

Problem-Solving and Decision Making

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Executive Summary

This assignment has been focused on a role-play and a reflective essay based on the role-play conducted in the first phase. The role-play has been focused on the relevant issues of job dissatisfaction at the workplace. At the same time, a report has been provided based on these issues which may have a negative impact on employee retention. A plan has been developed to understand the feasible ways to retain employees at the workplace. While analysing the problem, a decision-making technique has been used for better understanding. This assignment has tried to find out a few potential factors which can demotivate an employee and find proper remedies to fight it.

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Introduction

Decision-making and problem-solving skills play an inevitable role while achieving organisational goals. While performing any task to meet organisational goals and requirements, often a few problems may arise. These problems can inhibit the growth of the organisation and thus productivity of the organisation may be disrupted. Problem-solving skills generally help to find a way to resolve these problems. This set of skills generally provides an understanding of the issue and feasible resolutions which can be implemented as soon as possible. At the same time, to make good use of problem-solving skills, it is crucial to have a solid mentality to make a proper decision. Decisions can be made based on own judgements and thus it is essential to understand and assess the significance of the problem. This assignment will focus on a role-play and a reflective essay based on the role-play. The role-play will focus on the relevant issues of job dissatisfaction at the workplace. At the same time, a report will be provided based on these issues which may have a negative impact on employee retention.

Task 1: Role Play

Management consultant: Good afternoon, I believe you are doing well. Recently I have received some complaints from your side. I would like to know more about your issues. Do you have time right now? Then it will be good enough to communicate over a cup of coffee.

Unsatisfied employee: Sure, I was waiting for your call actually. I am done with this organisation and I will submit my resignation soon. First of all, I am not receiving a proper wage for the labour which I am giving to this organisation. On top of it, I am getting no feedback or guidance from my superior (Kaur et al., 2020). This is actually hindering my growth and potential in my career. If you kindly look into this matter I will be grateful.

Management consultant: Sure, I totally understand less money may affect your productivity despite giving all valuable efforts and time to the organisation. At the same time, proper management will be helpful in such a situation. As you are not receiving it from your superior, can you please describe me in detail?

Unsatisfied employee: Yes, first of all, the low wage is making me more insecure about my position in this organisation. As the economy is boosted, for the position I am working, I am supposed to get more daily wages. In the United Kingdom, people expect more daily wages for

this job role (Müller and Schulten, 2020). This is not motivating me at all. In other words, this is a hindrance for me to work here with constant enthusiasm and thus the entire organisation is getting affected. At the same time, my superior is not helping me much. Whenever I go to him, for some support or guidance he neglects me. This is also making the entire situation quite uncomfortable for me. I am supposed to get an appraisal which I am not getting at all. My productivity was more than other members of my team when I started my job here (Afonso, 2019). Right now, I am not getting much enthusiasm to continue my good work with the organisation.

Management consultant: I totally understand your concerns. But I need you to focus on my words right now. Maybe it will help you to understand the reasons behind it. Currently, for a few months, our organisation in the industry is not doing well. The United Kingdom made a few changes in its trade policies and thus the entire industry is suffering (Kasonde et al., 2019). For such reason, the economy might have bloomed well, but the profitability has decreased by 13 per cent. For this reason, we are now not able to provide a high wage. On the other hand, senior management right now is having an issue with such organisational changes. Your superior might be too much busy with his own job responsibilities and thus he could not help you properly. But you as an essential team member, we need you right now (Spencer, 2020). If you cannot focus on the productivity of the organisation, your juniors may feel disappointed as well. The whole organisation is facing such issues and your leave will make the situation worse.

Unsatisfied employee: I am willing to understand why such a situation arose in such a short period of time. Everything was going perfectly (Vasudevan et al., 2020). I had a perfect job with good compensation policies. My superior used to motivate me more to keep up with my job. I genuinely want to know the proper reason behind it.

Management consultant: Well, if we try to do a PESTEL analysis, it will be easier for you to understand. First of all, the industry received sufficient help from a stable government. At the same time, due to Brexit and the recent war activities of Russia actually brought a few changes in the trade policies. As the government is more focused on internal and international issues, they could not support us during this hard period. These certain changes in the trading policy is quite new to us and we are getting confused. We are paying more while exporting our materials to other countries. Meanwhile, importing products also requires a huge amount of money as well. The economic condition has developed quite a bit (Bornstein, 2019). Though the economy is booming, a few risk factors are surfacing. More people are coming to the nation for better opportunities.

More jobs are required to provide them with a secure and well-paid life. The overall GDP contracted by 0.5 per cent in December 2022 due to more population. Though the current employment rate in the United Kingdom is around 75.7 per cent. Self-employment and part-timers have increased in number due to less stable and long-term jobs. There are some good sides and some corrupt sides of the economy which is turmoil the current market of this industry.

Unsatisfied employee: I understand there are issues with the government and economy. How come these two factors are influencing our industry?

Management consultant: I forgot to mention, not only political and economic factors are creating havoc in the industry, but society and technology also play a huge role here. For example, society has become more cosmopolitan. More people from different backgrounds are coming here and settling down. Their educational backgrounds are helping them to find good jobs in the industry. Meanwhile, competition is increasing side by side. Social media is also playing a vital role to influence people. The lifestyle shown there is motivating more people to come and live a great life in the United Kingdom. At the same time, different backgrounds, especially black people and women are given more opportunities in this industry. Again, this is narrowing down the chances of getting a well-paid job easily. Technology these days have improved a lot. Different technologies like blockchain, machine learning, and artificial intelligence are providing more opportunities to organisations. Day after day new innovations in technical fields are being sponsored and motivated by the government. This is creating a good environment for the industries to bloom. At the same time, more money is being invested here as these technologies require fresh talents and new infrastructures.

Unsatisfied employee: Then there must be some law which will be helping people like us.

Management consultant: Legal factors and environmental factors are also a huge part of this massacre. There are some new legislative structures which actually helped the organisation to focus on organisational operations and structure. At the same time, these legislations have controlled the processes and limited their activities to many extents. This is one reason; we could not provide you with a hike. At the same time, various environmental issues like the current pandemic, and recent war situation also had a deep impact on the industry. Productivity already has slowed down to some extent due to continuous lockdown processes. Profitability could not increase much and also, we are currently trying to cope with the processes. At the same time, recent

war also has an important role while controlling the international markets for our organisations. Sudden price hikes and the current economic environment though helped to recover the situation. Unsatisfied employee: I can understand everything but right now, I cannot work in this situation. I understand your problem as well but you too need to show me a way which can be beneficial for me.

Management Consultant: Yes, right now I have a plan which will be quite feasible for us and provide you with more benefits as well. As you were having problems with overloaded work and less payment, why do not we start with this? I have two options right in mind. First, I can offer you work from home module where you will be able to work three days from home. I believe this will help you to balance your work and life. Think this is a benefit provided by the organisation instead of offering you a hike (Gilfillan, 2019). Definitely, I will try my best to put your appraisal ahead so we can offer you the hike this year's end. On the other hand, I can send your name for the training. This will help you to gain more knowledge and skills while there will be less pressure. I believe the compensation money will be perfect for you if you join the training procedure. Meanwhile, for your supervisor, you can apply for another mentor from our mentorship programme. Else, I can talk to him straight to focus on your issues and guide you while you are in the training process.

Unsatisfied employee: So, which one do you think will be good enough for me? I am a bit confused. Both have some pros and cons.

Management Consultant: Well, if you ask for my advice, then it would be better for you to apply for the training. I will make the necessary arrangements for you. See, this training will shift the burden of excess work from your shoulder and also, and you will receive more feedback and skills. From here you can learn more and help us later (Alsos et al., 2019). You will be compensated like before. You will be given enough options to choose the subject and the mentor as well. I believe this will help you to emerge as a potential employee for the organisation. After finishing it, it would help to apply for higher positions as well. At the same time, instead of talking to your supervisor, I think it would be better if you choose another mentor for the time being (Aumayr-Pintar and Rasche, 2020). He already has too much workload. Even if we put pressure on him to guide you, he simply could not focus on his work as well. There are many potential mentors who can guide you with their knowledge, it will be wise enough to approach them.

Unsatisfied employee: Well, I am good to go with these processes. Kindly help me to apply for the programmes. Well, one thing I am eager to understand, is what will be the response of the organisation?

Management Consultant: In this case, I think the organisation will try to help you with full support. I have mentioned to you previously that the organisation thinks of you as one of the best assets. The organisation will understand your value and retain you; it will get along with my proposals (Grimshaw, 2020). For now, to cope with the advancement of technology, the organisation is offering various training. Various management and leadership-related training will be offered as well. It will not only enhance the skills but also will help to develop a significant career. Employees will be retained and in future, they will be considered great assets as well. At the same time, a mentor-mentee interactive session will be arranged. From here you can choose your potential mentors and get in touch with them. The organisation has an interior motive to grow along with its employees (Alam et al., 2020). Arrangements of training, meetings and interactive sessions are pointing out the will of the organisation to work with potential employees.

Task 2: Individual Report

Introduction

The workplace often can hinder the growth of a potential employee. Less amounts of wages, excess workload, the culture of the organisation and bad management may have a negative impact on the life of an employee. In every way, an organisation should motivate an employee to enhance his productivity. In this way, along with the organisation, the employee would make some significant changes in his career graph. This report will simply focus on such problems. A plan will be developed and its progress will be monitored for better understanding.

Definition of a problem

Job dissatisfaction can be a huge turnoff for the employee who is supposed to enhance the productivity of the organisation. Various issues can be the reasons behind job dissatisfaction and to understand it, Gibbs Model can be utilised.

Experience: I have experienced that less wages can be a huge problem. At the same time, bad management can also have a negative impact on the employee.

Feelings: I feel, less wages can demotivate a person while disrupting the way of working. At the same time, I feel bad management is not providing enough growth for the organisation.

Evaluation: While evaluating the situation, often the employees are asked to do extensive work and in return, they are not compensated in a good way (Shaturaev, 2022). Also, the bad management do not guide them enough on how to do their work properly.

Analysis: While analysing the situation, I understood people work in a motivated way when they are provided with good compensation packages. Bad management may create a very hostile environment for the employee while working at the organisation. This is simply not good for the employees and the overall functions.

Conclusion: I understood in order to promote a positive environment and productivity, these two issues should be dealt with properly. Otherwise, it will ruin the brand image and productivity will be ruined.

Action plan: To fight off this situation, employees should be compensated in a good way. Superiors should be encouraged to guide young employees. Mentorship skills will be given more importance.

Analysis of the problem:

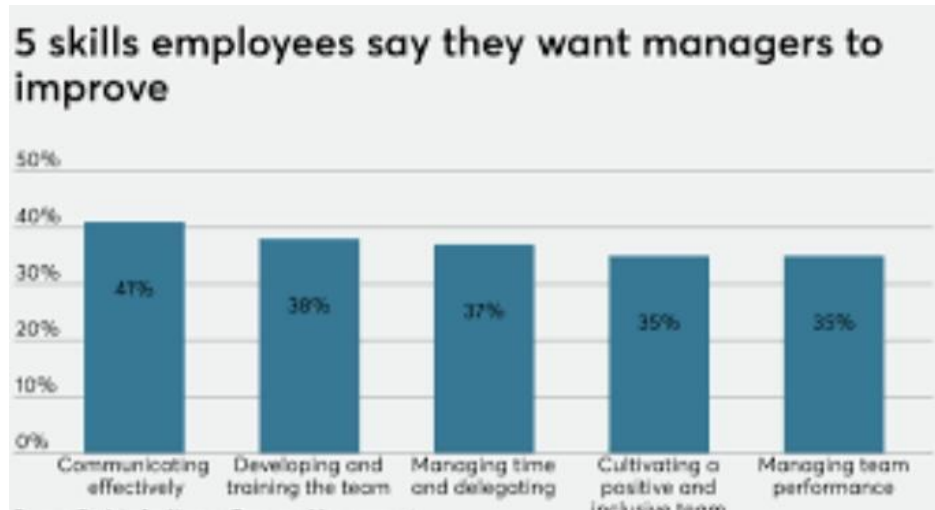


Fig 1: Management skills important for organisation

(Source: Booth et al., 2020)

While analysing the problem, it is quite important to know the proper measures to fight it. In order to provide more compensation to the employees, the organisation should stick to the government-regulated minimum wage. So, there can be no issue regarding this factor. The organisations due to several factors may not give the exact compensation packages to the employees and thus the motivation gets lost. Employees believe in getting rewards which is quite essential to motivate them for their good work. In such a situation, the organisation should reduce the workload while providing them with a few alternatives of benefits. They can be provided with work from the home mode of work, more casual leaves or appraisals at the end of the financial year. This will motivate the employees in a very significant way. On the other hand, bad management can ruin the processes of the organisation. Employees need a leader who will be provided them with proper guidance and knowledge. At the same time, to improve the situation, the leaders should be given proper training else a replacement will be provided for the employees. A mentor-mentee interaction can also be a nice way to get guidance from the supervisors (Booth et al., 2020). These ways will not only promote the organisational processes but also will help an employee to focus on his career. Motivation can be gained in these two ways. Building a proper work environment is a necessity for any employee and then it will be easier for him to exhibit his talents. Bad management can ignore the talents and thus productivity gets ruined. At the same time, decision-making skills help

to choose a proper and feasible solution for these issues at the workplace (Mayberry, 2020). The main aim is to motivate the employees to do better work.

Alternative solutions

There are many types of solutions to increase the job satisfaction of workers. It consists of improved training for managing employees. Effective communication and leadership skills will improve the financial and personal well-being of an individual. Organisations can also hold flexible work arrangements that increase the work-life balance of the employees. It will positively impact the performance of the employees which will lead to organisational productivity and efficiency. The businesses must organise different types of workshops and programmes that enhance the knowledge and skill of the people. The best solution for mitigating the issue is adapting certain needs and strategies that help in eradicating the negative circumstance of a business or workplace.

Use of decision-making technique

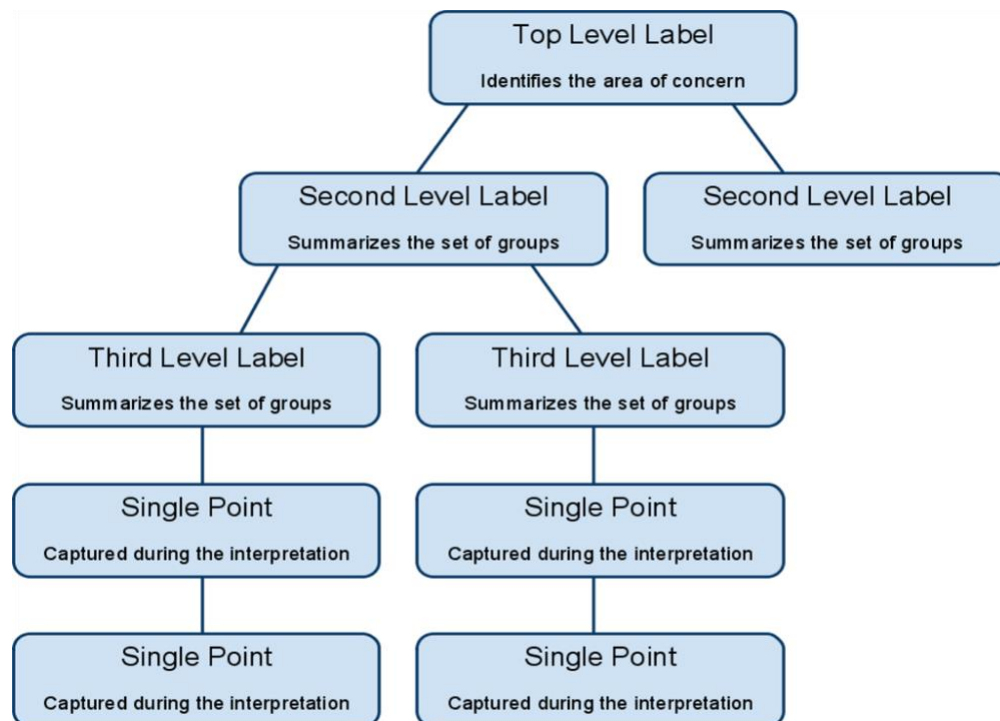


Fig 2: Affinity Diagram Sample

(Source: Hogan et al., 2021)

For making a decision, it is quite important to focus on decision-making techniques. The affinity diagram method can be used mainly to organise a large number of ideas. Meanwhile, this requires a brainstorming process for further application. In an organisation, to solve issues like less wages and bad management, brainstorming can be quite useful (Hogan et al., 2021). A huge number of ideas can be generated in this way to fight against these issues. People with different backgrounds may help the organisation to understand their point of views and thus it will be impactful enough while making a decision. The affinity diagram will show the simplified version of these ideas through a diagram. This will be quite a unique process to make decisions for the organisation. While doing this, it was understood, that providing proper compensation will be the best idea. A training process can be the best solution. While in training, the employees will not have much to do and thus the offered compensation money will be enough for them. At the same time, this will provide them with more knowledge by sharpening their overall skills (Bao et al., 2019). On the other hand, to deal with bad management, the employees will be asked to arrange a mentor-mentee interaction session. From this session, they will be able to choose their leaders. Thus it will be quite easier for the employees to get proper guidance while working at the organisation.

Development of a plan

In order to develop a proper plan a SMART objective will be chosen which will help the employees and the organisation.

Specific objective:	I will try to focus on different training processes and mentorship ideas to help the employees.	In order to achieve this objective, I will gather more information on these training processes. Which training processes are more relevant, which require less budget and time, I will try to find out this thing first	I will try to finish this within the first two months.
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		(Afifah et al., 2022). I will take help from the senior employees who have experience with such training. At the same time, a few professors will be communicated on behalf of the organisation, so that they can arrange for these training sessions.	
Measurable objective:	I will try to finish at least 50 percent of work within first two months. The rest 50 percent will be done within the next 4 months.	In order to achieve this, I will take help from my colleagues. If more people can get involved in this matter, then it will be easier for me to finish the 50 percent of work within first two months. At the same time, I will contact previous employees who can help me to finish this work quickly.	I will try to achieve this objective within two months including getting help from other employees at the workplace.
Achievable objective	I will try to organise	I will try to	To finish this

	more sessions on the importance of mentorship and proper employee training at the workplace.	communicate with people who can motivate my employees on this matter. I will try to organise more seminars, and talk sessions with celebrities. This will help my employees to get motivation.	objective, I will take 1 month of time.
Relevant Objective:	I will try to engage the employees in teambuilding activities. This will bring the young and senior employees together and they will learn to help each other.	I will motivate my employees to perform in teambuilding activities. I will gather more knowledge from internet and from my colleagues. At the same time, I will consult with a therapist who may help me in this matter.	This will take three months of time as there are multiple activities to do.
Timebound objective:	I will finish this project within the next 6 months. At the end of the year, I will try to provide more appraisals to the employees who	I will receive help from the finance department here (Damtew et al., 2020). I will try to communicate with people from the	It will take one month of time.

	deserve them.	research department as well who can predict our growth.	
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Communication with stakeholders

At the same time, the plan will be conveyed to the stakeholders. The stakeholders are the main people in the organisation who need to know about the plan. Employees, consumers, and investors all are stakeholders in this organisation. In order to let them know about the changes, a meeting can be arranged (Dyakov and Verbeek, 2019). Employees will get to know about this entire venture by intranet. They will be mailed about the training processes and mentorship sessions as well. It will be easier to communicate with them with the help of mail. At the same time, the investors will be asked for a meeting with the board of directors. When the investors will arrive, the changes will be explained to them for a better understanding. A presentation can be done for better understanding of the process. At the same time, for consumers, social media can be used. The website can be used where in the NEWS sections, the announcements will be done. At the same time, in different social media platforms, these changes will be conveyed so that consumers get to know more about the changes (Harley, 2019). For the government, a letter will be sent to the respective department so that they get new of recent changes in the organisational structure. It is important to communicate with the stakeholders and ask for their feedback as well.

Monitoring the process

Successful implementation can only be done when the process will be monitored and reviewed properly (Belmadani and Matrougui, 2019). The board of directors will be asked to monitor the progress. They are the ones who will be sanctioning the plan and if they monitor the progress, it will be more beneficial. For the betterment of the plan, they will be asked for feedback. This feedback will provide enough ideas which will help in the formation of the plan as well, Monitoring is necessary as it will help to get more support and financial aid from the investors. Investors will be sponsoring for the training and relevant costs (Josefy et al., 2023). After this, the investors will be notified about the success of the plan. Thus, implementation of the plan will be

quite successful for the organisation. Mainly the board of directors and investors monitor the process and provide a review for the betterment. They are the ones who can control the success of the plan.

Summary

It is important to focus on the potential growth of any organisation and for this, the issues will be eliminated as soon as possible. While defining and analysing the issues, it is quite significant that employees should be retained at all costs. If the employees are provided with more benefits, then they will stay and help the organisation to grow. For this purpose, it is important to find out a proper feasible plan. At the same time, this report uses decision-making techniques to provide an ultimate decision. Development of a plan was done using SMART objectives which are essential for the organisation for growth. Stakeholders are communicated about the plans as they are the most important part of the organisation. The entire process will be monitored by board of directors and the investors who are sponsoring the entire event.

Conclusion

Organisational growth often depends on the employees and their motivation factors. If they are not satisfied with their job, they will try to find another job. This is not a good situation of the organisation. In industry, finding a competent employee is quite difficult and amidst such a situation, if the organisation cannot retain a person, then it will be its loss. At the same time, productivity will be hampered and it will have a negative impact on profitability as well. Dissatisfied employees can influence other people as well. This will be a wise choice to provide them with proper job satisfaction. Fewer benefits, improper compensation, and bad management can be reasons behind the dissatisfaction of the employee. A management consultant needs to identify the issues through communication and eliminates chances as well. This assignment tried to find out such factors which can demotivate an employee and find proper remedies to fight with it.

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