

# The jk roberts company case study examples

[Business](#), [Management](#)



- Discuss the case in terms of the attitudes and beliefs of the managers and workers. Pay particular attention to issues related to satisfaction and organizational commitment

Attitude affects the efficiency of an employee in an organization. It may affect it positively or negatively. Employees with a good attitude towards work, perform very well while at work while employees with poor attitude towards work perform dismally (Porter et al 37). The manager's attitude is also another important factor that determines how the organization performs. If a manager has a negative attitude towards the employees or the organization, the working conditions in such organizations are bound to be very inhabitable affecting the general performance of the organization (Bolden et al 10).

Analysis of the case study on the J. K. Roberts Company reveals several attitudes that are affecting the performance of the organization. The productions manager has a negative attitude towards the employees. He perceives them as ineffective and time wasting. More so, he opts to avoid direct confrontation with the employees while attempting to bring new changes within the organization. When the employees were complaining about the new rules, he did not give them an opportunity to raise their concerns (Porter et al 41). The employees are continually complaining of his mistreatments. He is too observant on the protocol to an extent that he creates tension between the employees. If he lowered himself to the standards of the employees then they would have listened to him and hence accept the changes that he is imposing on the work environment. In addition, the employees when the employees were on the go-slow strike

after one of them was dismissed, it is obvious they were seeking direct address from him however he avoids them until the situation becomes very serious. Therefore, the productions manager does not appreciate the value of the employees in this organization (Bolden et al 65). However, generally his attitude towards work and the organization is generally positive. He believes in the success of the organization that is why he is instigating several changes that will favour efficiency and hence improve on the organization performance.

The employees on the other hand have a negative attitude towards the productions manager. Since he was given the job, the employees have been complaining that he does not deserve the work. They claim that he was given that position based on family ties and friendship with the president of the organization. This means the employees have a general negative attitude towards the management. More so, the employees are complaining that the management is increasing their responsibilities while maintaining their salary they decide to sabotage the efforts being made by the organization in an attempt to improve on efficiency (Porter et al 41). All these are being done due to the attitude they have on the productions manager. The employees lack job satisfaction. They feel they are being overworked for a very small salary. This factor demonstrates how the workers perceive their company negatively (Bolden et al 99). More so, the employees are prone to overgeneralization. An individual's mistake being reprimanded is taken as an attempt to intimidate them to work effectively. They have generalized the organization as intimidating and unresponsive to their demands (Porter et al 13). In addition, the employees are full of

personalization, labeling, and blame. Apart from this they are unable to handle the tasks designate t them by the management. They also have problems with the management especially the productions manager. All these aspects can well be defined as a negative attitude from the employees of this organization.

- Using theories of needs, discuss the differing needs of the male and female workers, the foremen, Mr. Peter Roberts, Bob Green, and J. K. Roberts.

The needs of all the employees of this organization are different. Their needs are determined by the responsibilities, environment and the life experiences (Redmond par, 1). There are several theories that can help analyze the needs of the human resource and the management of this organization

The male workers have several needs. Most of their needs can be classified under the theory Maslow's Hierarchy of Needs. This theory suggests that need are determined by how much the individual is missing in the life (Redmond par, 3). The male employees are the ones that carry out most of the work in the organization. They are not as radical as the female employees are. According to this theory most of their needs are physiological and safety needs (Redmond par, 2). They are still at the lowest level of the Maslow's Hierarchy of Needs.

The female employees in this organization on the other hand can well be understood based on the Alderfer's ERG Theory. This theory has three levels of needs. Since the female employees prefer a better pay for minimal number of hours worked, they also are determined to ensure none of them is mistreated. Therefore, under this theory they can be classified as having relatedness needs (Redmond par, 8). They are establishing strong social

relationships at work by fighting for one another's survival and well-being in the organization.

The foremen want to satisfy both the employees as well as their bosses.

Their needs in this organization are complex. They want to be acceptable to their bosses and the employees. This makes it very hard for them to apply the strict guidelines supplied by the management. Their needs can well be understood based on McClelland's Need Theory. Under this theory, it can be said that the foremen have affiliation motivated needs (Redmond par, 15).

They want to develop strong relationships with their bosses as well as the other employees. They prefer to be liked and respected by the rest of the employees.

Bob Green on the other hand wants to satisfy the boss, Mr. J. K. Roberts. He is afraid that he will be blamed for having caused the current situation in the organization. According to Alderfer's ERG Theory, he has relatedness needs (Redmond par, 8). He wants to create a positive image to the workmates and the boss. As much as he is the vice president of the organization, he does not take precedence in ensuring the new approach is effected. He wants to remain neutral to both the organization and the workers.

- Discuss the case in terms of the uses and abuses of power

Power is a very instrumental part of an organization. This company has a hierarchical system of organization. The most powerful person in this organization is the president closely followed by the assistant president. The president of this organization has delegated his power to the assistant, which in turn has delegated the power to the managers of different departments. Then the most controversial department in this case is the productions

department. Since it is undergoing restructuring and it is directly involved with the conduct of the employees on a daily basis several cases can be highlighted where power is utilized in ensuring work is done.

The productions manager in this organization uses his influence to force the foremen in implementing his new rules. He develops new guidelines that are needed for ensuring efficiency in the organization. Several tactics are applied to ensure his power is felt in the organization. Some of them include pressure as in the case of the foremen and consultation, where he was forced to negotiate with the female workers before they could resume working (Bolden et al 116).

Cases of abuse of power are minimal in the case study. The productions manager avoids consultation when developing strategies that directly affects the workers. When the workers try to resist his new strategies, he takes his stand without allowing for negotiations. This is a case where he abused his power. In addition, he decided to avoid the workers blames over the new regulations by being indirectly involved in the implementation. He threatened the foremen forcing them to implement his strategies.

The coordinative roles given to the assistant president are not well executed. The lack of use of power is the abuse of power (Bolden et al 171). He should have used his influence to ensure effective management approaches that are favorable to both the organization and the employees.

- Knowing what you know about work motivation, what would you do if you were confronted with the situation outlined in this case? Be as specific as possible in responding to this question.

Work motivation is a very complex and yet very important. Most of the

employees in this organization lack motivation. The new productions manager did not carry out an analysis of the motivational status of the workforce before deciding to implement the cost reduction programs (Thomas 47). He was determined to minimize on time wasting and yet the employees were wasting time due to poor pay and the lack of other incentives at work. If I were in his position, I would have developed financial and other incentives for hard working employees (Monster par, 2). This would have increased the efficiency of the employees.

The case of threatening and intimidating the foremen was completely unnecessary. These are the closest people to the employees. I could have promised a present for the most effective team and the leader for a successful team (Monster par, 7). Since the foremen are the leaders I could have confronted them to get ideas on why the employees were wasting a lot of time and hence employ a strategy that could satisfy both the employees and the organization.

The creation of a reward system could have improved in efficiency in this organization rather than the approach of ensuring the employees does not waste time at work. Bob decides to increase working hours and reduce the number of working days. This does not auger well with older employees. They see it as being overworked. In place of such an approach, I think Bob should have created more breaks within the working days where the employees socialize with each other as well as the management to achieve team building (Monster par, 9). Such an approach could have enabled the workers to feel as equals with the managers and hence an important part of the organization. Such a delicate organization needs realistic goals that are

acceptable by all the workers and achievable (Thomas 95). Creation of an instant reward for efficiency will automatically increase efficiency within the organization.

Peter failed dismally in developing rules and forcing the employees to abide by them after realizing that they were undergoing a go-slow. Such rules are necessary in an organization. The rate and the nature the regulations were developed and implemented complicated the issue further (Thomas 112). I would have developed the regulations but allowed for flexible working conditions in the organization (Porter et al 14). More so, I would have implemented one rule at a time minimizing the effects hence making them achievable. I would have ensured the employees understand the benefits they will rip from the organization's success (Monster par, 11). This would have made them to work harder for the success of the organization.

## **Works Cited**

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