

Module Title-Problem Solving and Decision Making

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Introduction

It is very common for the employees to have job dissatisfaction and this problem is prevailing in most the organisations except a few. Job dissatisfaction can however hurt the revenue of the company as employees are thought to be the biggest asset of an organisation and the issue of dissatisfaction is enough to decrease the productivity of the employees and hence the revenue of the organisation. There can be various reasons which can cause the problem of job dissatisfaction among the employees which may range from being paid less, disrupted work-life balance, very little time for oneself and even no time to enjoy quality time with family, poor management and bad work culture with little or no support from the side of the company and most importantly no scope for personal and professional growth and development (De Clercq et al., 2019). In this report, special focus has been laid on the effect of bad management on employee dissatisfaction and its impact has also been discussed. Some of the steps included in developing an action plan have been discussed which can be used for dealing with the problem.

Impact of complex problems in the workplace

There can be a range of problems in the workplace that can hamper the smooth functioning of any organisation.

Absenteeism - Absenteeism is the major problem for the workplace and there are different types of the areas that are responsible for this issue. I have seen absenteeism in the workplace increases gradually day by day. Absenteeism cannot be eliminated from the workplace permanently. Absenteeism of the employees occur due to their family issues, harassment they faced in the workplace and sometimes their illness can be also a cause for absenteeism. The workplace is included with the lack of the motivation that is the major area for the absenteeism in the organisation. These people should be motivated in the workplace and this is helpful for the improvement of the absenteeism situation. Through this it can be said that the management of the company is the area that causes dissatisfaction among the employees in the workplace. The people are going through a pressurised situation most of the time and this is leading to depression among the employees. The employees are not praised in the organisation and the people in the organisation are getting the rude behaviour from the manager of the organisation.

The consequences of employee dissatisfaction can be heavy and it can affect the productivity of the employees seriously which can harm the growth of the organisation. These types of problems are very crucial and need to be settled immediately or they may turn into a bigger problem and create a situation of tension and stress for both the employees and the employer

(Bagheri Hosseinabadi et al., 2019). Workplace issues can cause a decrease in productivity of the employees, termination or resignation from a job, the decline in the physical and mental health of the employees and many more which are not having any benefit at all and destroy the inner peace of the people engaged over there. Bad management leads to severe dissatisfaction as the employees do not get any type of cooperation from the side of the management and face too much difficulty in accomplishing their job responsibilities. The employees cannot share their views on any matter with the authority and face a tremendous lack of motivation which adversely affects their productivity. Cardiff in the UK is an example of a company that failed due to bad management. The organisation was doing well but it collapsed due to its poor management.

Solutions to the problem

Various steps may be the possible solution for solving a complex issue in an organisation. It includes identification of the problem and understanding the interest of everyone related to it. It also includes listing the possible solutions to it and making an evaluation of the possible solutions. The final steps include finalising the solutions that may seem to be the most effective ones and monitoring and assessing the solutions that have been implemented. Thus, the authority first needs to focus on the areas of problems created due to the bad management. After the identification, the company needs to frame some strategies that can be effective for changing the present structure if needed and even other changes that might help in solving the issue (Karolidis and Vouzas, 2019). The third steps include meetings and discussions with the employees so that the company can have an understanding of the reason behind the dissatisfaction. The company can also organise feedback sessions so that the employees feel free to share their views about their problems and areas that need to be improved. This step will make the employees feel important and included and chances may be there that their dissatisfaction level reduces in this way. The company may also introduce training sessions for its team leaders and managers as they are the only ones directly dealing with the employees on the behalf of the management. So the authority needs to train and inculcate proper leadership skills in their managers and team leaders so that they become cooperative and work together with their team.

SWOT analysis should be performed within a workplace to solve the complex problems.

- **Strength** – By assessing the strengths of the employees the growth of the organisation will be increased along with services and products, human competencies, loyalty of brand and customer goodwill. The company is trying to provide the employee benefits and the rewards. There are promotional rewards for the employees.
- **Weakness** – Weakness of the employees stands as a barrier to the accomplishment of the achievements and mission of the organisation. Weaknesses lower the impact of

complex problems on the growth and success of the organisation. The organisational management and the manager cannot deal with the employees properly. The organisation is not providing the proper areas of the motivation and the manager is not praising the employee for the better effort. The workplace is included with the pressurised situation.

- **Opportunities** – Opportunities can be represented by the business environment and business operations. When an organisation gets benefits from its business environment to make business planning and execute them to achieve success there are so many opportunities can be raised. The employee benefit like the promotional rewards is helpful for attracting the employees and this is leading to the productivity development of the company.
- **Threats** – When the external environment reduced the profitability and reliability of the business threats to the business can be arise. When threats come to a business, the survival of the business can be at stake. As the manager is making dissatisfaction among the employees, the employees are given resignation from the organisation. In this context, the employees are influenced by one another and this is leading to the absenteeism of the workplace.



Image 1- Swot Analysis

Source: (analysis, 2022)

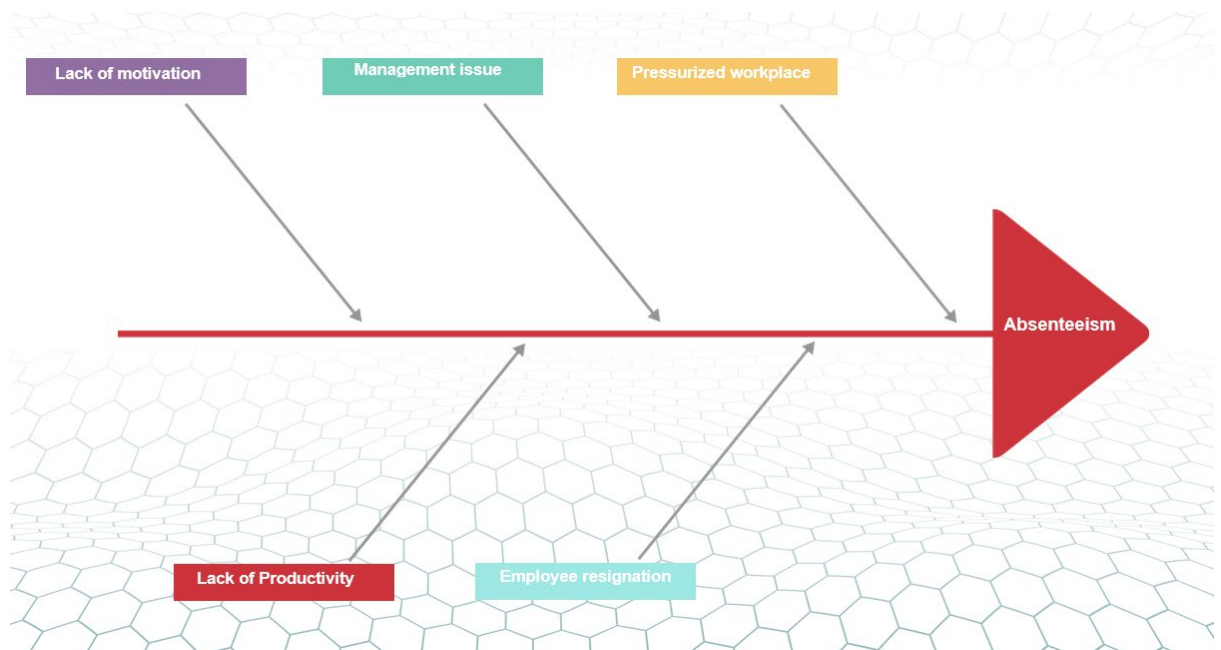


Image 2- Fishbone Analysis

Source: (Analysis, 2022)

Analysis of the Fishbone Diagram

Cause - There are the issues of absenteeism that are faced by the organisation. It has been identified that the employees of my organisation are not satisfied with the management of my company. In this sense, they are going through a lack of the motivation in the organisation. The employees are not praised by the management. The people are feeling pressured in the workplace. There is no flexibility within the organisation that is the major reason for the absenteeism within the organisation.

Effect - Through the analysis of the issue in the workplace, it can be said that the organisation can go through the loss of productivity and the organisation can lose their position in the market. This type of cause is also leading to the resignation of the employees in the workplace. The employees of my organisation think that the situation of the workplace is leading to the situation that is impossible for working in the organisation.

So, the organisation has to develop the structures as well as the strategies of the organisation that can make the growth of the employee engagement in the organisation and this will lead to the development of the workplace also.

Alternative Solutions

It is the process of identifying and selecting the actions from probably two or more solutions that can be best for achieving the desired goal or aim. The organisation may choose possible

steps that can be best to deal with the problem of bad management so that the employees do not feel dissatisfied. The effectiveness of any decision includes two different aspects namely the purpose for the decision and the cause and environment in which it needs to be implemented (REYHANOĞLU and Özden, 2020). Decision making is very much vital for any organisation as it helps in determining the deviations that are needed from the present standard and what the principles, rules and instructions are needed to be implemented and followed. Some of the probable solutions are discussed as follows:

- Reframing the whole structure of the management and making improvements in the necessary field.
- Providing training sessions to its frontline workers that work on the behalf of the management. The team leaders and managers must have excellent leadership skills which are very much needed for working collaboratively and in cooperation with the other employees.
- Listing the grievances of the employees and working on them.
- The company can try to provide extra incentives and benefits to its employees based on their performance.
- It can also motivate its employees by giving them recognition for their achievements in the form of awards and appraisals.
- The feedback from the employees should be taken by the manager on a daily basis and this is making the importance on the employee engagement of the organisation. The manager has to take the responsibility of the every area of the employee. In this sense, the manager has to take care of the needs of the employees and there should be the flexible hours of the work for the employees that is important for management of the employees in the workplace.

Decisions	Plus	Minus	Interesting
Reframing the structure	It can adjust the work patterns and feel healthier and motivated the employees and help the employees to control their emotions.	The process of reframing is looking for the same problem from various perspectives.	This may make improvements in every department in an organisation.
Providing training classes	The efficiency of work will be increased among	The cost of the training can be restrictive. The	Cooperation and collaboration in a

	the employees and turnover of the employees can be reduced.	period of training will be lengthy and this may disturb daily operations within a workplace.	team work will be increased.
Employee grievance	Employees are encouraged due to the grievances to raise the work concern in a workplace.	Employee grievance mainly focuses on the legal threats and allegations to the organisation including unfairness, bullying and so on.	In a workplace, grievances of the employees provides a dealing with complaints in a speedy and fair terms.
Incentives and bonus	Incentives and bonuses may encourage the employees to increase the productivity of the business.	Incentives and bonuses may also create an negative impact on the quality of the services and products of the organisation.	Incentives lead to undermine teamwork and resentment.
Recognition awards	Recognition and rewards can establish a positive environment for work and improve employee retention within a workplace.	Employees can get addicted to the recognition rewards and as a result they would not be willing to do their work.	It helps to improve the moral of the employees and engagement of the employees to the workplace, also boost the productivity of the business.
Taking feedback from the employees	This will motivate the employees and the employees will feel secure in the workplace.	Over flexibility through the feedback will cause productivity loss for the organisation.	This can reduce the employee turnover and the employee will be motivated with this approach. The company value in the market will be increased through

			product development.
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Planning for the implementation

It is very much necessary to analyse the problems and develop plans for solving the complex problems in a workplace and there are various ways to resolve them. An action plan can help the organisation in resolving the various types of issues that may exist in a workplace but the first step in this matter will be recognition of the complex issues and then planning accordingly (Panait and Panait, 2018). The employer can solve this issue by focussing on the reasons that lead to dissatisfaction which may be mainly due to less salary, workplace conflicts, unsuitable workplace environment, work pressure and so on.

- The employer must provide its employees with a clear set of goals and rules so that there is no confusion and both the parties are very clear about the work assigned and the time limit set so that the employees do not feel extra pressure and it can be done with a general meeting and discussion with the employees so that they also feel included and can share their views as well. The employees can maintain their work-life balance if they are not overloaded with extra pressure and thus will feel free and motivated which will in turn increase their productivity.
- The employer also needs to revise the salary if demanded by the employees or maybe yearly so that the employees feel motivated. The organisation can also offer incentives and extra benefits based on the performance of the employees which will again motivate them to be more productive and focus on the aims and goals of the organisation.
- The employer also needs to focus to provide a suitable workplace environment to the employees so that they feel comfortable while working. It is very much necessary to work in a comfortable workplace so that the employees feel motivated and connected.
- The employer must give due importance and recognition to their employees. Programmes can be organised to give awards and recognition to the employees who are doing their best and bringing more to the company which will not only motivate them but also others in being more productive.
- The employer must also have constant communication with their employees and other members so that there is no gap in communication and it becomes clear to the employer about the problems being faced by the employees and can also take some views and ideas from the employees so that the matter can be resolved.

Assessment of the techniques

An assessment can be made on the effectiveness of the techniques used for solving the issue of bad management can be analysed based on the following techniques:

Identification of the problem-The problems must be identified properly and the majority of the issue is solved when the problem and the reasons behind it are identified properly.

The 5 whys technique-This technique is used to find out all the reasons behind the main problem (Héliot et al., 2020). The issue of job dissatisfaction can be resolved if by using the word “why” the management tries to find out the actual reason

Appreciation-The organisation must try to think of other possible ways that may be used to resolve the “why” s. In this way, the organisation may think of the best and [possible ways to resolve the issue of bad management (Ågotnes et al., 2018). The company can inculcate training programmes for the managers and team leaders.

Analysis of cause and effect-It is very important to have an understanding of the cause and effect in the case of job dissatisfaction which may be described as that the dissatisfaction can lead to low productivity of the employees which can even affect the growth and development of the company.

Discussion of the plan with the stakeholders

The organisation can discuss with its employees, team members and other such people related to it the issue and the possible ways that can be used for resolving it. The action plan can be presented and feedback sessions can be arranged to discuss the effectiveness of the action plan (Phulpoto et al., 2021). The authority can also take feedback from the employees individually so that they can have a clear conception of the effectiveness of the plans that are implemented. The organisation can have discussions with its other stakeholders such as its investors and partners about the necessary changes that can be implemented in the policies of the company that can both be beneficial for the employer and the employee so that they are satisfied and in the long run is beneficial for the organisation.

Keep satisfied	Manage closely
Board of Directors	Employees, Ground level staff
Monitor	Keep Informed
CEO of the organisation, Managers, Team leaders	Retail stakeholders

Monitoring techniques

The organisation can have a clear understanding of the effectiveness of the action plan by assessing the rate of turnover of the employees. A decrease in the rate of turnover of employees from the company may indicate that the plan is effective and the company may

implement some more policies and strategies for further improvement. The authority can also assess the effectiveness of its technique by analysing the productivity of the employees. Satisfaction in a job can be marked by the level of input by the employees and their productivity (Toussaint et al., 2019). So it becomes easier for the authority to understand that the employees are now satisfied with the changes in the policies of the company. Fewer grievances and a good workplace environment with no conflicts can also be used for assessing the effectiveness of the plan which may have cleared the existing issue.

Conclusion

It can thus be concluded from the above report that job dissatisfaction can arise in any organisation due to various factors that need to be resolved which otherwise can lead to a much bigger problem. It affects the productivity of the employees and thus can affect the growth and development of the organisation in the long run. The management needs to be careful of such issues and should make necessary strategies to deal with the problems of employees' job dissatisfaction. It can be found that despite other reasons bad management is a major problem that outpaces other problems and stands as one of the main reasons behind job dissatisfaction of the employees. Bad management leads to the low morale of the employees and they do not feel included and motivated. There is a situation of tension in the workplace and some of the employees even resign from their job to get rid of these issues as it affects their mental health to a greater extent.

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