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Course Name: Problem solving and decision making

Module code: BMS4004

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Introduction

Currently, most of the organisations is facing different challenges regarding under pay, lack of work life balance, no vacation time, limited career growth at the organisation, etc. Due to these kinds of issues, the employees have been obliged to leave their job or employment. Therefore, in most of the organisations, the employee turnover rate has been increased (Graesser, Kuo and Liao, 2017). In this aspect, the organisations need to significantly implement resilient and sufficient approaches within the workplace environments; through which, the organisations will be able to proficiently reduce the employee turnover rate. In this way, this study will evaluate the most suitable problem that will be solved, which has been identified from the previous work experience of author.

Definition of a Complex Problem in the Workplace

Generally, during the organisational business operation, most of the employees are facing different kinds of problems regarding underpay. After the COVID-19 outbreak, the executives in most of the organisations have reduced the pay scale of the employees and have initiated to provide huge work pressure on them. Moreover, by involving the employees for overtime work, the organisations are not paying additional bonuses and compensation (Eichmann *et al.*, 2019). Due to this, the employees become dissatisfied and demotivated towards their job, and thereby most of them have left their employment and looking for new secure jobs.

Analysis of the Information on the Identified Problem

Those who just go through the motions at work are the norm for workers who don't feel that their bosses care about their well-being. Disgruntled and underappreciated workers prefer to execute the lowest amount of effort necessary to complete the task, with little regard for quality or result. This group of workers, in contrast to those who are well-paid, is often hesitant to put in further effort to assist the organisation meet its objectives. The message the organisation is sending to its workers through underpaying them is strong. It's not uncommon for workers who think they are underpaid to have one foot out the door, constantly searching for a better position (Lasecki *et al.*, 2018). A pay discrepancy is cited as the primary driver of job change by 45% of workers, followed by promotion prospects, perks, and location. A company's ability to provide competitive salaries is one of its most effective tools for luring top people.

High compensation attracts high-quality employees, whose contributions will increase the bottom line of the business. Overall remuneration plays a big part in a candidate's choice to work for business vs its rival, even if money isn't the sole criterion (Widana, 2017). A company's ability to retain and motivate its employees may be influenced by a variety of variables, including salaries.

Workers who are treated with respect and gratitude are more likely to give their all on the job. In the long run, underpaying its organisational staff might diminish their value to company. If they don't know how important they are to the company, they won't put in the attempt to make a difference.

Proposition of a Range of Alternative Solutions of the Problem

During the organisational business operations in the market, the managers and the executives of the organisation have been decided to implement sufficient and most significant strategic approaches within the organisational culture. Through this, they can proficiently reduce the employee turnover rate, which have been occurred due to underpay. Generally, the management and the executive team of the organisation has researched different kinds of theoretical models like Maslow's Hierarchy of Needs, Vroom's Expectancy Theory, Herzberg's Motivation Theory, etc. These theoretical models potentially help the organisation in order to develop the consistency and resiliency of employee motivation (Newman and Lattouf, 2020). Moreover, the executive team also has decided to provide rewards based on the employee performance, compensation, bonuses for overtime work, etc. Through this, the organisation will be able to proficiently maintain and retain their employees within the organisation.

In this way, by seeing a vast range of strategic approaches and theoretical models for motivating and satisfying the employees towards their organisational job practices, the management and the executive team of the organisation has planned to arrange a meeting with its organisational stakeholder in order to identify and evaluate the most suitable solution for reducing the employee turnover rate and increasing employee pay scale (Dwivedi *et al.*, 2021). In addition to this, by evaluating wide range of alternative solution, it is identified that the organisation needs to recruit an efficient HR manager within the workplace, through this, effective management of employees will be easier for the organisation with motivating them towards their job. In this way, the organisation will be able to significantly develop and enhance its employee engagement and retention rate within the workplace environment.

Utilisation of a Decision-Making Technique to Evaluate a Range of Solutions to Identify the Most Appropriate Option

- I. **Identification of the Decision:** Generally, the organisational executive firstly needs to identify the decision regarding the development of employee retention and increase employee pay scale (Coban, Ertis and Cavdaroglu, 2018).

- II. **Collection of Relevant Information:** In this aspect, the leader of the organisation should collect significant information about the implementation and utilisation of potential strategic approaches for developing employee wellbeing (Kou *et al.*, 2020).
- III. **Identification of the Alternatives:** In this way, during the collection relevant knowledge about different theoretical models and strategic approaches, the leader also must identify several alternatives to compare the best solution to handle the current situation (Coban, Ertis and Cavdaroglu, 2018).
- IV. **Weigh the Evidence:** Thus, by gathering sufficient knowledge and information, the leader needs to discover and analyse significant and crucial evidence like an organisation has been benefited by using different approaches, etc. (Kou *et al.*, 2020).
- V. **Selection among Alternatives:** In this way, by gathering evident information and other effective outcomes of other different strategic approaches and theoretical models, the leader should select the most suitable approach in order to develop employee retention and employee pay scale (Coban, Ertis and Cavdaroglu, 2018).
- VI. **Taking Action:** Through this, by selecting the most suitable strategic approach or theoretical model, the executive team of the organisation needs to take prominent actions in order to successfully utilise and implement this within the workplace environment (Kou *et al.*, 2020).
- VII. **Review of Decision and Its Consequences:** Thus, by utilising and implementing this model or approach, the organisational executive and management team should review the decision and its consequences (Coban, Ertis and Cavdaroglu, 2018).

Development of Plan for Implementing the Solution

In order to successfully implement plan for developing employee pay scale, employee motivation and satisfaction, and employee retention, the organisational management and executive team should consider different aspects and activities and concerns of the employees. Whereas the organisation is currently facing high employee turnover rate due to underpayment facility; therefore, the organisation should firstly conduct a meeting with the employees to negotiate with them. Throughout this meeting, the organisation will be able to hear about employee concerns regarding underpay rate within the workplace environment (Artmann and Sartison, 2018). In this aspect, the organisation needs to set a new pay scale for their employees to increase employee wages by considering the similar amount of profitability of the organisation. Moreover, the leadership and the management team of the organisation need to proficiently introduce some

theoretical models in order to enhance employee motivation and satisfaction towards their job practices.

Communication of the Plan to Stakeholders

During this, to communicate the plan to the stakeholders, the organisational leadership and the management need to implement and utilise resilient and effective communication system. Through this, they can efficiently communicate and share all the plan and information to the organisational stakeholders. In this aspect, the organisation has decided to utilise different online platforms for proficiently communicating with the stakeholders (Loureiro, 2021). Within this, Email, WhatsApp, Twitter, etc. play the most significant and potential role in order to maintain prominent communication system within the organisational culture. In this way, the organisation will be able to effectively communicate the plan to its stakeholders.

Assessment of Appropriate Monitoring and Review Techniques to Assure Successful Implementation of the Solution

In this way, during the successfully implementation and utilisation of the selected strategic approach or theoretical model within the workplace environment in order to develop employee motivation and satisfaction and their pay scale, the organisation must utilise and adopt crucial and effective monitoring and review techniques and methods. In this way, by effectively monitoring the implementation of the plan, the organisational management team needs to appropriately monitor that how plan is working for developing employee motivation and their pay scale during their organisational job practices (Saidani *et al.*, 2019). Moreover, on the other hand, by reviewing the implemented plan within the workplace environment, the organisation should compare the situation before implementing the plan and after implementing the plan.

Conclusion

In this way, by prominently evaluate the above discussed information, it is concluded that the organisations, which are potentially facing the complex problem regarding underpay within the workplace environment, they are facing high employee turnover rate. Therefore, in order to reduce the employee turnover rate and develop employee motivation and their pay scale, the organisation has potentially utilised and implemented the most suitable strategic approach or theoretical model within the workplace.

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