counterproductive work behaviour among hourly line production employees such as they came late to work or calling in sick. This is because due to extended working times, hourly line production employees get stressed and it disrupts their focus on work.

Hourly line production employees were also dissatisfied with how the line foremen treated them. The line foremen will be furious with anyone who made a mistake without providing any justification. For example, from Exhibit 4 in the case study, hourly line production employees said the foremen did not treat them with any respect. They just bark orders and expect the hourly line production employees to jump. According to the circumstances that exist among hourly line production employees at Treadway's Lima Tire Plant, this results in reduced their motivation.

The suggestion for is Ashley should schedule a meeting between hourly line production employees and the line foremen to address the dissatisfaction in order to increase the motivation of the hourly line production employees. The meeting provides an opportunity for hourly line production employees to voice their concerns over the 12-hour workday that they are required to put in. Therefore, Ashley can reschedule the hourly line production employees for proper working hours while also maximize the production. If hourly line production employees are happy with their new working hours, they will be more motivated to come to work and be more punctual in the future since they will have enough rest and free time to do what they want.

Ashley can also listen a conflict between two parties at a meeting, including the line foremen and hourly line production employees. With pros and cons of how to respect one another, Ashley may offer a better resolution to both sides. Ashley may develop a new rule by

punishing anyone who is rude to others without relevant cause. In the end, the hourly line production employees and line foremen will be aware of their mistakes and may be able to improve their relationship. Finally, the realization of hourly line production employees about their rights are reserved will increase their motivation for work.

2. Provide one more suggestion to Ashley on how to motivate line foremen at the Lima Tire Plant. Your answer should discuss, first, the current situation faced by line foremen, the suggestion, and finally, how the introduction of the suggestion will make them more motivated.

The current situation that happens among line foremen is a lack of communication between the line foreman and general supervisor. The general supervisor failed to provide the line foreman specific instructions regarding how they were to carry out their responsibilities. Based on the case study, some foremen do not have a clue what industrial engineering is, or how to track their working hours. They also did not know how to manage a dispute and they know less about their legal rights than the hourly line production employees do. From the survey in Exhibit 5, the line foreman felt left alone, without the necessary skills or tools, and could not get their job done. They felt low motivation in doing their work because they will get a bad performance review if they did not meet a plant target despite the fact that is not their faults.

Other than that, the line foremen also had persistently counterproductive interactions with general supervisors and area managers. The line foremen supervisors always create a gap between them because of their higher position in the organization. For example, in the current situation, the general supervisors and area managers are not used to attending an occasional social event with them because of the line foremen's level of social engagement. This situation makes line foremen realize that they are just in a lower hierarchy level in the organization so they lost motivation for work and cannot interaction well with their supervisors.

The suggestion for Ashley to increase motivation for line foremen is to make sure the general supervisors adopt the proper communication strategies when giving instructions to the line foremen. When the general supervisor used effective communication technique, the line foremen will be able to accomplish the company's goals with high consistency since the instructions are stated more clearly. As the result, the line foremen will be more skilled at a particular task and better able to promote their performance, which will lead to an improvement in self-motivation.

Since Ashley is the top management, she must develop a culture that utilises 'all channels networks' for communication in the company. All employees in the organization such as upper, middle, and lower levels need to communicate with each other to close their bonds

in the company. Every employee will actively communicate with each other regardless of position. For example, Ashley may arrange an event similar to an annual dinner at the end of the year. As a result of the ceremony, the relationship between line foremen and general supervisors may improve because they will speak closely with each other and get to know one another better. From there, they will respect each other regardless of their different status levels. This will lead to reducing the gap between line foremen and general supervisors and create a better relationship among them. With the positive working environment that result from their strong relationships, it might improve the motivation of the line foremen and also their workload can be lesser.