

Problem Solving and Decision Making

Name: Hadzher Shaban

Student Number: 2023968

Module code: BMSW4004

Lecturer: Ejiro Eshwode

Role Play and Problem Solving and Decision Making

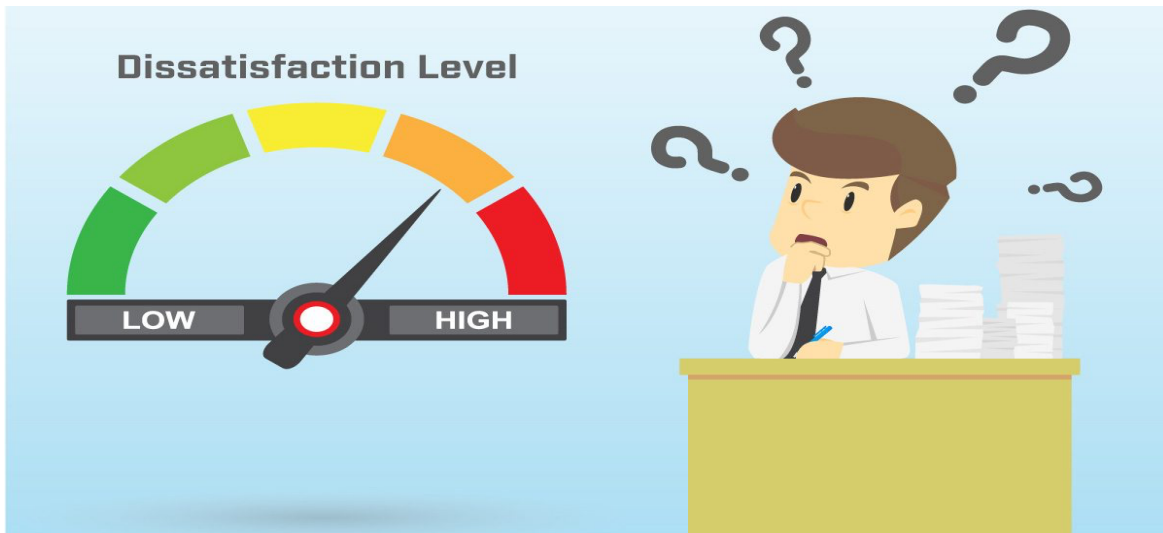


Table of Contents

Task 1 (Role Play)	5
Introduction	5
Nature and Impact of Complex problem – Job Dissatisfaction	5
Cause-and-Effect Analysis.....	6
PESTLE Analysis – Macro-environmental factors	7
Political Factor	7
Economic Factor	8
Social Factor	9
Technological Factor	9
Legal Factor	10
Environmental Factor	11
Alternative Solutions of Employees’ dissatisfaction	11
Company Culture	12
Implementation of Plan	13
Conclusion	14
Task 2.....	15
Introduction	15
Scope and Impacts of Job dissatisfaction – Complex Problem	15
Analysis of Problem and Decision Making	16
Alternative Solutions of Job Dissatisfaction – Proposed	17
Effective Decision-Making Technique	18
Development of Plan.....	19
Communication Plan	22

Monitoring and Reviewing of Plan	23
Conclusion	24
References	25

Task 1 (Role Play)

Introduction

This report aims to detect the nature and impact of job dissatisfaction, cause and effect analysis of job dissatisfaction, analyse and evaluation of PESTLE analysis to know different macro-environmental impacts on job dissatisfaction, evaluation of alternative solutions and selection of most favourable solutions and implementation plan that solution.

Nature and Impact of Complex problem – Job Dissatisfaction

Job Dissatisfaction has become a complex problem for organisations because it directly affects productivity and organisations are unable to detect the problem or manage it if the level of dissatisfaction of employees increased to the peak. So, employees' satisfaction is an important factor for organisations to manage and solve it otherwise it will affect the overall performance of the organisation. The nature of job dissatisfaction occurs when the employee doesn't feel comfortable in the organisation. According to the case study that is given, there are multiple reasons for job dissatisfaction such as being underpaid, limited career growth and opportunities, unsupportive boss or bad management, lack of work-life balance, organisational culture, no vacation and other reasons. And these reasons may create actual or potential problems of job dissatisfaction. It depends upon the organisation who detect it or not before it will affect the overall organisation. According to a study (Ravalier, 2019), almost 35% of employees are dissatisfied in different organisations in the UK because of the above reasons. Dissatisfied employees couldn't work with freedom and feel anxiety and pressure during work, so the performance of employees decreases day by day. Thus, the overall performance of organisations may be affected. Different organisations train and support employees because if employees don't have freedom either physically or mentally then maybe it will affect in future and become a potential problem.



Source: <https://www.aihr.com/blog/job-dissatisfaction/>

Cause-and-Effect Analysis

Cause and Effect analysis help organisations to detect the causes of the problem and this technique is also known as a fishbone diagram because organisations create a fishbone diagram in which different causes are listed down to know the actual problem and its causes.

In the case study, the problem is job dissatisfaction which is now become a complex problem for organisations because due to the dissatisfaction of employees organisations don't able to survive. Cause and Effect analysis help organisations to detect the causes of the problem and listed down for analysing solution for that problem (Hassi, 2019).

The problem is job dissatisfaction and the causes of this complex problem are underpaid, company culture, unsupportive boss or bad management, limited career growth opportunities, lack of work balance, no vacation and others. Employees compare their salary with other employees when position and area are same, so they feel lower importance when the culture of the company is annoying, create disturbance and lot of pressure then it also creates anxiety to employees in working. Limited career growth opportunities and management and boss is strict in during job and no vacation for holidays, so employees become disturbed in the workplace. Thus, employees stuck in their job and don't feel a gap to balance their life because of these reasons then their performance decreases day by day and few employees may resign from their job, and it affected the overall performance of the organisation (Trounson et al.,2019).

The below figure is a summary and gives a rough idea of job dissatisfaction and its causes and effects in the workplace.



Source: <https://www.edrawsoft.com/cause-effect-diagram-template.html>

PESTLE Analysis – Macro-environmental factors



Source: <https://fortitudebusinessconsulting.com.au/how-to-undertake-a-pestle-analysis/>

Pestle Analysis is a tool that is used by organisations to analyse and detect different macro-environmental factors that may affect the organisations. Macro-environmental factors such as Political, Economic, Technological, Legal and Environmental factors. According to the case study, the complex problem nowadays is job dissatisfaction and here, assignment, pestle analysis is conducted to know and understand the macro-environmental factors which may affect employees and organisations (Georgieva and Abdelazim, 2020).

Political Factor

Political factors affect organisations either positively or negatively. These factors include pressure to change policy, increase or decrease taxes, tariffs, health safety, regulations and different laws. So, organisations change policies or adjust according to their government. Employees and management suffer due to political factors such as decreased unions, the government of the UK may increase working hours, fixed labour wages so organisations change their policies which directly affect employees. In this way, employees aren't able to fulfil their needs or balance their life. So, slowly and gradually employees get stuck and increase their pressure to manage their life. It affects the overall performance of employees and organisational performance decreased.

Political Factors Affect Business Environment



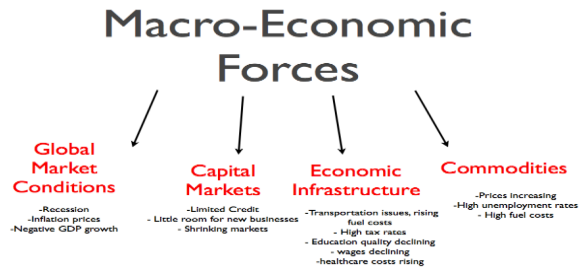
Source:

<https://m.facebook.com/285152108890245/photos/a.285159538889502/285158492222940/?ty=>

3

Economic Factor

Economic factor also plays an important role in the sustainability of organisations and it includes inflation rate, wages rates, unemployment, cost of living, minimum working hours and others. If the country is well and developed, then government help and give different subsidies and implement normal policies to organisations so they overcome their issues. Organisations then decrease the prices of products and also give different rewards and bonuses to employees but if the government don't help organisations and implement strict policies to organisations then it creates a negative impact on overall the country in the UK. Like, the price of products increases and employees' salaries are also fixed and decreased so employees aren't able to fulfil their needs and it creates pressure for them to survive (Yacoub et al., 2021). Slowly this pressure increases and employees are dissatisfied with their job and the performance of employees also decreased.



Source: <https://sites.google.com/site/targetrominamagarello/business-model-environment/macro-economic-forces>

Social Factor

Social factor includes cultural norms, social group, health consciousness, safety and others which affect overall society. So, employees in the UK also may impact due to these factors. For example, culture and social group are set to live an extraordinary life then the expenses increase, and employees aren't able to manage their life and social life also affect employees (Georgieva and Abdelazim, 2020).



Source: <https://www.marketingtutor.net/how-social-factors-affect-business-environment/>

Technological Factor

The technological factor is the third important factor that influences the organisation to go for new technologies to adopt and implement. Implementation of technology has both impacts either positively or negatively. If technology impacts employees or creates pollution or any other reason, then it is harmful to society. Organisations in the UK, adopt new and innovative technologies to reduce employees and increase efficiency to reduce expense. But it has negative impacts on employees because first, it needs highly skilled workers so organisation hire new employees so previous employees may be replaced with new ones or organisation don't need extra employees. Thus, it decreased employees and the rest of the employees will

be in fear that they will also fire (Yacoub et al., 2021). So, the organisation should train them or give them another chance to work otherwise it will demotivate employees to work.



Source: <https://www.health.europa.eu/four-factors-outlining-healthcare-information-technology-market-trends/102778/>

Legal Factor

Another factor that may affect the organisation. In the same way, it has negative or positive impacts on the organisation and it depends upon the political system in the country. Different laws and regulations which should abide by organisations and also internal laws that set by organisations and both internal and external affects employees. External laws by the government like importing and exporting limitations, resources, employment rules and others and internal laws such as time limit, salary, promotion and others. So, employees are also affected by both external and internal laws. If the government of the UK or organisations implemented such strict laws which pressurise the employees to work and thus the performance of employees decrease.



Source: <https://pestleanalysis.com/legal-factors-affecting-business/>

Environmental Factor

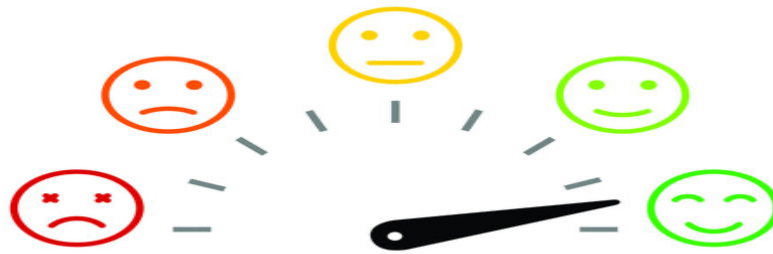
Environmental factors include temperature, weather, pollution rate, population and others. These external factors also affect employees. Weather and temperature are different in the UK, so employees are also irritated when there is rain or temperature increases or pollution or another environmental factor that disturb the employees. Thus, employees face these factors and also other organisational pressures then their life become burdens so the overall performance of employees decreases which also directly impact organisational performance (Thomas et al., 2021).



Source: <https://pmstudycircle.com/enterprise-environmental-factors-organisational-process-assets/>

Alternative Solutions of Employees' dissatisfaction

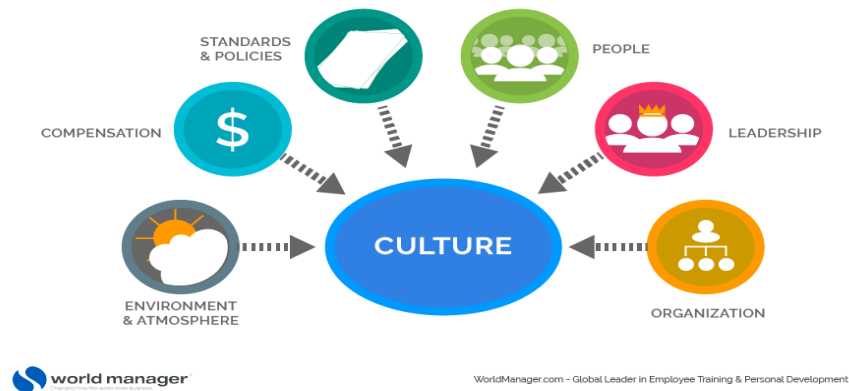
Employee dissatisfaction is a most critical and complex problem for organisations so the organisation should in the UK provide a safe, secure and comfortable environment to employees to increase efficiency in the organisation. Employees only want relaxation, freedom, a safe, secure and supportive environment. So, there are more alternative solutions like change in policy, freedom, increase in salary, rewards, incentives, different holidays if employees accomplish the target. In the UK, organisations may adopt these policies, but a more efficient and effective way is to evaluate all these alternative policies from past experiences, interviews from employees and other models that suggest the best policy and practice for employees (Haque et al., 2019). In conclusion, below is an alternative solution which is the best and effective way to decrease dissatisfaction of employees and increase their performance.



Source: <https://stock.adobe.com/search?k=employee%20satisfaction%20survey>

Company Culture

The best and effective solution is to change company culture because according to study () mostly employees are the victims of bad culture. So in company culture, the organisation should consider these things to help employees (Roscoe et al., 2021).



Source: <https://www.worldmanager.com/resources/soft-metrics-easy-ways-improve-corporate-culture/>

- Culture should be supportive and top management should be flexible to give employees as much the necessary freedom.
- Set targets for employees and reward system, if employees achieve them then they will be rewarded as different incentives, holidays ticket and so on.

- Culture should be involved to support creativity and increase opportunities for career growth.
- Different interviews weekly or monthly to evaluate each employee and their problem to resolve it.

Implementation of Plan

Plan implementation has different steps that should be implemented for effective outcomes. These are below different steps (Heidenreich and Talke, 2020).



Source: <https://www.qad.com/blog/2020/01/effective-corrective-action-system>

- Set objectives: Objectives to increase the performance of employees by giving them good culture and different training programs, incentives, innovative sessions, freedom and others.
- Roles and Responsibilities: Organisation should assign different roles and responsibilities to management to arrange training programs, support employees in their work so they may achieve their targets.
- Delegate the work: Elect different persons who give them training, each top management person assigned to different groups to observe and motivate employees.
- Implement the plan, monitor and Evaluate: Then this step is to implement a plan and monitor and evaluate and manage to observe and help each employee for any help or changes in policy for the betterment of employees.
- Take Corrective actions: If there is a need for any correction or modification then change it otherwise go with the flow.
- Feedback and Evaluation of Outcomes: Slowly dissatisfaction is decreasing, and the performance of employees is increasing because they are now in a comfortable zone but take feedback from employees because this initiative is for employees so feedback is

important for any further arrangement to increase efficiency and decrease dissatisfaction from employees so organisations achieve their targets.

Conclusion

In concluding job dissatisfaction is not favourable for the organisation because it decreased the overall performance of the organisation due to the dissatisfaction of employees. There are multiple reasons for job dissatisfaction such as the company's culture, limited career opportunities, not supportive environment, pressure and lot of work and others. So, the organisation should detect the problem through different techniques such as PESTEL analysis, interviews and others. Last, evaluated different alternative solutions and selected the most favourable solution which is the organisation should improve the company's culture to give the best environment to their employees and implement the plan of that alternative.

Task 2

Introduction

This report aims to discuss problem-solving techniques and decision making ways by recognising the problem. This report will discuss the scope and impacts of job dissatisfaction, analysing the reasons for job dissatisfaction which help the organisation in decision making, then decision-making techniques to choose the best alternative solution for that problem, developing the implementation of the plan and communicating with identified stakeholder and in last it discuss monitor and review techniques to analyse the implementation of the plan.

Scope and Impacts of Job dissatisfaction – Complex Problem

Employees are a critical part of the organisation because their performance is directly affected by the organisation. Companies satisfy, collaborate, give different pieces of training and rewards and give the best to their employees so they work with great efficiency and effectively so the organisation may achieve their targets. Thus, employees' satisfaction is important for organisations. Job dissatisfaction become a complex problem for organisations because companies don't focus on their employees' freedom, workplace, career opportunities and other problems so it become a complex problem and has huge impacts on organisations (De Clercq et al., 2019).



Source: <https://qsstudy.com/major-sources-of-job-dissatisfaction/>

Different companies give low pay, limited career growth opportunities, pressure in the workplace, no Vacation time, complex culture and others so employees disturb in the workplace because they are unable to balance their workplace and personal life so this directly impacts the performance of employees. According to the study (Senek et al., 2020) Almost 51% in 2017 and

43% in 2018, employees were not satisfied in different companies in the UK such as Tesco stores limited, The Lowry Hotel Limited, Doherty & Grey Limited and others because of poor management, low wage system, no career opportunities, tough working life and others. Thus, the performance of employees decreased in these companies. According to a study (Mogaji and Erkan, 2019), 6-10% of these companies' revenue decreased because of turnover rate was high and employees' performance also decreased.

Analysis of Problem and Decision Making

Job dissatisfaction of employees is a critical problem for organisations and organisations should analyse and detect the problems from the roots otherwise it becomes complex and hazardous for these companies because employees play a very important role in organisations. According to a case study that is given, job dissatisfaction which decrease employees' performance because organisations have strict policies and unfriendly culture so employees aren't able to work with freedom and tension-free that decreased the performance of employees and eventually lead to decreased overall performance of the organisation. Different companies in the UK such as Tesco stores limited, Doherty & Grey Limited, The Lowry hotel limited and others which give low salaries, limited career growth opportunities, high pressure and workloads and other reasons which decreased the performance of employees in 2017 and 2018 (Wang et al., 2018). So, because of these reasons, employees become dissatisfied with their jobs and few employees left the companies and who have no any other option they were working still there but minimum efficiency. Thus it decreased the overall performance of these and different organisations.



Source: <https://depositphotos.com/vector-images/decision-making.html>

The reasons and information about job dissatisfaction which is discussed above, are helpful for organisations in the decision-making process to improve and change their policies to encourage and motivate employees to satisfy them which eventually increase the performance of the organisation (Nash, 2019).

Alternative Solutions of Job Dissatisfaction – Proposed



Source: <https://www.aihr.com/blog/job-satisfaction-engagement-surveys-measuring-wrong/>

Organisations have different techniques and ways to improve the performance of employees and provide a good environment where employees work with efficiency so job dissatisfaction may decrease. Because job dissatisfaction leads to a decrease in the overall performance of organisations so companies should adopt different policies and techniques to help their employees to increase their performance. Below, are different techniques and ways to improve performance and provide a good environment as an alternative solution to job dissatisfaction (De Jong et al., 2017).

- Collaborate with employees and help to motivate and give different rewards and bonuses.
- No Favouritism in the workplace, each employee is important and evaluation should be based on the performance of employees.
- Training and Recognition programs for employees so employees motivate and learn different skills.
- Variety of works for employees means job rotation so employees may not become bored in their work and different vacations.
- Clear goals and instruction to employees so employees work with the flow.

- Change Culture of the company where management empowered employees, different rewards system, career growth, employee wellness, and social relations increased should be given to the employee so employees may work with flexibility.

Effective Decision-Making Technique



Source: <https://www.umassd.edu/fycm/decision-making/process/>

Seven steps for effective decision making and choosing the best alternative (Darko et al., 2019)

- **Identify Decision or Problem:** Management analysing different alternatives to choose the best alternative to decrease employees' dissatisfaction rate and turnover.
- **Gather Information:** After analysing data and information organisations conclude that employees' dissatisfaction is mainly because of limited career growth opportunities, workload and pressure, strict management and rigid culture, underpaid salary and wages, and others. So, organisations should find an alternative to solve these reasons.
- **Identify Alternatives:** Organisation may have different alternatives that are discussed above such as training programs and recognition of employees, clear goals and instructions to employees so they may work without any disturbance, no favouritism in the workplace so each employee thinks they are important for the organisation, management collaborate with employees and motivate them in their work by different techniques and programs, and last organisation change the cultural environment where the company should avail different opportunities, different rewards and bonuses, flexible

environment, work rotation for to balance their life, work for employee wellness and empowerment of employees (HAERANI et al., 2020).

- **Choose Alternative:** After analysing and evaluating alternatives. The effective and efficient alternative is that the organisation should change the cultural environment because this alternative have mainly all features and the environment is the main platform where employees work so if the environment is flexible and easy to work then it will be good for employees to work easily.
- **Take Action:** Organisations now may implement different strategies to change their cultural environment and give a flexible environment to their employees such as strategies for different training programs, arranging career growth opportunities for employees, support and giving clear instruction to employees and so on.
- **Review Decision:** After implementing different strategies organisations should review the whole process and outcomes because of any requirement or change is needed then the organisation may improve it (Sezgen et al., 2019).



Source: <https://blog.vantagecircle.com/employee-satisfaction-surveys/>

Development of Plan

An effective solution for improving employees' satisfaction is to change organisational and here are a few effective steps for implementing this change (Bini et al., 2018).



Source: <https://www.techno-pm.com/2020/10/implementation-plan-template.html>

- **Define required outcomes:** The first step is to define outcomes and the organisational goal is to improve the culture of the organisation to provide a flexible, improved culture where employees should work easily without any disturbance but management also help employees to enhance skills and abilities during the workplace.
- **Define Ownership for outcomes:** The second step is to not wait for others. Other organisations in the UK also don't give many career growth opportunities, low paid system, rigid environment, unsupportive culture, lot of pressure of works so their employees dissatisfied from their organisations. But, organisations should take the first step for the change and improve and don't wait for others to change. So, Organisations also think about positive results to give the best to their employees so employees increase their efficiency and performance in the workplace which eventually increases the overall performance of the organisation.
- **Determine Actions to accomplish the outcomes:** The third step is to make different strategies for doing actions to accomplish the objective of the organisation. Organisations should give training programs to employees and hire an expert who trains them, give rewards and bonus system so employees attract towards their goals and work with efficiency, empowering employees and appreciation by giving different skilled works and annual bonus system, rotate each employee's work with others so employees may not become a bore and other actions to achieve and improve the culture of the organisation (Bocken et al., 2020).
- **Define Budgets, Measures and Roles:** Then organisations find and define sources of budgets to achieve their targets such as external investors, banking finance, different

income from other investments, personal income or source and others. Then organisations set and adjust measures and roles to implement strategies. For example: arranging different programs for employees and training them, rotation of work, rewards system, measurement of performance and others. So all these activities will be measured through different techniques such as self-evaluation of employees, checklist, graph rating and others. And also organisations delegate different roles to different teams and departments, for example, delegate teams to give training to employees, each department is checked and observed by a top management person. So, in this way these roles and measurement techniques is set by the organisation.

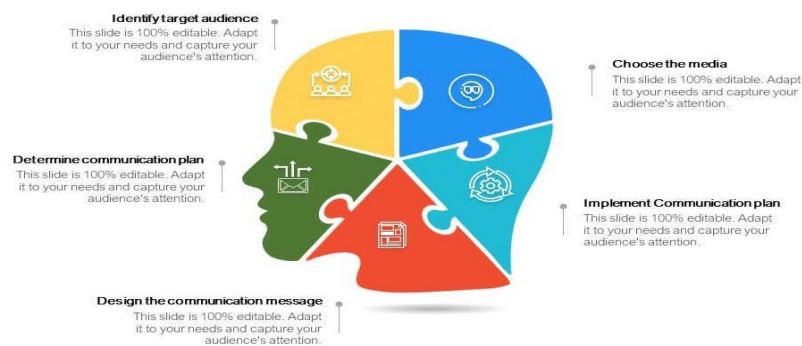
- **Define tracking system:** A system through which management and organisation observe and manage the whole departments because management may not manage and control the whole organisation so software that helps in checking and observing each department, team or person's performance and give an overview. Organisations have another technique to track the whole organisation for smoothly achieving their targets.
- **Implement Methodology and management:** Finally, organisations implement a methodology for improving the culture of an organisation such as leaders who will lead organisations and different departments to each strategy and leaders divide objectives into sub-objectives so it becomes easy for an organisation to achieve it. Also, leaders manage the whole process with the help of new technologies and software systems which give flexibility (Luthra et al., 2020).
- **Review outcomes or revise it:** Organisation main objective was to decrease the dissatisfaction of employees and increase their performance by giving them different rewards systems, a flexible environment, and other training facilities so they develop themselves. So, organisations review and take feedback from employees and analyse the objective is achieved or not or organisations should review and change policy.



Source: <https://www.bamboohr.com/blog/employee-development-plans/>

Communication Plan

A communication plan is important to convey the real message and objectives of the organisation to stakeholders. Here, a specific stakeholder is employees so the organisation message and objective should be conveyed to employees to give awareness and objective of the organisation towards reducing dissatisfaction and helping employees. Below are steps that how organisation communicate a message with employees (Del Giudice et al., 2017).



Source: <https://www.slideteam.net/effective-communication-plan-in-human-head-puzzle.html>

- **Target Audience:** Target audience is employees because the main objective of an organisation is to satisfy employees by giving the best services and sources to employees.
- **Communication plan:** Plan of the organisation to improve the culture of the organisation that are discussed above by training programs, arranging different opportunities, motivating and empowering employees and different main features of that plan.
- **Communication message:** The message of the organisation is that to avail the best services to employees by improving and changing the culture of the organisation.
- **Choose Media or Source:** Source of communication is that organisation arranging different training programs, billboard techniques to attract and convey the message that the organisation is doing best for their employees (Quirke, 2017).
- **Implementation of Plan:** Plan which is for employees' best facilities which attract them and also help employees that how the organisation will do it so employees will also help in the efforts of the organisation.

Monitoring and Reviewing of Plan

During implementing the plan organisation also manage and monitor the whole process of the plan so it will easily achieve by an organisation with the help of management and employees. So, there are different techniques and monitoring ways to effectively observe the whole plan (Obeidat et al., 2017).

- **Goal, objective and achievements:** During the implementation of the plan organisations should monitor and review their goals that the organisation going in the right direction by analysing their achievements. Achievements give an overview that the organisation is going in the same direction so this will help the organisation to achieve and improve the goal which is to improve organisational culture.
- **Gather data and information:** By analysing and using different methodologies and technologies to know that organisation achieve their targets whether employees are satisfied in their job or not.
- **Compared with experience:** Organisation then compared with experience that employees are satisfied as compared to the past or they are still in the same phase.
- **Continue or Change (Feedback):** If the employee still faces dissatisfaction by taking feedbacks then the organisation review the whole process and change the techniques or employees are feeling well then go with the flow (Cram et al., 2017).
- **Continue monitoring and reviewing the whole process:** then the organisation should continue to monitor the whole process and review it by their skills and technologies for any changes.



Source: <https://bernardmarr.com/key-tools-and-techniques-for-performance-management/>

Conclusion

This concluded that job dissatisfaction is a complex problem for the organisation because it directly impacts the performance of the organisation and the main reasons for job dissatisfaction are underpaid, unsupportive management, company's culture and others which increase dissatisfaction of employees. In the UK, different companies did not care about their employees which decreased the overall performance of that companies and these all reasons and facts help other organisations in decision making. Organisations have different available alternative solutions for that problem but an important alternative is to improve the culture of the company by giving the best and good environment to employees. The best alternative solution is not enough but it requires an effective plan that is discussed above that help organisations to implement that best alternative to empower the employees and organisation also communicate that plan with employees so employees also help by giving their best. Last, organisations should monitor and review the whole plan to effectively implement the whole process for achieving their targets.

References

- Bini, L., Bellucci, M. and Giunta, F., 2018. Integrating sustainability in business model disclosure: Evidence from the UK mining industry. *Journal of cleaner production*, 171, pp.1161-1170.
- Bocken, N.M. and Geradts, T.H., 2020. Barriers and drivers to sustainable business model innovation: Organisation design and dynamic capabilities. *Long Range Planning*, 53(4), p.101950.
- Cavalier, J.M., 2019. Psycho-social working conditions and stress in UK social workers. *The British Journal of Social Work*, 49(2), pp.371-390.
- Cram, W.A., Proudfoot, J.G. and D'arcy, J., 2017. Organisational information security policies: a review and research framework. *European Journal of Information Systems*, 26(6), pp.605-641.
- Darko, A., Chan, A.P.C., Ameyaw, E.E., Owusu, E.K., Pärn, E. and Edwards, D.J., 2019. Review of the application of the analytic hierarchy process (AHP) in construction. *International journal of construction management*, 19(5), pp.436-452.
- De Clercq, D., Haq, I.U., Azeem, M.U. and Ahmad, H.N., 2019. The relationship between workplace incivility and helping behaviour: roles of job dissatisfaction and political skill. *The Journal of Psychology*, 153(5), pp.507-527.
- De Jong, D., Grundmeyer, T. and Yankey, J., 2017. Identifying and addressing themes of job dissatisfaction for secondary principals. *School Leadership & Management*, 37(4), pp.354-371.
- Del Giudice, M., Khan, Z., De Silva, M., Scuotto, V., Caputo, F. and Carayannis, E., 2017. The micro-level actions undertaken by owner-managers in improving the sustainability practices of cultural and creative small and medium enterprises: A United Kingdom–Italy comparison. *Journal of Organisational Behaviour*, 38(9), pp.1396-1414.
- Georgieva, M. and Abdelazim, A., 2020. Strategic Mergers and Acquisitions in Higher Education: A Case Study from the UK. *European Journal of Business and Management*, 12(33), pp.1-15.

HAERANI, S., SUMARDI, S., HAKIM, W., HARTINI, H. and PUTRA, A.H.P.K., 2020. Structural model of developing human resources performance: Empirical study of Indonesia states owned enterprises. *The Journal of Asian Finance, Economics, and Business*, 7(3), pp.211-221.

Haque, A.U., Nair, S.L.S. and Kucukaltan, B., 2019. Management and administrative insight for the universities: High stress, low satisfaction and no commitment. *Polish Journal of Management Studies*, 20.

Hassi, A., 2019. "You get what you appreciate": Effects of leadership on job satisfaction, affective commitment and organisational citizenship behaviour. *International Journal of Organisational Analysis*.

Heidenreich, S. and Talke, K., 2020. Consequences of mandated usage of innovations in organisations: developing an innovation-decision model of symbolic and forced adoption. *AMS Review*, 10(3), pp.279-298.

Luthra, S., Kumar, A., Zavadskas, E.K., Mangla, S.K. and Garza-Reyes, J.A., 2020. Industry 4.0 as an enabler of sustainability diffusion in the supply chain: an analysis of influential strength of drivers in an emerging economy. *International Journal of Production Research*, 58(5), pp.1505-1521.

Mogaji, E. and Erkan, I., 2019. Insight into consumer experience on UK train transportation services. *Travel Behaviour and Society*, 14, pp.21-33.

Nash, J., 2019. Exploring how social media platforms influence fashion consumer decisions in the UK retail sector. *Journal of Fashion Marketing and Management: An International Journal*.

Obeidat, B.Y., Al-Hadidi, A. and Tarhini, A., 2017. Factors affecting strategy implementation: a case study of pharmaceutical companies in the Middle East. *Review of International Business and Strategy*.

Quirke, B., 2017. Making the connections: *Using internal communication to turn strategy into action*. Routledge.

Roscoe, S., Subramanian, N., Jabbour, C.J. and Chong, T., 2019. Green human resource management and the enablers of green organisational culture: *Enhancing a firm's environmental performance for sustainable development*. *Business Strategy and the Environment*, 28(5), pp.737-749.

Senek, M., Robertson, S., Ryan, T., King, R., Wood, E., Taylor, B. and Tod, A., 2020. Determinants of nurse job dissatisfaction-findings from a cross-sectional survey analysis in the UK. *BMC nursing*, 19(1), pp.1-10.

Sezgen, E., Mason, K.J. and Mayer, R., 2019. Voice of airline passenger: A text mining approach to understand customer satisfaction. *Journal of Air Transport Management*, 77, pp.65-74.

Thomas, P.J.M., Sandwell, P., Williamson, S.J. and Harper, P.W., 2021. A PESTLE analysis of solar home systems in refugee camps in Rwanda. *Renewable and Sustainable Energy Reviews*, 143, p.110872.

Trounson, J.S., Pfeifer, J.E. and Skues, J.L., 2019. Perceived workplace adversity and correctional officer psychological well-being: An international examination of the impact of officer response styles. *The Journal of Forensic Psychiatry & Psychology*, 30(1), pp.17-37.

Wang, F., Pollock, K.E. and Hausman, C., 2018. School principals' job satisfaction: The effects of work intensification. *Canadian Journal of Educational Administration and Policy*, 185, p.73.

Yacoub, L., Nakhle, S. and Yahiaoui, D., 2021. Restaurant failure in post-conflict Beirut: the macroenvironmental context and mismanagement. *EuroMed Journal of Business*.