

Organizational Behavior

Case Study 2: The Treadway Tire Company

Job Dissatisfaction and High Turnover at the Lima Tire Plant

Group 1
HEW JUN KANG
LI JUN YI
NURIN AMNI

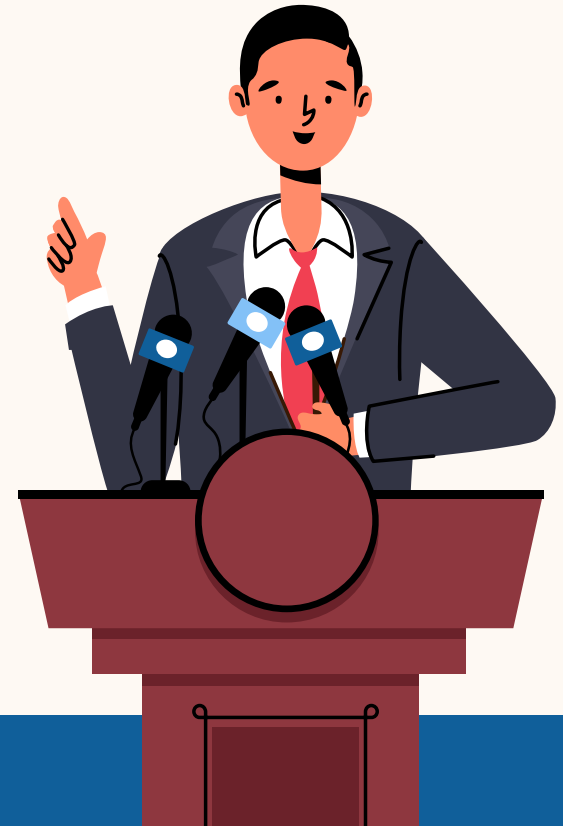


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01

Organization Chart

Organization Chart

Plant Manager

**Operations
Director**

**Production
Manager**

**General
Supervisor**

Foremen

Line worker



Focus on this study



Line workers



Line Foremen

02

Line workers

**We are not
satisfied !**



**The foremen don't
know how to work with
and manage us!**

No respect!

**We have to
communicate!**

No manner!

**Full of negative
attitudes!**

Bark orders!

**Enjoy catching me
doing something
wrong!**

Never say good things!

- Line workers

An example in the plant

A line worker arrived back late from his break, the line foremen went ballistic and started screaming at him.

He tried to explain, but the foremen just kept shouting.

Current Situation (line workers)

**Tension between line
workers and foremen**

**Negative Work
Environment**



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graph TD; A[Tension between line workers and foremen] --> C[Lack of collaboration]; B[Negative Work Environment] --> C;
```

**Lack of
collaboration**

Suggestion : Profit-Sharing Plan

Group Performance > Individual
Performance

We > Me

- Start avoiding conflict

Collaborative environment



03

Line Foremen

**We are not
satisfied !**

**Pulled in different &
conflicting direction
by workers,
management, and the
union!**

**Too much
responsibility!**

**Contribution are
undervalued!**

**Always get tongue
lashing!**

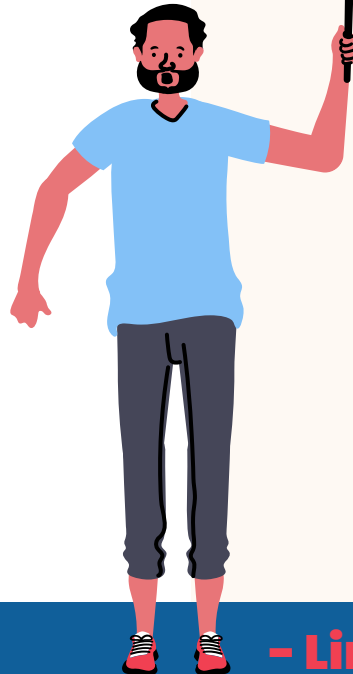
No training provided!

No Authority!

**Supervisors not
helping!**

**Can't control demotion
& termination!**

**Line workers show no
respect!**

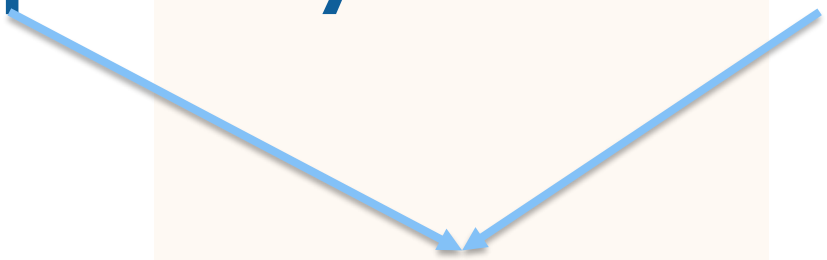


- Line Foremen

Current Situation (line foremen)

Lots of Responsibility

Limited Authority

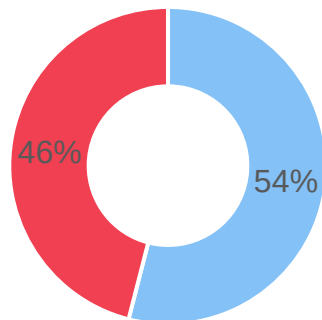


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graph TD; A[Lots of Responsibility] --> D[High Turnover Rate]; B[Limited Authority] --> D;
```

**High Turnover
Rate**

Foremen turnover rate in 2007

■ Stayed ■ Turnovered



Suggestion : Employee Involvement

- ✓ Able to give input into decisions.

Participative Management

A process of involving those who are influenced by decisions (foremen), in making decisions, to satisfy everyone's needs.

- ❑ Increasing job satisfaction by encouraging participation



Thank you!