

University of Wales Trinity Saint David

Problem Solving and Decision Making

(BMSW4004)

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Date: 02/09/2022

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Introduction

Possessing the ability to think critically and arrive at reasonable conclusions is vital for the growth and development of every organisation. The chosen company for this analysis of the workplace problem is Home Cleaning Company which is based in the UK. It is crucial to possess good problem-solving skills, which are necessary for handling a wide range of workplace challenges and arguments. The ability to make sound judgments is a fundamental sign of exceptional problem-solving skills. Leaders need to include decision-making and problem-solving in their management duties to increase participation in the Home Clean Company's operations. This report uses the fishbone problem-solving technique to determine the scope of the problem and suggests solutions, such as reinstating an attendance policy, instituting a rewards program, and enhancing a work-life wellness program, that can be implemented to reduce the lateness challenge faced by Home Clean Company.

Problems

There have been discussed two problems which are found in the workplace of the Home Cleaning Company which are the Lateness of the employees and the increase in the ratio of the sick leaves of employees. Staff sick leave, whether for genuine or questionable reasons, has become a worldwide problem. Each year, global firms lose billions. In several places, public sector employees take far more sick days than private sector workers (Proctor, 2018). In-Home Cleaning Plc, dealing with persistently tardy employees is one of the most typical obstacles CEOs must face. The great majority of workers often arrive late for their hours at work. Chronic

tardiness is one of the major factors reducing workplace productivity. The great majority of the time, workers does not promptly report incidents, despite being required to do so in line with disciplinary policies and procedures (Osborne and Hammoud, 2017).

Existing standards may stipulate that employees must be in the workplace by a certain hour, yet the vast majority of tardy employees provide a variety of reasons for their absence. This is because the majority of tardy employees are aware they are breaching company policy. Regular tardiness is a substantial impediment to the effective operation of workplace procedures. Regularly tardy employees are more likely to be less productive and to impede the achievement of the company's goals and performance requirements (Sabir, 2017). The problems of tardiness and sick leaves in the workplace are crucial and must be addressed as part of staff management strategy.

Analysis of the Problems

Arriving at work after the expected arrival time is what is meant by "being late" or sometimes employees go absent are the major problems which are analysed in this section. According to the findings of several researches, tardiness at work is connected with greater rates of absenteeism and employee turnover (Armstrong and Taylor, 2020). Even though tardiness as well as absenteeism are the unintentional form of employee turnover, it is possible to address its underlying causes. Being late was likely caused by a variety of factors, such as illness, excessive sleep, or sluggish movement. However, the great majority of workers excuse their chronic tardiness by citing traffic and personal difficulties, despite the reality that these are the least of their concerns. 23 percent of employees, according to a study done by Sabir, (2017), have

acknowledged being late to work at least twice each week. The vast majority of tardy employees state that they do not adhere to their employer's rules because they find them to be extremely stringent and monotonous. The remainder of respondents said that their tardiness to work as well as increased ratio of absenteeism were mostly due to factors unrelated to their occupations, such as health problems or family obligations. Employees who are unsatisfied with Home Clean Company's policy frameworks or who are experiencing personal challenges that reduce their dedication to work-related tasks are more prone to display withdrawal behaviour. This is also true for workers whose personal problems decrease their dedication to the work-related activity.

Although workers may have valid reasons for arriving late to work, such as traffic, bad weather, health issues, or family obligations, in most circumstances, tardiness as well as absenteeism have become a trend and the major problems for the Home Clean Company. It is prudent to give delayed personnel the benefit of the doubt since it is likely that they have valid reasons for their tardiness and absenteeism (Hassink, 2018). However, managers must take the initiative to undertake in-depth investigations into the many reasons for employee tardiness and absenteeism to develop solutions that would encourage employees to arrive on time. For instance, managers may take preventive measures to increase employee productivity by addressing potential solutions based on the reasons given by certain workers. This would enable them to react more effectively to the requirements of their staff. Notably, expressing tolerance for workers' frequent tardiness and absenteeism help to calm them down (Proctor, 2018). Consistently tardy employees pose a danger to the efficiency of the Home Clean Company's operations. Even if the immediate reason for an employee's tardiness and increased in the ratio of their sick leaves either official or unofficial are beyond their control, practising efficient time

management may help lessen the occurrence of these above mentioned major problems of the company.

Problem Solving Tool

A fishbone diagram is useful for evaluating potential solutions to the issue of tardiness in the workplace as well as the increase in the ratio of sick leaves of employees. A fishbone diagram is a cause-and-effect structure that aids in locating and isolating the root cause of a problem. This Home Clean Company resembles a tree. Due to this, the framework takes into consideration a variety of secondary causes that stem from each of the recognised fundamental causes.

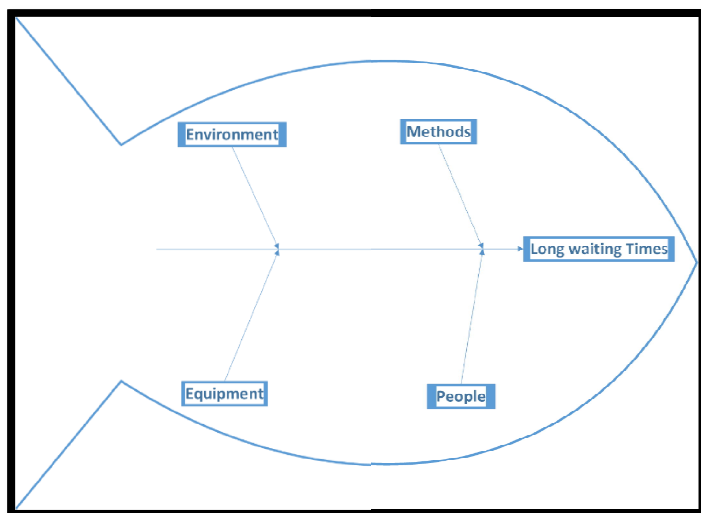


Figure 1: Fishbone Analysis

Source: (Sabir, 2017)

The tool is an excellent solution to the problem of tardiness in the workplace and absenteeism, as both assist management teams in identifying the root causes of workers' persistent negligence towards the company. A basic method for identifying the root of an issue

utilising six sigma diagnostic tools (Damiano Bragantini and Licciardi, 2017). For example, tardiness and absenteeism have become the problems in a variety of workplaces. It would seem that repeated admonitions and explanations have less of an effect on the success of developing dependable solutions. As a result, the fishbone diagram may be used to identify the elements that may lead to workers coming late for their shifts. As a direct consequence of identifying the issue's core causes, its implications may be deduced, and potential remedies that would completely remove the problem can be proposed (Proctor, 2018). In conclusion, a fishbone cause-and-effect diagram offers an in-depth study of the elements that lead to tardiness as well as increased sick leaves ratio and serves as a guide for devising corrective actions.

Solutions

The issue of employee tardiness as well as the increase in the sick leaves ratio may be partially resolved by reinstating strict attendance standards (Proctor, 2018). According to a fishbone study, the majority of workers arrive late to work due to oversleeping and procrastination fears. As a direct result of this, management cannot simply issue a document detailing the required level of attendance. Instead, the attendance policy should be outlined in a handbook for employees so that they completely get what it means to be delayed, why it is necessary, and what will happen if they are detected as being tardy. This would help employees to properly comprehend the consequences of tardiness and absenteeism (Forte, 2017). There should be a system of warnings and repercussions for tardiness and absenteeism, including monetary fines, suspensions, and even promotions.

An additional option for tackling the problems of tardiness and absenteeism in the workplace is to design a mechanism for financially rewarding workers for prompt and consistent task completion (Rajhans, 2018). Some workers have identified a lack of involvement and motivation in the job as the cause of their chronic tardiness and absenteeism, citing a study performed using the fishbone diagram. There are several ways to urge workers to report to work each day on time. These methods include yearly incentives, pay raises, and even promotions. Implementing a comprehensive reward and incentive program is one way to demonstrate appreciation for employees (Forte, 2017). Similarly, it may be used as an incentive for workers who often come late to work.

It is also viable for management to adopt an EAP that will support employees by putting a focus on their health and happiness, eventually resulting in a rise in productivity. Some workers have difficulty striking a balance between their personal and professional obligations, resulting in frequent tardiness absenteeism in work (Hassink, 2018). The fishbone study illustrates that a domino effect may arise in the workplace if people are unable to manage the issues they confront. It is problematic to be late. To give its workers the resources they need to effectively manage their professional, personal, and personal lives, businesses may elect to implement EAPs (Badubi, 2017). Employee assistance programs are advantageous to employees because they help workers to feel supported by their employer and as if they still have a part in the Home Clean Company during difficult times.

Implementation Plan

It would seem that reinstating strict attendance rules is the most successful method for increasing the total attendance rate of the personnel (Badubi, 2017). According to a fishbone study, the majority of workers arrive late to work due to oversleeping and procrastination fears. In an attempt to prevent the problems that have emerged as a result of tardiness and absenteeism, management will disseminate a handbook outlining what it means to be tardy for work, why it is vital to the company, and the consequences for violating the policy (Islamaj, 2021). To incorporate everyone in the process of implementing the policy, managers will call a staff meeting. At this meeting, the ramifications of breaking the attendance requirement will be discussed. These sanctions consist of fines, suspensions, and demotion decreases.

As a result, workers will be asked to sign compliance documentation to verify that they understand and agree to adhere to the attendance policy's terms and conditions (Damiano Bragantini and Licciardi, 2017). During the early weeks of implementation, management should once again meet with workers three times per week to discuss any new developments or obstacles that may have developed. In addition, management will take the necessary measures to ensure that personnel continue to develop their skill sets. The most essential thing is to provide training sessions once a week to help people acquire new abilities and improve their current ones (Forte, 2017). During training sessions, workers will have the opportunity to ask questions to maintain a healthy feedback loop with the management team. To measure progress, people will utilise peer evaluations as well as a variety of exams that include 360-degree feedback.

Communication Plan

Communication at all levels must be clear and effective for aHome Clean Company transformation process to go well. Stakeholders may only embrace and support a change process if they understand its need and extent. This may be accomplished via the development of an effective communication strategy (Rajhans, 2018). To ensure that the implementation of the attendance policy proceeds without hiccups, management must include a complete communication plan with essential subjects and methods for engaging stakeholders and specific workers with the strategy(Hassink, 2018). All relevant stakeholders should be informed of the execution strategy via a memorandum. To incorporate stakeholders in the process of evaluating and approving proposals, management must conduct interviews with stakeholders. Each deliverable may be traced back to an executive summary of the implementation strategy, which serves as the basis for the method chosen to resolve the problem (Badubi, 2017). People will disseminate copies of the implementation plan to all relevant parties to ensure that they will all actively participate in the strategy's execution. The best prospective future actions may be taken if all parties can effectively engage with one another and reach an agreement on the next steps for good action.

Monitoring and Evaluation Process

Monitoring refers to the process of continuously collecting data on the efficacy of a program (Forte, 2017). The response to the attendance policy will be implemented with the aid of a variety of monitoring and assessing strategies. Peer review is one approach of assessment and monitoring that may be used to verify that workers adhere to the rules established in the

Home Clean Company's attendance policy (Islamaj, 2021). Employees will be requested to offer anonymous feedback on their attendance patterns, the effect of the policy on their health and morale, and any subsequent changes in employee involvement. These comments will be requested and analysed by management. This strategy provides a once-in-a-lifetime chance to evaluate the staff members' talents that are crucial to achieving the program's objectives.

A scale of competence will be used to assess the individual's performance on several time management issues; it will also act as an extra technique of monitoring. The technique used by management concurrently examines workers' compliance practices and related competencies (Armstrong and Taylor, 2020). Due to the implementation of a feedback evaluation system with a 360-degree rotation, every employee will have opportunities to have their thoughts considered and their voices heard. Utilising surveys, the 360-degree feedback approach collects data on workers' levels of motivation, leadership skills, and adaptability (Osborne and Hammoud, 2017). Due to its rigorous approach, the management team can determine the reasons for particular differences in results resulting from the monitoring and assessment process.

Conclusion

It has been concluded that conflicts and disagreements amongst workers are inevitable, even in the most perfect work environment. If one wants to get things done more quickly and efficiently, one must be willing to adopt severe measures. The problems of frequent tardiness and increase in absenteeism of employees to work are one of the most prevalent issues that CEOs of Home Clean Company must manage. Even though businesses want punctuality from their workers, some employees often arrive late to work. According to the results supplied by

the fishbone analysis tool, workers often cited severe traffic, family duties, and awful weather as explanations for their tardiness and absenteeism. It is feasible for managers to adopt measures to reduce tardiness and absenteeism ratio, such as implementing an incentive program, an employee assistance program, or an attendance policy. Because doing so will increase worker accountability and enthusiasm, the best course of action is to reinstate a compulsory attendance requirement. Utilising dependable monitoring tools, such as the 360-degree feedback assessment and peer evaluations, is crucial to the success of the program aimed to effect change.

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PROBLEM SOLVING AND DECISION MAKING

BMSW4004

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Role play

Date of submission:02/09/2022

Group: 4

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1. Introduction
2. Role play conversation

Introduction:

Good afternoon, my name is Md Ariful Islam. And now me and my group partner (Lizzy) are going to role-play between management and unsatisfied employee.

CEO : Arif

Unsatisfied employee: Lizzy

Arif: Good afternoon Lizzy, how you doing?

Lizzy: Good afternoon boss, I am good. How was your day?

Arif: It was a long day for me. I was very busy in the morning. Well, Lizzy I heard that you want to talk to me about something serious matter; can you please tell me what the matter is?

Lizzy: The Matter is I am unsatisfied with my work. Because I work hard and pay is very low. Please increase my salary.

Arif: Why do you think, we need to increase you salary?

Lizzy: First of all I work hard for your company. Second I do lots of extra job whenever you ask me. And now a days with this small amount salary I can't survive, because of increasing living expense.

Arif(SWOT): Okay Lizzy I do understand your problem now. You are not satisfied about your salary. At this moment I need to observe your work that you deserve more salary or not. I will try to increase your salary from middle of next month if I saw you really deserve more salary. If you are failed to satisfy me about your job, I will not increase your salary.

Lizzy: Thank you boss. I believe I will get a positive feedback.

Arif: Anymore question Lizzy?

Lizzy: Yes Boss, Employees need vacation because of every day hard work they feel mental and physical problem. And work doesn't go well. Is that possible to get a vacation for every quarter for short term?

Arif: Lizzy, It's a nice question an idea you just told me. I was thinking about that also. I will call a meeting and discuss about to that with the management then we will take a decision.

Lizzy: Yes Boss, another complaint is that the new staff is not working and helping us properly because of bad management; also because of the bad leadership old staff is losing their motivation to work hard.

Arif: Lizzy, new still he need some time to learn everything. So please give him some time. And about the management I also observe that. They need some training how to control the staff. That's a big issue. I am taking that seriously. I will sort out the problem as soon as I can.

Lizzy: Boss can we make some program to get staff and management closer?

Arif: yes, sure we can. It can make staff motivate and also we can know each other culture.

Arif: For motivate staff what is your suggestion lizzy?

Lizzy: Boss we can give them some extra bonus or good speech after the good job.

Arif: That's a good idea. I will speak to the management and to do that.

Lizzy: No boss nothing else. Thank you. Have a lovely evening.

Arif: You are most welcome. Have a lovely evening you too, Lizzy.

Question ?

Answer: