Treadway Tire Company: Job Dissatisfaction and High Turnover at the Lima Plant, Spanish Version

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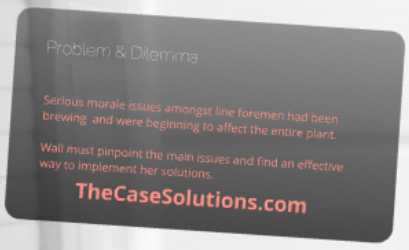

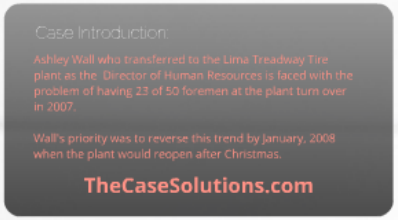

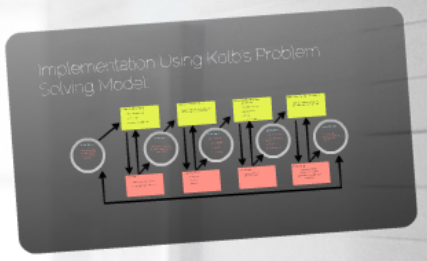

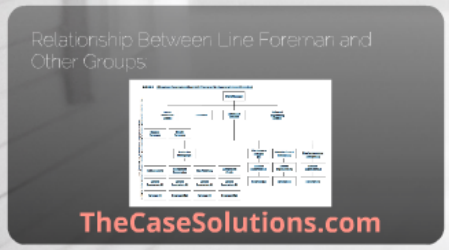

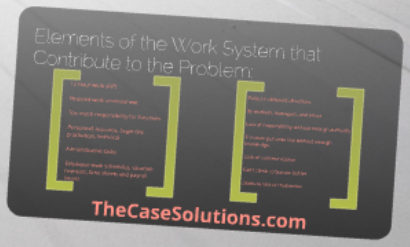

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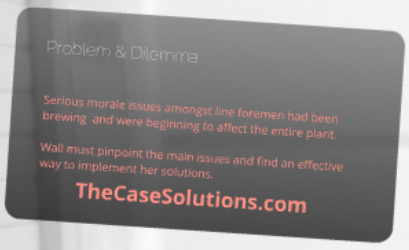

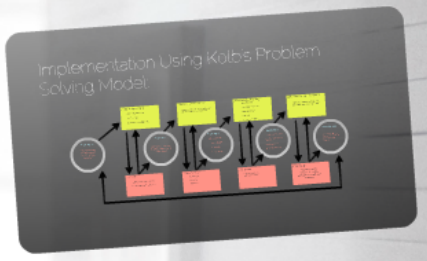

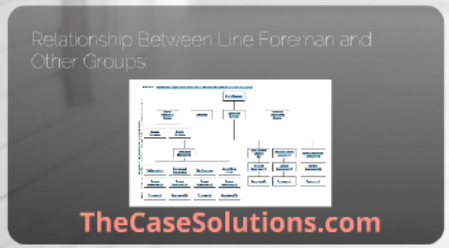

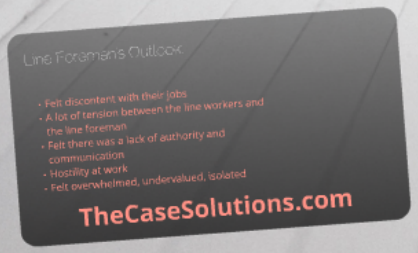

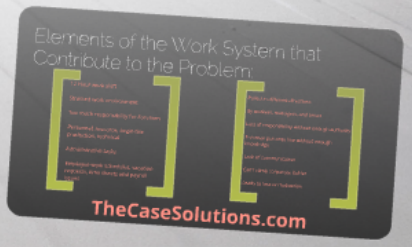

Case Introduction:

Ashley Wall who transferred to the Lima Treadway Tire plant as the Director of Human Resources is faced with the problem of having 23 of 50 foremen at the plant turn over in 2007.

Wall's priority was to reverse this trend by January, 2008 when the plant would reopen after Christmas.

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Problem & Dilemma

Serious morale issues amongst line foremen had been brewing and were beginning to affect the entire plant.

Wall must pinpoint the main issues and find an effective way to implement her solutions.

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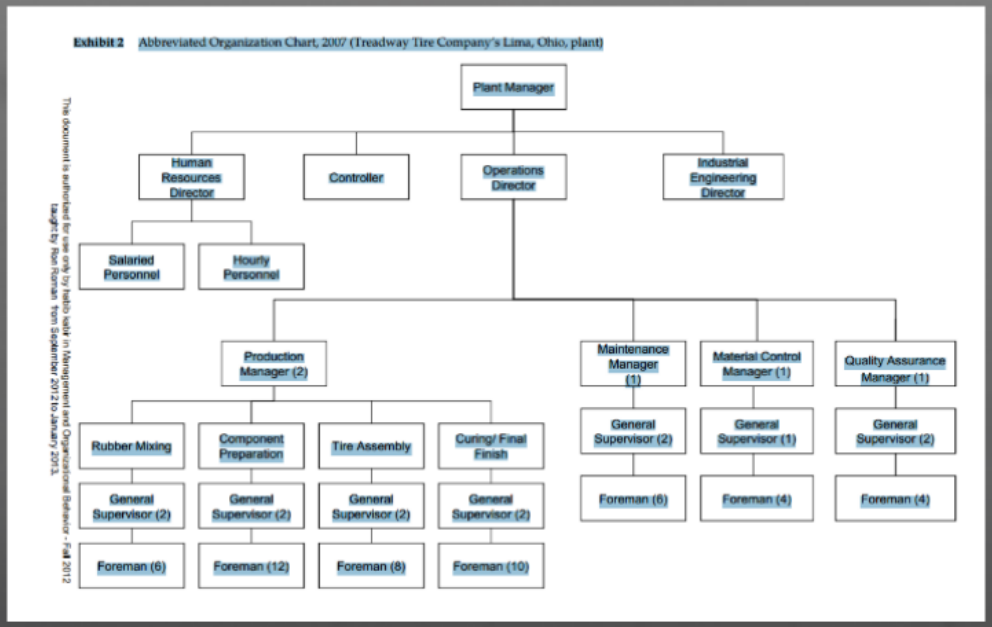
Relationship Between Line Foreman and Other Groups:



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Line Foreman's Outlook:

- Felt discontent with their jobs
- A lot of tension between the line workers and the line foreman
- Felt there was a lack of authority and communication
- Hostility at work
- Felt overwhelmed, undervalued, isolated

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Consequences of These Feelings:

High levels of stress

Tension between Union Floor Members
and Line Foremen

Low Morale

High turnover

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Elements of the Work System that Contribute to the Problem:

- 12 Hour work shift
- Stressed work environment
- Too much responsibility for Foremen
- Personnel, resource, begin tire production, technical
- Administrative tasks
- Employee work schedules, vacation requests, time sheets and payroll issues

- Pulled in different directions
- By workers, managers, and union
- Lots of responsibility without enough authority
- Foremen put onto line without enough knowledge
- Lack of communication
- Can't climb corporate ladder
- Leads to loss of motivation

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Possible Solutions

Reorganize the Foreman's workday into more attainable tasks

Encourage a team atmosphere

Make expectations of foreman clear

Allow foremen to be included in union negotiations

Contribute to furthering education of foremen to allow them to move up in management

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