

Problem Solving and Decision Making

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Executive Summary

The terms of problem-solving and decision making are interrelated. Nobody can solve a problem without making a proper decision. In the case of every business organisation, several steps need to be performed for solving a problem properly. First of all, the problem needs to be identified, some alternative solutions should be developed, the probable solutions need to be analysed and the final solution should be implemented and reviewed properly. In the case of Tesco, the employees were having some problem in their workplace and by using the fishbone diagram the causes of the problems were identified. Then some probable solutions were developed and by using the paired compared analysis the best solution for solving the problem was also identified. Hopefully, the company will be able to implement the solution properly according to the plan made and will get its desired benefit by implementing the solution successfully.

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Introduction

Employees are being considered as the heart of any company. Whenever the heart of our body faces some issues we become sick and cannot live peacefully. Similar things happen with the organisations also whenever the employees of the organisation do face some sort of troubles while working in their workplace. So if the employees of any organisation face any sorts of problems then the company must take immediate action to solve the problem. In this report, the problem faced by the employees of Tesco has been demonstrated and the way the company can make their decision to solve the problem has also been included properly.

A Complex Problem in the Workplace

In every business organisation, employees do face different types of work-based problem. In the case of Tesco, one of the largest supermarkets in the UK, the employees do also face several problems among which the “Discrimination” is very severe. Though the company is highly successful in its business still it is having some issues regarding managing the diversity of their organisation and ensuring proper equality for all of its employees. As a result, most of the employees are experiencing that they are being discriminated from different types of facilities offered by the company, human rights and so on.

The ongoing problem is about workplace discrimination which has a serious impact on organisational profitability and performance. Due to this problem, the discriminated employees will have less amount of job satisfaction and will not have the willingness to give their best effort for the organisation (Brest and Krieger, 2015). So the level of aggregate production for the company will get reduced, the customers will not have the best customer services. As a result, the company will have less amount of sales and its profitability level will get decreased. Besides the discriminated employees can create chaos within the organisation itself and it will also reduce the goodwill of the business out there in the marketplace. Not only these things, if the discrimination is not controlled properly many employees might leave their job and it might force the company to spend more money for recruiting new employees, train up those new employees or provide more incentives to their other employees for working extra (Daugherty, 2017). Though by paying extra the problem won't get solved because the existing employees will also face a similar sort of problem in the future and the company might experience the same impact also.

Analysing Information on the Identified Problem

Before going to the step of finding a solution for the ongoing issues among the employees of Tesco analysing some information on the identified problem might be highly effective. This information will create a path for the organisation to find the best solutions for solving the problem and make the best decision for the company. The Fishbone Analysis, also known as root and cause analysis, is the best way to analyse any problem and the causes behind the problems (Finnegan, 2018). In this case, the diagram of fishbone analysis has been used and several main reasons behind the problem have been figured out.

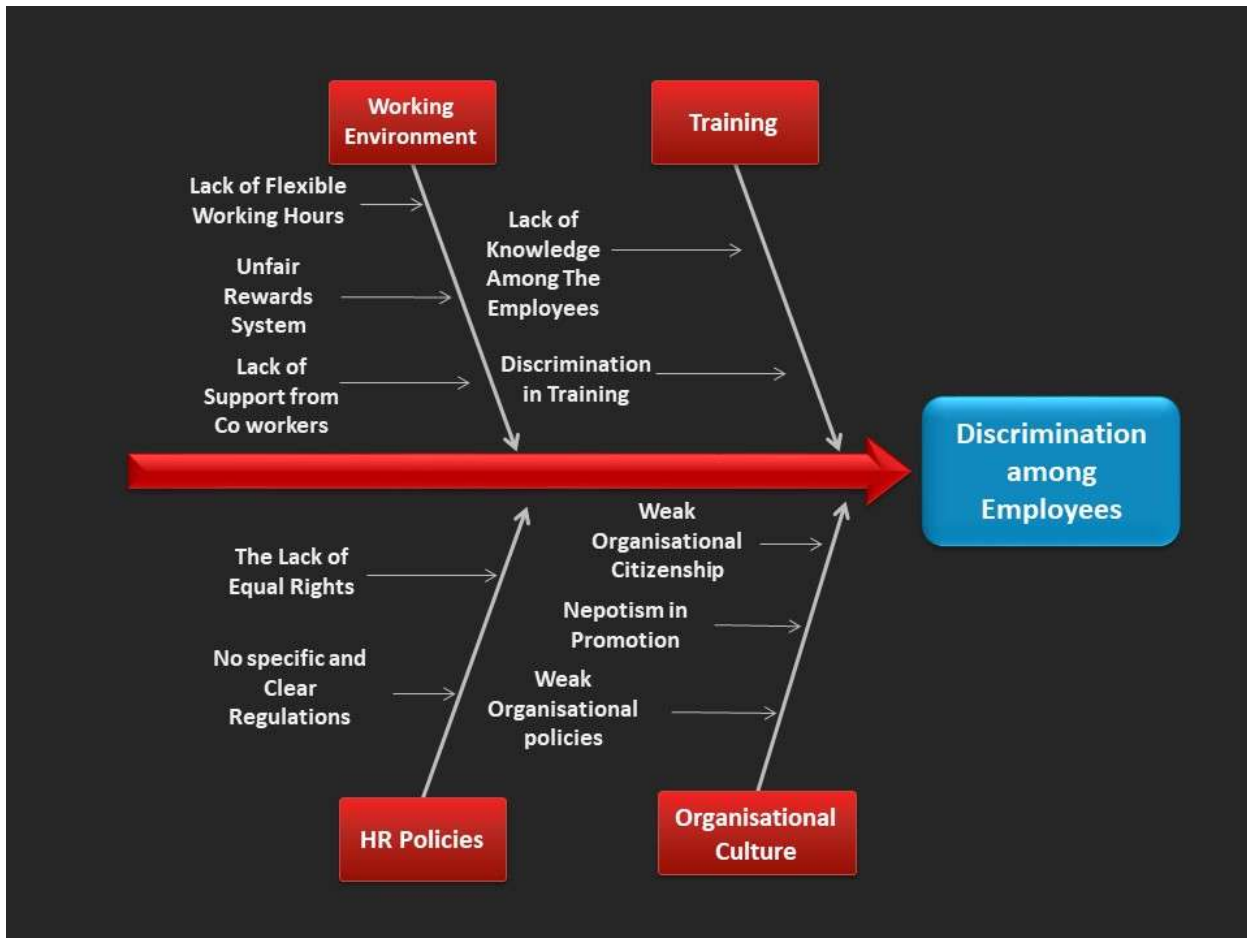


Figure 1: The Fishbone Analysis

Source: (Author)

From the above fishbone diagram following points were found that caused the problem of discrimination among the employees of the organisation.

- **Working Environment:** Out there in the organisation employees don't enjoy a flexible working hour mainly. Besides this, there is an unfair rewards system and lack of support shown by the co-workers also creates a form of discrimination in the workplace.
- **Training:** Most of the employees of the organisation are deprived of from having their required training for performing their job properly. Also, the other staffs especially the persons holding the senior position in the company are having lack of knowledge in many aspects of managing the diversity and ensuring equality within the workforce.
- **HR policies:** The unspecific and unclear HR policies are also the reasons behind the current discrimination faced by the employees. There are no specific and clear guidelines regarding ensuring equal rights among the employees of the company.
- **Organisational Culture:** The most important reason behind the problem of discrimination is within the organisational culture. The whole organisational culture is full of weak policies, nepotism in providing promotions and weak organisational citizenship. So these are having lots of negative impact over the mind-set of the employees and making discrimination among the employees of the company.

Alternative Solutions to the Problem

Following are some solutions that can be implemented within the company to solve the ongoing problem of workplace discrimination faced by the employees of Tesco.

- **Having Clear and specific HR policies:** The company should modify its HR policies as the existing policies are not that much clear and specific. If the HR policies were specific regarding what types of facilities and restrictions an employee will have then the ongoing problem of discrimination might not exist.
- **Ensuring Proper Training Programs:** Due to lack of knowledge, most of the organisation fails to ensure equality among the workplace (Gardashova, 2017). Lack of knowledge regarding managing diversity is also another reason that created discrimination in the workplace. So if the employees from top-level to low level can be offered proper training then the current issue might get solved.

- **Having a fair organisational culture and better working environment:**By developing a fair organisational culture where all the employees will have a flexible working hour, have the right to express their opinions, no nepotism ion case of giving promotion, strong organisational citizenship etc. All of these will have a positive impact over the whole organisational process and all sorts of discrimination might be possible to be eradicated properly.

Identifying the Best Solution by using Decision Making Technique

One of the most important steps in any problem solving is making the decision. There are several techniques of decision making are available. In this case for solving the problem of discrimination faced by the employees of Tesco, the paired comparison analysis model will be applied.

Analysis Method:According to the paired comparison model technique all the alternate solutions will be compared with each other and among each pair,several marking will be done and the important one among every pair will be identified. The marking will be done on the basis of importance over other option such as 1 for a low level of importance, 2 for a moderate level of importance and 3 for a high level of importance. As there are three alternative solutions for solving the current problem they will be marked as A, B and C for making the task easier. After doing all of these, the obtained marks for each solution will be compared and the option that will have a high score will be considered as the final solution for the problem.

Paired Comparison Analysis

Alternate Solutions	Having Clear and specific HR policies (A)	Ensuring Proper Training Programs (B)	Having a fair organisational culture and a better working environment (C)
Having Clear and specific HR policies (A)	-	-	C-2
Ensuring Proper Training Programs (B)	A-2	-	-

Having a fair organisational culture and a better working environment (C)	-	C-3	-
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Now We will have a look at the final obtained marks for making the final decision.

Alternate Solutions	Obtained Marks	Percentage
A	2	28.58%
B	0	0
C	5	71.42%

So the best solution for solving the problem of discrimination in the organisation is option C which is “Having a fair organisational culture and better working environment” according to the paired comparison analysis technique.

Developing a Plan for Implementing the Solution

Making any change within an organisation is not so easy. It requires a lot of time to implement any change especially when the culture of an organisation is being changed. In this case, not all the employees of the organisation are facing discrimination so making a change in the culture might create some sorts of new problems within the organisation (Russo and Duci, 2016). That is why several steps should be performed in order to ensure a fair organisational culture and a better working environment. In the following section, a Gantt chart has been provided in which a plan for 60 days has been provided with several necessary steps for implementing the new solution for solving the discrimination related problem of the company.

Table 1: Plan for Implementing the Solution

Source: (Author)

Required Steps	Day 1-7	Day 8-20	Day 21-30	Day 31-40	Day 41-60
Planning for implementing the Solution					
Discussion with the employees					
Conducting research by collecting data from the employees					
Analysing the results of the research					
Implementing the solution according to the desire of the employees which was identified by both the discussions and research					

Communicate The Plan to Stakeholders

In this case, the major stakeholders are mainly the board of directors, top management team and the employees with whom the plan needs to be communicated. So some ways are given in the following part through which the communication will be done regarding the plan with the stakeholders.

For every kind of action, an organisation takes or performs within the organisation need to be approved by the board of directors of the company(Proctor, 2016). So in this manner, the whole plan should be discussed with the board of directors in the company meetings and the project management team must seek for the permission of the board of directors for implementing the plan. Besides these, the top management team should also be communicated through a formal meeting where a formal presentation session can be used for communicating the plan to them and ask for their suggestions too. Finally, the employees of the organisation should also be communicated and this thing can be done by arranging group discussions with them. The employees must be made aware of the importance of the plan and the project management team must take some suggestions from the employees also to implement the plan successfully.

Appropriate Monitoring and Review Techniques to Ensure Successful Implementation of the Solution

In order to ensure the successful implementation of any plan, proper monitoring and review should be done. Monitoring and reviewing are both considered as an ongoing process for controlling any kind of action implemented by any kind of company (Grebogi, 2017). In this case, the following are some appropriate techniques of monitoring and reviewing that have been given to ensure successful implementation of the solution to solve the problem of discrimination that the employees are facing.

- **Collecting Feedback from the Employees:** After implementing the solution the management team must collect feedback from all the employees about their current feelings and opinions regarding the modified working environment, updated policies and developed organisational culture. If the results appear to be satisfactory according to the employees' feedback, then no steps should be taken.
- **Observing the performance level of the employees:** By observing the performance level of the employees the management team can get ensured about the implementation of the new solution (Isaksen and Dorval, 2015). If the performance level of the employees' increases, then it can be said that the plan has been implemented successfully.
- **Comparing the level of productivity:** As like observing the performance level, the management team can also compare the overall productivity level for the company to check whether they were able to implement the solution successfully or not. In this manner, the management team must make a comparison between the productivity level before implementing the solution and after implementing the solution.

Conclusion

The task of problem-solving and decision making is not so easy. From the identification of a problem to find the best solution and implementing it successfully requires a lot of organisational and managerial skills. If any company fails to identify the main causes of its problem and fails to make the best decision while selecting the best solution the company might fail to get rid of from its ongoing problem. However, Tesco will be able to solve its problem properly as it has performed all the necessary steps very properly and found the best solution to solve the problem faced by its employees at the workplace.

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PROBLEM SOLVING AND DECISION MAKING

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GENERAL INTRODUCTION

- In the following assignment relating to Care Takers' dissatisfaction with remuneration and new Brexit related issues I will:
- Discuss the nature and impact of this complex problem on the overall performance of caretaker organisations.
- Give a research-informed cause-and-effect analysis of the complex problem.

GENERAL INTRODUCTION



- I will also create a PESTLE analysis of the macro-environmental factors.
- Finally I will provide an evaluation of alternative solutions to the complex problem with an aim of choosing the most appropriate solution among these alternatives.



INTRODUCTION OF THE PROBLEM

- Current care employees are unsatisfied due to long, hard hours and minimal pay
- Even if care workers are willing to accept the low pay and long hours, some will not be able to work if they do not qualify for a visa
- Care workers will not be classified as “skilled” workers after Brexit is finalised
- This is only because of the low pay care workers receive, not only at the chosen organisation of Mears Group, with 30 branches in the UK
- Without cheap labour from overseas, wages will have to steeply increase
- Currently over 40% of London based care workers are from overseas

NATURE AND IMPACT OF PROBLEM ON PERFORMANCE OF ORGANISATIONS

- ❑ The lack of staff due to the new points based immigration system will see many care businesses collapse due to low pay and not being able to retain employees (O'Carroll, 2020)
- ❑ Most care companies work in the public sector, meaning their clients come from local authorities, not private families (Brindle, 2020)
- ❑ Without being able to offer the remuneration to keep existing staff, care organisations will have to be sold and later attract private clients, and charge them higher than clients who come from the public sector (Brindle, 2020)
- ❑ Staff turnover will increase over 40% as NHS has similar jobs, but higher paid, meaning more unqualified staff will be employed (O'Carroll, 2020)

CAUSE-AND-EFFECT ANALYSIS

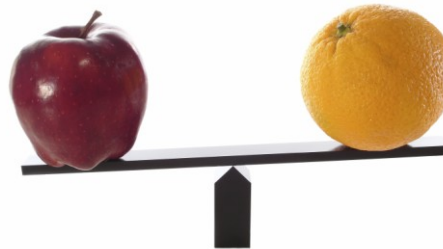
- What caused this initially was Margaret Thatcher, when care services were outsourced in the 1980s (Brindle, 2020)
- This was done cut costs by allowing private companies to pay below public sector rates – this resulted underpay and people refuse to take jobs, as the private companies sought government help to pay their employees (O'Carroll, 2020)
- Points-based immigration system created 122,000 job vacancies (O'Carroll, 2020)
- People who needed to be cared for increased by 25% - which means 580,000 more staff will be needed (Brindle, 2020)
- Average pay as of March 2019 is £8.10 an hour (Brindle, 2020)
- Care workers usually do a lot of hours, like paperwork and commuting to client's homes unpaid (Chen, 2012)

A PESTLE ANALYSIS OF THE MACRO-ENVIRONMENTAL FACTORS (CONT.)

- Political: The government is using the crumbling care system and promising unrealistic outcomes, provided their candidate is elected. Caring will not qualify as sufficiently skilled to earn a visa, but all that is based on is the appalling low pay. Rates for the job are only so low because the government, through local authorities, refuses to pay a fair or even a market rate for the job. The result is market failure, as the care sector collapses (O'Carroll, 2020)
- Economical: Typically the government pays between £11 and £22 to its care workers, but it is not enough to cover the extra cost incurred, which are not taken into account in the working hours, such as commuting and paperwork after the care part is finished. In total over £14 billion would need to be invested to return the care system to what it was back in 2010. (O'Carroll, 2020)

(CONT.) CONTRIBUTING TO THE COMPLEX PROBLEM.

- Social: Boris Johnson promises care workers to be paid more, however the people needing the care will be paying for it, not the government. The most help those people will get from the government is to stop anyone needing to sell their home to pay for care by adding a mooted cap of £25,000 as the maximum anyone needs to pay, with the state picking up the bill thereafter. However that does not help care workers or patients, but simply protects home-owning families' inheritances (Brindle, 2020)
- Technological: Does not play a massive part in care work, except for gravely sick patients, who are mostly taken care of by the NHS.



(CONT.) CONTRIBUTING TO THE COMPLEX PROBLEM.

- Legislative: Immigration laws are causing many care staff to quit their job, as the government will not issue them with a visa. The requirements for this Visa are set by the government, yet they do not see fit to change them, even if this causes lack of staff. When not enough care workers are allowed in from overseas this will mean British workers will have to be paid more to do these jobs, which means the government will either have to pay more for this or that care homes will be sold off due to lack of funds and staff (Brindle, 2020)
- Environmental: Do not play a massive role in the dissatisfaction of care workers, however the impact their job has on the environment due to amount of travel can be addressed, after all the issues discussed above have been resolved.

EVALUATION OF ALTERNATIVE SOLUTIONS TO THE COMPLEX PROBLEM WITH AN AIM OF CHOOSING THE MOST APPROPRIATE SOLUTION AMONG THESE ALTERNATIVES

- The solutions provided by the government on this issue are focused on inheritance and immigration, rather than care of sick people and the health of the staff giving this care.
- Currently the NHS is one employer, who deals with such work from the government, but social care has 18,500 separate employers and companies, as well as the 75,000 disabled people paying independently for personal assistants – there must be a national rate and one body of quality standard just like the NHS
- As for funding it, the top priority should be to focus on working with non-profit organization whenever possible and the government allocating budgets with this as a priority rather than an afterthought to private sector companies

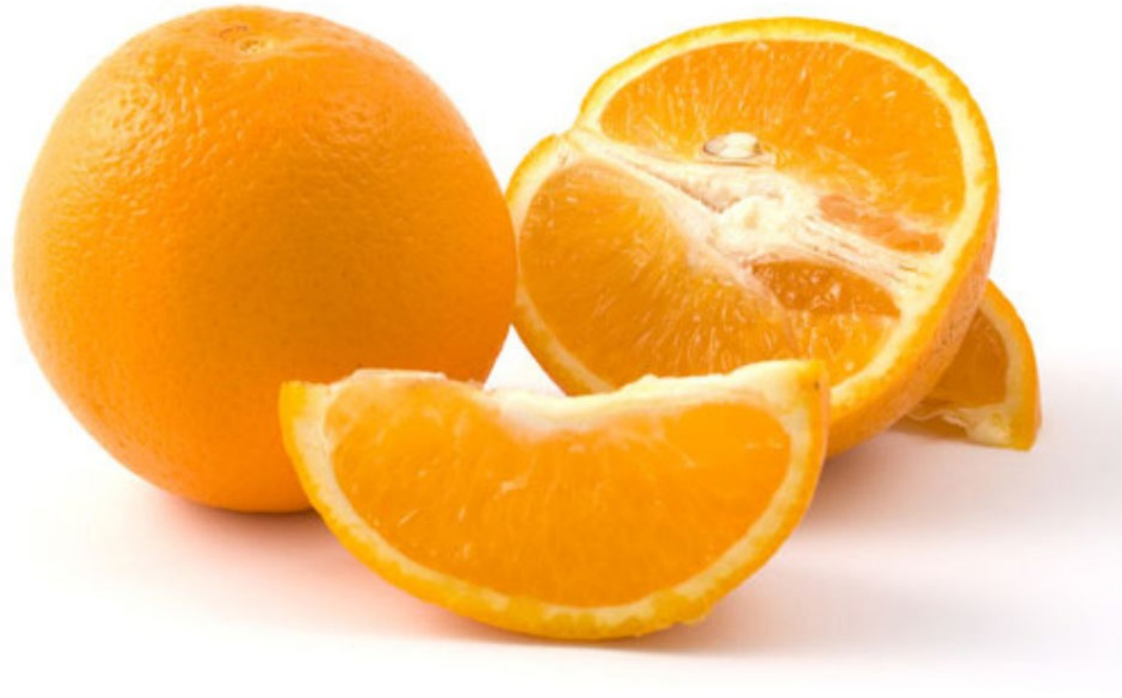
(Chen et. all, 2012)

DEMONSTRATION OF HOW ORGANISATIONS MAY PLAN IMPLEMENTATION OF CHOSEN SOLUTION AND EVALUATE OUTCOME.

- Among the issues with getting staff and their main dissatisfaction, after low pay is that their job does not count as “skilled” enough. The government should realise that empathy and wanting to help more, but not having the physical capabilities to do so, is not down to employee dissatisfaction, but rather lack of resources to achieve this.
- As there is a need for cheaper labour and British people cannot take the jobs, with for £8 per hour, with zero hour contracts, legislative exceptions should be made, just like in times of the COVID-19 pandemic, where visa regulations and pay raises were given out of necessity, not due to political and economical factors.
- Other solutions which were forced upon us by the COVID pandemic, which should be applied to this situation are that in order for staff to be happy, motivated and satisfied, apart from pay being increased their basic human rights should be respected, meaning staff should work less hours, and in such cases pay could be minimal, if anybody wants to work more, their pay would be increased in direct reciprocity to their work habits

(Montoro-Rodriguez et. all, 2006)

THANK YOU



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