

Justin Payroll Company's Processing Crisis

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Abstract

This case study concerns a company entitled Justin Payroll Company which was begun in Las Angeles California by an individual named Jane Douglas. Jane gained her expertise following years of employment with another large payroll company. During her tenure with another large company Jane worked in the areas of payroll, accounts receivable, and accounts payable for what was identified as a high technology company. Upon Jane starting the company Justin, it became known as a high quality, cost effective means for more than 100 other smaller non-profit organizations which were situated in the las Angeles California area. Though Jane's company was somewhat smaller, it became faced with a very serious situation whereby one of it's primary sales managers were unfamiliar with an issue that was ongoing within his section due to communication problems. Jane, as the company president was not made aware of a major issue ongoing within one of her major sections by one of her most trusted sales managers. Once Jane learned of this communications problem, she was then faced with determining what went wrong, fixing the problem and determining how to correct the issue going forward. [CITATION Sho15 \l 1033]

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Introduction

In the case study involving the Justin Payroll Company's Payroll Crisis, there existed a major communications problem in the company that nearly led it to bankruptcy. The Justin Payroll Company was a company that was started by Jane Douglas, an individual who gained her work experience while serving with a high technology, large processing company working in the areas of payroll, accounts payable and accounts receivable.

Background

During Jane Douglas' life with her previous company as a sales representative she gained very valuable experience working with small organizations, serving within the social services arena with non-profits, and also worked in the area of payroll taxes. While serving in these capacities Jane developed a desire to support and work with non-profits more than other organizations and would soon leave her current company and establish the Justin Payroll Company along with two of her other friends. Jane would later become President of the Justin Payroll Company organization. [CITATION Sho15 \l 1033]

Discussion

The Justin Payroll Company was established in las Angeles California for the expressed purpose of helping non-profit organizations in the areas of payroll services. In this case study the future of the company, Justin Payroll Company, would be critically challenged due to communications issues that existed within the company. [CITATION Sho15 \l 1033] Communications in this case is considered to be the actual transmission of information [CITATION Hou77 \l 1033] which the case study points out was distorted in this case. The authors Shockley-Zabalak (2015) discuss distortion and characterizes it as noise level, control or

manipulation. In this case study reasoning does not appear to be related to control or manipulation but for sure there was noise as Tom never identified a problem from his team.

Jane, the company President, was caught by surprise when she learned that the team of one of her sales managers would be losing three of their primary clients. Jane began to question her sales manager for this team, Tom Merton, regarding why these clients were leaving the company. Unfortunately, Jane learned upon questioning Tom that he was not even aware of why the clients were leaving the company. Tom, the sales manager, stated that he only learned that the clients were leaving the company when they began calling to inform him concerning their departure. Tom noted that members of his team had not completed the proper paperwork whereby problems were to be reported. He would later learn that the reason that several companies were leaving was likely due to the fact that particular software had not properly calculated paycheck withholdings and it appears that no one was aware. [CITATION Sho15 \l 1033]

Jane requested that Tom set appointments with each of their departing clients so that she could visit them personally and also asked that Tom set up meetings with the processing team so that she could get a better understanding regarding how and why the incident happened and she was not made aware of the issue sooner. The case study notes that Jane is required to act right away regarding this issue. The decisions Jane will make, the actions she will take and the fate of Justin Payroll Company hang in the balance. This case study highlights a number of organizational communications possibilities which could assist in resolution of issues faced by Justin Payroll Company's Crisis. [CITATION Sho15 \l 1033]

Questions

1. What is the meaning of functional tradition, the meaning-centered approach, and emerging perspectives with regards to organizational communications?
2. What are communications networks and could they have affected this situation negatively?
3. What are communications channels and were the appropriate channels used in this case?
4. What is the meaning of distortion in organizational communications?
5. Is human interaction important in organizational communication? Explain.
6. Does communication relate to decision making? Explain.

References

Housel & Davis. (1977). The Reduction of Upward Communication Distortion. *Journal Of Business Communication*, 49-65.

Shockley-Zabalak, P. S. (2015). *Fundamentals of Organizational Communication: Knowledge, Sensitivity, Skills, Values*. Boston: Pearsons.