

Problems in the computer assembly division analysis



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This paper explores various conditions pertaining to a small scale computer manufacturing firm located in the southeast. Until recently it has performed well to meet its organizational goals but could not continue with the same pace soon after. Earlier the unit was able to assemble 80 computers per day but now has dropped to 65 in conjunction with the manufacturing related defects. This poor performance not only affected the firm's success but also challenged its fate. This could be due to many limiting factors.

Poor working habits, increased communication gap, failure to adhere to the guidelines, lack of sufficient training etc. , concerning the employees are some of the very possible basis for the problem in support to the dawdling productivity levels. Several studies indicate that the quality of work could be improved if proper ergonomics are in place (Keeled, 1995). The very Implementation of ergonomics could eventually boost a constructive atmosphere pertaining towards attaining greater Job satisfaction for the employees, improved work quality, and enhanced productivity.

Further to deal effectively, as a leader, it is very imperative to apply several other strategies to recognize the strengths and weaknesses of the workers so as to bump up the team performance from a period of uncertainty to certainty. This might not be established unless and until proper goal setting is in place. A goal setting is most likely to improve performance, directing attention, increased persistence, and motivation (Locke, Shaw, Sara', & Lethal, 1981 In addition it is very important to evaluate each Implementation to make sure if the progress is in relation to the achievement of goal strategy.

Assumptions and Limitations Being an In-charge, It Is Important to make sure If everything Is going at a right pace. Any incongruity could eventually result in malfunctioning of the organizational success. To my assumption, as per the recent uncertainty, it is vital to consider that several rules and working guidelines were severely violated which are up to the supposition that they were implemented a while ago. It Is also imperative for the fact being, the assumption of strict adherence towards disciplinary policy is in place and has been debased.

Talking during the scheduled hours for long periods, working overtime on daily basis which is not really necessary, taking long breaks during lunch etc. , are some of the Instances where in the disciplinary policy has been violated. Considering the fact that assembly Dillon Is of a small scale computer manufacturing firm, it is impracticable to move towards profit margins unless the work performance is elevated.

So it lays the responsibility of the leader and group members towards understanding the ways to develop organizational performance under specific limitations by the use of their Intellectual abilities, technical knowledge and experience (Fiddler & Garcia, 1987). Further the case study demonstrates that it would be exceedingly stressful for the organization to sustain if human resources and negativisms, the leader should adopt a strategic plan to tackle his workers both mentally and intellectually to meet the expectations of the owner and contribute to organizational effectiveness.

Leadership Styles Evident Amid the different leadership styles, the most effective leaders are claimed to have both high concern for the people and

high concern for production. When articulating speaking of leadership behavior, I would rather go for a combination of directive and achievement oriented styles. The leaders exhibiting these styles would be seen both demanding and supportive as well (Hughes, Gannett, & Church, 2009). They try to explain their followers what they are expected to do, how to do, when it has to be done, and how their work fits in with the work of others.

This behavior would also include setting schedules, establishing norms, and providing expectations that followers will adhere to the directed procedures and regulations House, 1971). Further the leaders of this style continually seek ways to improve performance and expect the followers to always perform at their highest levels. Possible Leadership Solution Good leadership is all about an interpersonal situation in which one individual in the group wields influence over others for the purpose of performing an assigned task (Borrowers, 1964).

As a leader it is very important to plan, direct, and coordinate the assembly activities in such a way that the production meets output and quality goals while remaining within the budget. Further emphasis should be put on continuous quality improvement. If the problem arises in relation to the quality of the work performed in the plant, the leader may implement better training programs to meet both the technical and behavioral aspects (Grant, Ram, & Krishna, 1994).

But, alike the case, if the problem is due to substandard materials or parts from the outside vendors, the leader should work with the supplier to improve their quality or change the vendor. Further strict implementation

and adherence to company's policies and goals should be established. My Solution The ability to manage and lead organizational change is in itself a competitive advantage (Lurch ; Lake, 1991). I believe, for an organizational change to be successful it has to be measurable, replicable and sustainable.

In the very first phase, I will try to explain to the owner with the findings concerning the organization including the traumatic situation of the workers. In the second phase, I would try to set-up a group meeting and train the workers to adhere to company's policies and goals (Rows & Eager, 1988). As per the goal-setting studies stated by Locke et al. 1981), no reliable individual differences have emerged, probably because the goals were typically assigned rather than self-set. This training also includes disciplinary guidelines, absenteeism, need for communication and the current production issues.

Effective communication among the employees helps to build a quality interaction. It also facilitates them to understand the duties and expectations. In the third phase, I would develop a list of specifications for the supply parts to the vendor so as to guarantee quality defect free production (Kaplan, 1983). This step could eventually eliminate the problems faced by Fred. In the fourth phase, I would arrange training sessions where in it is mandatory for everyone in the production line to attend.

Training sessions help educate the employees with organizations specific reason for making it mandatory for everyone is that, the group training session would facilitate the experienced people to share their thoughts which could be adopted by the learners. In the fifth phase, I would try to relocate

the Job position of Sherry from assembling motherboard division to overall final inspection division. Relocating this session would encourage Sherry to continue with the same outstanding effort to detect any faulty computers before they are shipped (Porter & Steers, 1973).

Further the relocation would indeed facilitate the company's reputation for reduced returns and increased quality product. Next I would try to recognize the legitimate exceptional workers who put their effort towards successful productivity and would be offered with a monetary reward from the left over budget. And also I will try to make sure if it goes in a fair and open manner so that it could be encouraging for the there employees to recognize the fact and try themselves to work hard.

Finally not the least, I would call the performing unit a team but really manage members as individuals. Once this is done, management behavior and production systems can be gradually changed as necessary to support oncoming customer demand. Summary According to Hughes et al. (2009), good leaders are made not born. If we have a desire and will power, one can become an effective leader. Accordingly, trust and confidence between the leader and employee is the reliable predictor for employee distraction in an organization.

This could be facilitated by effective communication. Also it is vital to help the employees understand how their contribution can help in achieving key business objectives and company's overall goal strategy. Locke et al. (1984) have found the results from a review of laboratory and field studies on the effects of goal setting on performance show that in 90% of the studies,

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specific and challenging goals led to higher performance than easy goals. Developing strategies does not fetch good results but its implementation makes the difference.

Goal setting is most likely to improve task performance when the goals are specific and sufficiently challenging, feedback is provided to show progress in relation to the goal, rewards such as money are given for goal attainment, the manager is supportive, and assigned goals are accepted by the individual.