

## **PROBLEM SOLVING AND DECISION MAKING**

**University Name: University of Wales** Trinity of Saint David , London

**Student Name: Marinela Ancuta Szeri**

**Student Number:1917613**

**Module Name: Problem Solving and Decision  
Making(BMSW4004\_LON)**

**Module Lecturer's Name: Yajesh Kumar**

## Task 2: Report

### Introduction

Workplace management and decision making skills are crucial for managing the people of a company. However, the authoritative decision making body of a company and responsible people have to take psychological and financial factors into consideration as well. Maintaining balance between work and employee satisfaction level brings coherency of work (Wheatley, 2017). Any imbalance in different factors may cause decline of brand loyalty and affect the working policies of a company. This study will discuss some of the workplace challenges that UK workforce has been facing and their impact on the employees. Solutions for improvements and decision-making as well as monitoring techniques will be given in the study as well.

### Complex problem

Due to high work pressure and new government policies along with inefficient management, the workforce of the UK has been facing lot of problems that are listed below.

**Work-life imbalance:** Highly growing work pressure is increasing the load of work which is affecting working timeframe of the employees. Due to unbalanced schedule of work and no efficient management, employees' work-life balance gets affected (Kurniawaty *et al.* 2019).

**High stress in the workplace:** During the working hours, employees as well as the managers have to perform work with high stress due to increased workload. At the same time, some people are deprived of their personal life time as they are not able to switch off from their jobs.

**Non-engaging workforce:** The age gap as well as gender pay gap is very prominent in the market. Due to high workload, the workplace has become more discrete and the supportive friendly culture no longer exists which is a major problem of the workforce.

**Job dissatisfaction:** Lack of supportive and friendly work culture makes the people feel undervalued which increases work stress (Nwobia and Aljohani, 2017). Due to longer work-hours without efficient pay rise and friendly workforce, job dissatisfaction has decreased significantly.

**Lower employee retention:** High working stress, job dissatisfaction and workforce engagement issues are causing problems as employees are searching for new jobs decreasing the overall employee retention rate which is a major problem as well.

### Scope

Defining the complex problems can help to identify the negative impact of the changes that are coming up on the existing workforce of UK. While this report determines the challenges of the workforce, it summarizes the view of the workers as well. The demands of the workers as suitable and comfortable workplace as well as the ideas of encouraging workplace culture can be understood by the managers, supervisors and owners of the company. This, in turn, can improve their decision-making processes about rewarding and motivating them. The solution and monitoring policies can be updated and aligned with current market demands resolving the issues of the workforce properly.

### PESTLE analysis

| Factors          | Facts                                                                                                                                                                                                            | Impact                                                                                                                                                                                                                                                 |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Political</b> | <ul style="list-style-type: none"><li>• Political stability: 0.52 in 2019 (Santandertrade.com, 2020).</li><li>• Corruption index: Low</li><li>• Corporate tax: 19% in 2019 (Santandertrade.com, 2020).</li></ul> | Under democratic and legislative processes, the country has gained high political stability and corruption rate is low which makes a positive impact for companies and workers. High corporate tax rate influences negatively in managerial processes. |
| <b>Economic</b>  | <ul style="list-style-type: none"><li>• GDP rate: 6.6% growth in 2020.</li><li>• Inflation rate: 1.5% in 2019 (Santandertrade.com, 2020).</li><li>• Interest rate: 0.1%.</li></ul>                               | Strong economic presence and low inflation and interest rates provide economic sustainability which impacts positively in the workers' lifestyle.                                                                                                      |
| <b>Social</b>    | <ul style="list-style-type: none"><li>• Highly ethnic and sustained lifestyle.</li></ul>                                                                                                                         | Educated and highly ethnic and financially stable culture provide highly                                                                                                                                                                               |

|                      |                                                                                                                                                                                                 |                                                                                                                                                                                                                           |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      | <ul style="list-style-type: none"> <li>• Employment rate: 75.3%.</li> <li>• Literacy rate: 99% (Santandertrade.com, 2020).</li> </ul>                                                           | efficient workforce. This makes positive impact for companies but as demand gets high, competition increases. This gives a negative impact on the social condition.                                                       |
| <b>Technological</b> | <ul style="list-style-type: none"> <li>• Automation rate: 7.4% (Santandertrade.com, 2020).</li> <li>• Tech start-up growth and support by government.</li> </ul>                                | Technological growth has been increasing making less employment opportunities for people which is a negative impact.                                                                                                      |
| <b>Environmental</b> | <ul style="list-style-type: none"> <li>• Control pollution act, 1974</li> <li>• Environmental protection act, 1974 (Santandertrade.com, 2020).</li> <li>• Data protection act, 2018.</li> </ul> | Different environmental acts and policies as well as data protection policies set some regulations for work which has a positive impact on the workforce.                                                                 |
| <b>Legal</b>         | <ul style="list-style-type: none"> <li>• UK labour law, 2010.</li> <li>• Equality act, 2010 (Santandertrade.com, 2020).</li> <li>• Wage regulations, 2015.</li> </ul>                           | Labour law and wage regulations give standards of work and focus on eradicating discrimination which has a positive impact on the workforce but not following those standards create conflicts and has a negative impact. |

**Table 1: PESTEL analysis of UK**

(Source: Created by author)

### **Impact**

The workforce of UK business and service market has faced several negative impacts due to high workload and inefficient management. Work-life imbalance among the workers due to increased work pressure can cause sleep disorder which has significant impact on mental health and disorder (Extremiera *et al.* 2020). This increases anxiety level of the workers reducing their patience and collaborative work. This makes the working process discreet and also decreases the

efficiency of the workers as a team. Non-engaging workforce also reduces the integrated culture and supportive nature of the workforce. Furthermore, if discrimination in pay-level occurs, the results are more severe on the motivation level of the employees which significantly reduces the efficiency of the workers. As the overall result of these problems, job dissatisfaction among the workers and employees increase which leads to breaking up of teams and job loss which in turn reduces employee retention making the management a serious issue for the supervisors and managers (Kurniawaty *et al.* 2019).

### **Analysis of the problem**

In the working industries of UK, the core problem is high work pressure and all the other problems are related with inefficient management of distribution of this work pressure by the management and authorities. Due to adoption of Brexit policies by the UK government, the country is trying to exit the European Union from business perspective. As a result the management policies and other rights of the workers are getting renewed. The working procedures are changing with modern lifestyle and technological adaptation as well. The reward and payment system along with wage policies are also being modified and with changing policies, the workforce are forced to contribute more than their usual. This is causing high work-related stress (Nwobia and Aljohani, 2017). Due to changed wage policies, pay-cut and pay gaps are also getting prominent which is causing job dissatisfaction.

Team management and team formation policies with balanced age difference of the members and strict and high workload is disrupting the friendly nature of the workplace increasing the work stress. Although the management has applied a number of well-being policies for increasing job satisfaction, engaging work environment is yet to be found. This is reducing the employee retention and efficiency of the entire workforce (Extremera *et al.* 2020). The inefficiency of the management to balance work and life of the employees and incentive policies with pay rise has also been a bane to improvement of the workplace condition. These problems have caused health-related issues by affecting sleeping patterns which has negative impact on the health of the employees.

### **Alterative solutions**

There are a number of ways through which the work-related stress can be minimised and some of those are given below that can be effective for UK workforce to cope up with excessive workload of the country.

***Effective management and communication:*** One of the most effective ways to reduce work-related stress is effective management and control of the work. This includes proper team development and mitigation of conflicts with efficient communication (Julmi, 2019). The companies can use the hierarchical structure of the organisation to pass down information to the employees with top-down approach. In order to reduce job stress and increase the work-life balance, bottom-up approach can be applied. Meetings with team leaders and members can be organised to identify the stressors and management can build-up effective plans of rewarding to reduce these challenges.

***Training and counselling:*** In order to maintain well-being of the employees, the management can provide training and blueprint of the future actions to cope up with changed working policies. Furthermore, availing information about increased work hours with hourly overtime wage system can help to retain job satisfaction (Hallo *et al.* 2020). Both intrinsic and extrinsic rewards can be used like positional growth and monetary raise with control to maintain positive work environment. The workers can also avail counselling at least once in every three months to ensure better mental well-being and to minimize stimulation and anxiety.

***Reinforcing quality leadership:*** Consultation, encouragement, conflict management and team building can be reinforced with quality management training and good leadership of the managers and supervisors. Good leaders can also implement healthy habits making the workplace culture friendly and engaging them with work which not only decreases stress but also improves efficiency and productivity (Cerutti *et al.* 2020). Well engaged employees are also committed to goals and values of companies that contribute to organisational success. Ethical decision making with efficient code of ethics can also be attained with quality leadership which can help in efficient management.

## Decision making technique

Decision making by the management of the companies can be applied with the ***Fishbone model*** of cause-effect analysis. The management of the organisations can identify the resources required for applying and maintaining change in the workplace with the help of root cause analysis. Organising meetings with team leaders and sectional leaders of a company can be a good way to communicate about the challenges of workforce (Julmi, 2019). The current policies of the company as well as of the government can also be analysed by the higher authority and changes in the policies can be introduced with consent of all team leaders and sectional leaders.

Changes required for maintaining the work environment engaging to all employees can be evaluated with standardization. Issue mitigation as well as means of communication for better visibility can be determined as well with this. The employees and other people of the organisation can thus be engaged with decision making and their engagement and motivation can be exhaled. Fishbone model is used for brainstorming ideas and identification of root causes of problem (Pal and Poyen, 2017). Thus, this model can be helpful in decision making and planning process for problem solving.

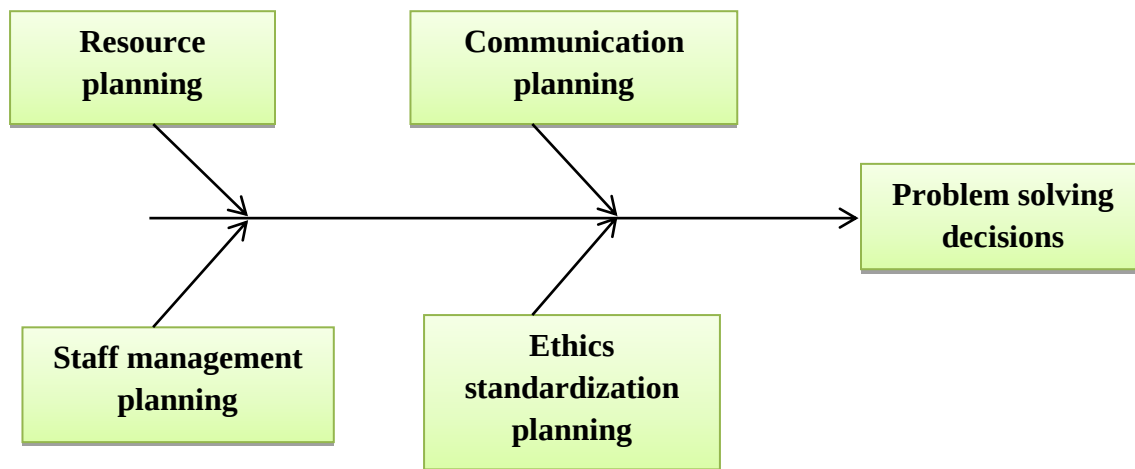


**Figure 1: Fishbone model of decision making**

(Source: Created by author)

## Action plan

The action plan of decision making process is given below.

| Objectives | Actions | Priority | Timeframe |
|------------|---------|----------|-----------|
|------------|---------|----------|-----------|

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                              |        |                                                                        |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------|
| Aligning resources with requirements          | <ul style="list-style-type: none"> <li>• Identification of resources</li> <li>• Centralization of resources</li> <li>• Allocation of resources with requirements and sector needs</li> <li>• Planning for control and supervision of assets</li> </ul>                                                                                                                                                       | Medium | 3 weeks will be needed for this.                                       |
| Improvement of communication processes        | <ul style="list-style-type: none"> <li>• Assessment of current communication channel and problem identification</li> <li>• Aligning top-down communication with hierarchical structure</li> <li>• Maintaining bottom-up communication approach for issue management</li> <li>• Restructuring communication line</li> <li>• Establishment of intranet for centralisation of communication</li> </ul>          | High   | 2 months will be required for completion of this objective.            |
| Managing staff with higher efficiency         | <ul style="list-style-type: none"> <li>• Analysis of staff policies and identification of problems</li> <li>• Inclusion of health programs</li> <li>• Inclusion of leadership training for employees and supervisors</li> <li>• Teamwork efficiency assessment</li> <li>• Restructuring of teams</li> <li>• Planning of incentive and promotion policies</li> <li>• Implementation and monitoring</li> </ul> | High   | 5 months will be required for appropriate planning and implementation. |
| Improvements of ethics and fairness standards | <ul style="list-style-type: none"> <li>• Analysis of existing ethical standards</li> <li>• Inclusion of human rights policies</li> <li>• Inclusion of well-being policies</li> <li>• Inclusion of clear specification of work-hour wage policies</li> </ul>                                                                                                                                                  | Medium | Achievement of this objective may require 3 to 4 months.               |

|  |                                                                                               |  |  |
|--|-----------------------------------------------------------------------------------------------|--|--|
|  | <ul style="list-style-type: none"> <li>• Implementation, monitoring and assessment</li> </ul> |  |  |
|--|-----------------------------------------------------------------------------------------------|--|--|

**Table 2: Action plan for change implementation**

(Source: Created by author)

### **Communication with stakeholders**

As the entire workforce of the UK is affected by the rising problems and challenges of excessive workload and job dissatisfaction, the stakeholders will be internal stakeholders of the company. The employees, managers and board of directors will be associated with the change implementation plan. The shareholders and financiers of company will be responsible as they will be managing the financial assets required for improvement and change. Thus, various methods of communication can be used. For example, meetings can be arranged by the team leaders, employees and department leaders for communication about faced problems (Hallo *et al.* 2020). Method of departmental notice can thus be used for mass notification. Bottom-up approach can be followed for propagating the summarized reports to managers and board of directors.

Digital communications can be used for communication with shareholders and financiers of companies such as emails, internet services. After development of change implementation plan, illustrated model of planning with financial resources can be sent to the shareholders and financiers for approval of the plan and for collection of monetary funds. The top-down method of hierarchical structure of the company can be used notify the employees and managers of the company.

### **Assessment of techniques and monitoring**

In order to control the use of resources and monitor the progress of the plan implementation **work breakdown structure** with **requirement traceability matrix** can be used. The work breakdown structure can divide the project works in small partitions and sub-tasks and can enable better detection of the issues keeping the project under control (Abd Rahman *et al.*, 2019). On the other hand, requirement traceability matrix can trace out the quality of the deliverables maintaining the efficiency and success rate of the project high. The tasks can become more visible and can prevent to add new requirements with quality handling.

## **Conclusion**

From the above study, this can be concluded that problem solving and decision making skills are integrated part of conflict management and is highly sought for better leadership and management. This requires effective analysis of the existing problems and their causes and planning of change implementation is also required to control the asset and for reduction of work-related stress. This study comprises of a role play about the challenges faced by the UK workforce and has an analysis of the problems as well. Recommended solutions for improvements and monitoring processes are also given in this study with an action plan of implementation. Fishbone model has been followed for decision making and work breakdown structure has been followed for monitoring and quality assessment of the decisions and tasks.

## Reference List

- Abd Rahman, W.W., Zaki, N.M. and Husain, M.A., 2019. A review of work breakdown structure and man-hours estimation method used in shipbuilding production. *Technology*, 10(01), pp.1141-1158.
- Cerutti, P.S., Macke, J. and Sarate, J.A.R., 2020. Leadership and Decision-making Styles: Are They Relevant for Employee Retention?. *Leadership*, 10(2).
- Extremiera, N., Mérida-López, S., Quintana-Orts, C. and Rey, L., 2020. On the association between job dissatisfaction and employee's mental health problems: Does emotional regulation ability buffer the link?. *Personality and Individual Differences*, 155, p.109710.
- Hallo, L., Nguyen, T., Gorod, A. and Tran, P., 2020. Effectiveness of Leadership Decision-Making in Complex Systems. *Systems*, 8(1), p.5.
- Julmi, C., 2019. When rational decision-making becomes irrational: a critical assessment and re-conceptualization of intuition effectiveness. *Business Research*, 12(1), pp.291-314.
- Kurniawaty, K., Ramly, M. and Ramlawati, R., 2019. The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9(6), pp.877-886.
- Nwobia, I.E. and Aljohani, M.S., 2017. The effect of job dissatisfaction and workplace bullying on turnover intention: Organization climate and group cohesion as moderators. *International Journal of Marketing Studies*, 9(3), pp.136-143.
- Pal, A. and Poyen, E.F.B., 2017. Problem solving approach. *International Journal of Advanced Engineering Research and Science*, 4(5), p.237180.
- Wheatley, D., 2017. Employee satisfaction and use of flexible working arrangements. *Work, employment and society*, 31(4), pp.567-585.
- Santandertrade.com (2020). *UNITED KINGDOM: ECONOMIC AND POLITICAL OUTLINE*. Available from: [https://santandertrade.com/en/portal/analyse-markets/united-kingdom/economic-political-outline?url\\_de\\_la\\_page=%2Fen%2Fportal%2Fanalyse-markets%2Funitied-kingdom%2Feconomic-political-](https://santandertrade.com/en/portal/analyse-markets/united-kingdom/economic-political-outline?url_de_la_page=%2Fen%2Fportal%2Fanalyse-markets%2Funitied-kingdom%2Feconomic-political-)

[outline&&actualiser\\_id\\_banque=oui&id\\_banque=0&memoriser\\_choix=memoriser](#)

[Accessed on 23rd November, 2020]