



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

NAME SURNAME: MAGEZI JOSHUA

STUDENT ID: 2110652

NAME OF THE MODULE: PROBLEM SOLVING AND DECISION MAKING

LECTURER NAME : AKINSEYE ALUKO

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1. Introduction

Job dissatisfaction is a major problem in workplaces today. As a result, employees lose their moral to get up and go to work or even to accept promotions in a work place in case the opportunities come. This also affects their performance in their daily tasks as they cannot communicate well in case there is a bad relationship between employees and management, or they have money problems because they are not being paid the standard rate. Training of employees for career development after they have been recruited can change so much about the employees moral to work and performance as well. And the flexibility of the work life balance improves performance.

2. Personal problems and issues in a working environment

Job dissatisfaction

Job dissatisfaction is the main problem faced in work places, and it is caused by so many other factors like the ones discussed below. These factors include, being underpaid, poor employee vs management relationship, no training after recruitment and lack of work life balance. These are not the only causes of job dissatisfaction. According to the Herzberg's job dissatisfaction theory, its states that the low hygiene factors (factors that are necessary for employees to work) lead to employee dissatisfaction (Alrawahi, *etal.*, (2020). High hygiene factors mean that employee is in a neutral position where is not satisfied or dissatisfied. And the management needs to use motivate employees in order to make them satisfied.

2.1 Being under paid

The organisation's pay structure can affect the employee in many ways including emotional, mental and physical health. The human resource management journal stated that the employees receiving performance-based pays for example sale commissions. This means that their pay is tied to their individual performance or department performance or company performance end up working harder but experience high levels of job dissatisfaction due to stress of the job. Like wise, being underpaid will increase the possibility of experiencing depression , stress, and other emotional related problems in most of the days I the month which may even lead o absenteeism in a work place (Reid and LeDrew, 2013).

2.2 Relationship between management and employees.

The quality of the relationship between management and the employee affects the employee's performance in a work place as well as the psychological well-being. A poor relationship with a boss can only mean stress to the employee, reduce their morale or motivation to work and also low job satisfaction or dissatisfaction. at the end of the day this make the employee reduce their commitment to the job and again the overall performance of the employee will go down according to (Dewydar, 2015).

2.3 No training after first employment

Inadequate training of employees leads to experience and low performance on the job as well as increased levels of stress related to the job. When the employees are unhappy, they also often feel undervalued, and this means that their chances of looking for new jobs elsewhere for whatever reason will increase and most importantly searching for development opportunities. Its is therefore important to make sure that after you have recruited employees, they receive more training so they can feel a sense of value to the

business and can believe that they have a chance at career development according to Lechner, (1999).

In most case the employee will become less productive because they don't understand or know their job very well, they constantly disturb other staff by stopping the job and asking for help all the time leading to delays and loss of time. When employees are properly trained they can contribute greatly to the success of an organisation as they can perform their jobs well to meet the set industry standards. Essential training, for both management and employees, mostly consists of a number of onsite physical classes or sometimes a different location during the orientation period. Other companies may consider more in-depth training but also the organisations needs to know that any unnecessary expenses affect the performance of employees. They expect fresh employees to be an on the job learner who watches their supervisors and older employees in order to execute. But again this type of training is not enough and it may create more problems for the business.

2.4 No work life balance.

In some cases, employees develop high blood pressure due to failing to make a work life balance. This high blood pressure can lead to other heart conditions, besides the muscle aches and pains. This makes the employees an easy target for sickness as their immunity is already weakened, as stress (Poulose, S. and Sudarsan, N. (2018).

3. Solutions to the employee problems

A fishbone diagram is used visually to look at the causes and effect of the problem. The fishbone diagram is a more structured approach someone can use to brainstorm on the causes of a particular problem it even works better than other tools such as the 5 Whys tool. In the fishbone diagram either the problem or its effect is placed at the mouth or head of the fish.

3.1 The five Whys

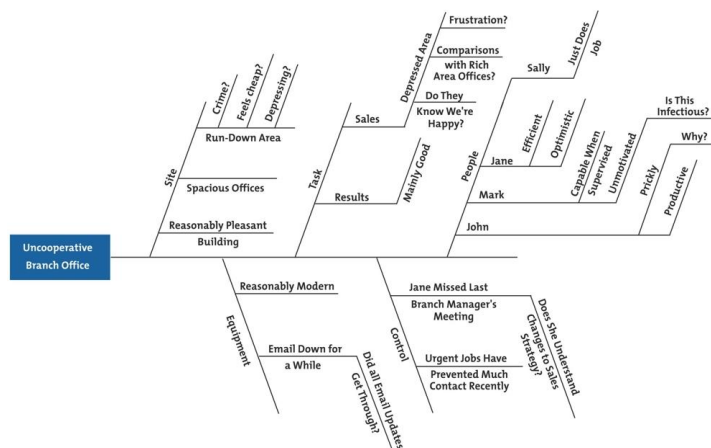
This is also called the cause-and-effect diagram or commonly known as the Ishikawa diagram. It can appear in several variations such as the cause enumeration diagram, time-delay fishbone, process fishbone, CEDAC (cause-and-effect diagram with the addition of cards), reverse fishbone diagram, desired-result fishbone. This cause analysis tool is one of the seven basic quality tools that are used in a problem solving in organisations. The tool identifies the many probable causes of a particular problem. It is especially useful when it comes to structuring any brainstorming session. It saves time when it comes to sorting ideas into meaningful categories (Ilie and Ciocoiu, 2010).

The fishbone diagram was first used by a manufacturing team who were trying to understand the source of periodic iron contamination. It is said that the team applied six generic headings to enable them generate ideas. They used layers of branches to make a thinking pattern about the causes of the problem or issue they were facing. However, it is important to remember that some times ideas appear in more than one place. For example "Calibration" can show up under "Methods" as a factor under the analytical procedure (Ilie and Ciocoiu, 2010). In another way, it may also show up under "Measurement" as a cause of misjudgement in the decisions.

3.2 Creating a fishbone diagram

When solving our problem, we can start by using the fishbone diagram template. The final diagram will look like the figure 1 below which shows the cause and under each cause other sub causes of the problem job dissatisfaction problem we are solving (Kenett, 2008). The figure1 below illustrates the main how a problem in an organisation may be solved using a fishbone diagram.

Figure 1. fish bone diagram



Source: Kenett (2008).

In solving the job dissatisfaction problem, the following steps are taken.

Step 1: problem identification

The problem is written down as job dissatisfaction, details of who is involved and affected are put, what the problem is, where it occurs in the organisation and when it happened.

Step 2: Working Out the Major Factors causing the problem

Then, identification of the factors causing the problem is done. These factors range from equipment, , systems, external forces, materials and people who may be involved in job dissatisfaction. Other models such as **McKinsey 7S Framework** (which offers you Strategy, Structure, Systems, Shared values, Skills, Style and Staff as factors that you can consider), can be used to identify as many causes as possible and even brain storm on other factors causing the job dissatisfaction problem. A line is drawn off the spine of the fish representing each factor and its label.

Step 3: Identify Possible Causes

Possible causes are of the factors identified are brain stormed on to find out which ones particularly relate to the problem. Possible causes of the short inlines are identified and in more complex cases, sub causes are also identified and labelled

Step 4: Analysing Your Diagram

The last stage is analysing the diagram making sure that all the possible causes you can think of have been named and labelled on the diagram. Most likely causes are singled out and investigated further depending on how complex the issue may be. At this stage the organisation can even conduct surveys to establish the possible solutions from within the organisation and how far this problems affect the employees. Surveys are also used to

establish the actual contributions of these to problem. More frames works can be used to assess the issue further. The solutions are developed and an implementation of the plan is made with goals and time set to achieve them. Ultimately the best way to deal job dissatisfaction is to come make sur that an office environment that caters for the development of the staff including their welfare, mental , social and physiological needs are met .

4. Conclusion

In conclusion, the fishbone diagram is a very important and applicable tool in problem solving and decision-making process with in the organization. No matter what the problem may be , management of those in leadership positions should be able to understand and apply this tool to solve problems around the work place. It is however worth noting that , the fish bone diagram on its own may not solve the problem but also the use of other tools and models such s the decision tree, conducting aa root cause analysis, SWOT analysis may come in handy. I can't help but wonder whether all problems need to solved or rather that come problems are opportunities for both the organisation and employees to grow and become better than they are. Job dissatisfaction in our case seems to be as a result of more than the few listed causes and that it is important to also understand where you are looking at the right causes during the problem solving process. As this would save you a lot of time and the organisations a lot of resources as well as valuable employees .

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