

Problem Solving and Decision Making

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Introduction

Most of the organizations are working on improving work place culture through enhancing of efficient and conducive environment for its employers and employees. With the current regular change of management, various internal and external structures impact management both positively and negatively. In the process, management faces hard problems and try to overcome them using the best solutions. Having numerous group discussions, working as a team, holding analytical sessions with all staff form the basic structures in making choices for managerial problems (Manktelow & Birkinshaw, 2018). This report looks at a certain complex problem facing Tesco PLC and appropriate decision-making techniques for efficient organizational productivity.

I. Definition of the complex problem

A complex problem is hard to define as many people have divergent opinions on the type, cause and extent of the problem. The complexity of the problem originates from its social complexity rather than technical point. Hence, addressing such problem requires positive changes in human behaviour and social changes. In organizations, complex problems are rarely solved by individuals (Graeme 2018). Often, inter-dependently working teams of expertise will be hired to deal with the problems. I am employed as a customer care officer at Tesco PLC and the main problem entails use of drug abuse and impairment among the staff; mostly departmental managers.

i. Scope

Frone (2008) looks at drug abuse and impairment among employees as using substance in a given fixed period of time or the quantity of of drugs used on a specific occasion of use. The use

of drugs among managers at Tesco PLC. involve use of alcohol and illicit drugs within four hours of beginning one's work shift, at lunch time, during other breaks as well as when performing one's work. Organizational substance impairment involves intoxication and withdrawal effect as a result of alcohol and illicit drugs use as observed during working hours (Frone, 2019). Thirty day prevalence rate has been reported in the recent past in the organization. Most of the substance abuse have been caused internally in the workplace, including, environmental work exposures, experiences and socialization.

ii. ***Impacts***

The organizational impacts of employee substance have been well researched due to the increasing rates in most organizations. Frone (2008) looks at use of the alcohol and other drugs as having a negative relation to workers' productivity. In the recent past, Tesco Plc has reported low attendance outcomes, low task performance, job accidents and injury outcomes resulting from substance abuse at my work place.

II. **Analysis of the problem**

Bijmolt et.al, (2021) discuss the challenges undergone by retail businesses before reaching the final customer. Retail businesses are complex and more complicated in their operations. Ensuring consumer satisfaction is fundamental and for all retail businesses. If any organizational employee makes a mistake, all the remaining sections of operation will fail and the quality will be compromised. Most of the organizational problems are caused by internal factors and most parts depend on customers. At Tesco PLC, customer feedback is fundamental and effective for the running and performance of the organization (Tao, 2014). In my work station, frequent customers have called with complaints ranging from poor quality of products to

poor service delivery among the organizational management. The causes of the sudden dwindles of quality products are attributed to work place substance abuse and impairment. There has been insufficient communication among all the staff and lack of motivation to junior employees.

Further, after sales delivery and service recovery are vital for all service delivery firm. Hence, the organizational directors should emphasize on the problem and take necessary steps to keep a better organizational performance and decision making process.

III. Alternative Solutions to the Problem

Problem solving can easily be identified and evaluated using proper monitoring and analysis involving critical thinking and brainstorming. In terms of management, decision making is established on efficient solution for a given task. Hence, managers should form a team for solving and cooperating with each staff to find the solutions to organizational problems. Making analysis of five 'WH' is a technique used by managers for effective managerial decisions for the organizational problems (Grogan-Johnson, 2021). The process of the five 'WH' entails;

- i. Who- who is the managerial problem?
- ii. Why- Why the problem is raised why managerial decisions may impact the problem?
- iii. Where- Where the origin of the problem?
- iv. When- when the organization face the rational managerial problems for efficient decision making?
- v. How- How can organizations face problems with solutions?

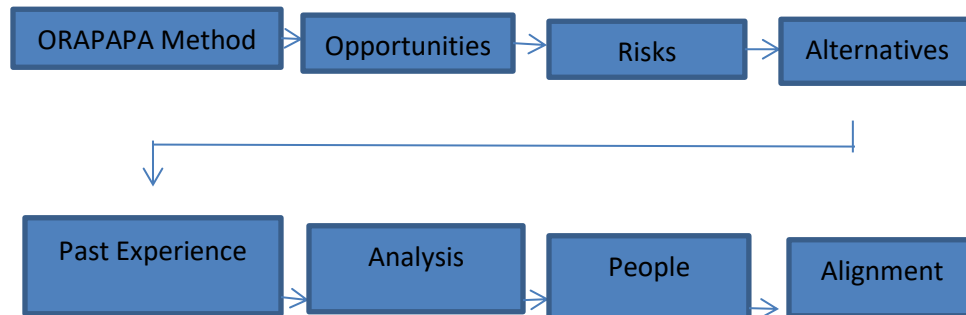
Different solutions can be used for efficient problem solving including critical thinking and assumption of challenges whereby those in management should analyze and evaluate source of

problems with efficient cognitive behaviour allowing staff to assume future challenges. In addition, teamwork and effective group discussions can help in brainstorming and screening of the problems. Further, rational decision making can be used for efficient structural analysis of the problem. As a customer care caller at Tesco PLC, I have faced many problems of other employees mainly due to customers and other managerial-related issues. All these problems arise from drunkenness of the staff, which has impacted product quality and service delivery. Effective policies and terms can be used to mitigate such threats and negative insights of problems which may result into positive influence on the organizational decision making. Hence, I have to ensure good relationship with customers as well as staff for customer satisfaction and good feedback. Due to the large size of the organization and its good reputation in the United Kingdom and outside, the managers should be tasked with solving internal managerial problems to protect the organization's image. Further, the organization can receive customer's feedback through the website's reviews to help in identification of proper steps for those in management.

IV. Decision making Technique For Evaluation of the Solutions

Once the alternatives have been identified as above, the decision makers are tasked with drawing on the information gathered and various emotions to imagine how it will turn out if each of the alternative was to be used to the end. The team will do an evaluation to see if each of the identified alternative can be used to solve the organizational problem and come up with strategic implementations (Al-Hashimi et al., 2022). However, it may be difficult to fully solve the problem due to its complexity and different people may have various opinions regarding the problem. The decision makers should consider the effects of each alternative on the final result on organizations and people such as prospects, dangers, people and placement of values and ethics. As the decision makers make rational decisions on how the alternatives may help solve

the problem, they need to rank the alternatives and the results in a priority system linked to a value system.



It is fundamental to understand each of the seven parts above to make rational conclusion.

Opportunities consider gains when taking a certain alternative including organizational benefits whereas risks should be taken into account for every alternative. The decision maker should be open minded to various alternatives as well as learning from the history perspective of solving problems. Analysis includes data gathered to be used for making final alternative for solving drug abuse menace. This can include prevalence rates of substance abuse and the frequencies of drug abuse (Manktelow & Birkinshaw, 2018). Further, the decision maker should include people before making a final solution and should be aligned to the established ethics of the organization.

Decision Making Matrix for Substance Abuse

Problem/ Solutions	Maximum	Abstinence from the Substance	Team work and Group Discussions	Interdiction and Firing of Employees Involved

			Among the Top Management	
Substance abuse at work station	50	36	48	10
Poor quality of food	30	10	20	5
Poor services	20	15	18	10
Totals	100	61	86	25
Score		61%	86%	25%
Rank		2	1	3

V. Plan for Implementation of the Solution

Solution implementation relies on the organizational performance and management behaviour. Customer service's satisfaction and maintenance of a sustainable consumer improvement at Tesco PLC is fundamental for the expansion of the business as the organization is a top retail company in both United Kingdom and outside the UK boundaries (Alkhatib, 2020). Ultimate decision and strategic implementation relies on staff, customers, shareholders and possible investors of the company. With financial and product quality evaluation, the current problems of the organization can be corrected with proper solutions. Firstly, there should be communication with the shareholders, the investors and top management to help in identification

of the problem with sufficient evidence. Secondly, there needs to be communication with departmental managers who are highly affected by the substance menace resulting to poor quality of products and services. The communication should be geared towards discussing about the current problem. Thereafter, those responsible for implementation of the solution should critically evaluate and make analysis of the different tactics as well as strategies for efficient implementation including use of the gathered data on the organizational drug abuse and impairment. Further, all the aspects of management and various departments should be monitored to factor in the organizational objectives and goals strategically. Finally, Shuttleworth (2004) looks at regular training and workshops as fundamental for solving work-related issues. Hence, Tesco PLC should hold regular training for educating all the staffs on the dangers of the substance abuse while at work and on the organizational performance.

VI. Communication of the Plan to Stakeholders

21/11/2021

Customer Care Department, Tesco PLC,

Dear all,

This is to inform you of the services and general production functions being impacted due to internal reasons in our hotel business, affecting negatively the customer satisfaction in customer service. Consequently, with the top management and stakeholders' opinions via our website reviews, we have decided to implement long-term strategies for the improvement of our brand image and customer satisfaction. We have made analysis of the problem including why customers are dissatisfied about the quality of our products currently. Accordingly, we have

developed solutions for the problem at hand and the plan used for implementation of the solutions.

Our plan involves communication with all the stakeholders including shareholders, customers, investors and top level management for identification of the problem, a procedure which has been done. Then, there will be communication with departmental managers for whom the products and services have been affected negatively. Afterwards, the decisions will be evaluated critically and the analysis of the different tactics and strategies for efficient implementation. Finally, there will be monitoring of the all the decisions made to accommodate the objectives and goals of the organization.

Hence, it is my kind request to grant our proposal for implementation of the plan and give us your feedback regarding over the same.

Sincerely yours,

Mr. Joseph.

VII. Appropriate Monitoring

Monitoring is fundamental for any strategic choices for every organization. Without sufficient monitoring, managerial decision making procedure will be inefficient (Alkhafaji & Nelson, 2013). For efficient monitoring, Tesco PLC should get positive feedback from its customers. In addition, the Key Performance Indicator (KPI) will be utilized for evaluation of the employees' performance. An efficient monitoring influences strategies for problem solution as well as organizational decision making.

i. *Customer's Feedback*

Taking into account all the calls and Tesco's website reviews, Frequently Asked Questions will be analyzed by the management as the senior management plays a key role in customer satisfaction (Naumann et.al, 2001). Then, the feedback can be stored for future reference by the organization.

ii. ***Setting KPI***

KPI helps to indicate the current situation of the staffs to understand their working performance. KPI will rely on the organization's objectives and management's decisions. Performance analysis of each employee will enhance the quality of the products and service delivery of the organization (Chorfi et.al, 2015). For evaluation of the success at Tesco PLC, management will use the KPI in various ways to make analysis of the company's mission and targets. For the aforementioned problem, the decision makers can implement based on the problem at hand while KPI will be measured based on the solution by the top management.

Conclusion

Problem solving and decision making process rely on the managerial and organization's performance. As our problem of customer dissatisfaction resulting from substance abuse by a few employees at Tesco PLC, accurate steps and strategic implementation of the decisions will help solve the problem to improve service delivery and protect the company's reputation. Solutions will be based on both internal and external factors for effective decision making process by relevant stakeholders.

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