

Problem Solving and Decision Making

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Introduction

Challenges and constraints are regular business phenomena. Business organisations nowadays are facing newer problems. The nature of problems is different for different organisations. COVID-19 has added new dimensions to the business problems (Rangan, 2020). One Gym is a popular gym operating in London. Recently One Gym is facing employee dissatisfaction problem while managing a diversified workforce during the pandemic. The company is seeking to explore the best solution to overcome the current problem and ensure sustainable development of the business. In response to the workplace problems faced by One Gym, This problem-solving report aims at providing a clear understanding of the problem, analyses of alternative information, and develop alternative solutions to the problem. Finally, the report will outline how One Gym can implement an alternative solution by using the fishbone model and a PMI chart. Then it will develop an interactive communication plan of the alternative solutions to the shareholders.

The workplace problem faced by One Gym

In 2018 employee turnover in One Gym was 16% which was 2% lower than the industry average. In 2019 it was 24% and in 2020 it becomes 47%. A workplace survey showed that The drastic increase of this employee turnover rate is employee dissatisfaction. It represents the negative feelings and a lower level of job engagement about the work (Islam, 2020).

Analysis of the problem

From the analysis of information from different external sources as well as from One Gym the following reasons may lead to the employee dissatisfaction in the workplace of One Gym:

Overwork

Due to pandemic and a higher level of employee turnover rate in One Gym, the current workers have to work extra shifts every day. The continual overwork is creating mental and physical problems to the workers. As a result, the level of job engagement is decreasing (Richardson, 2019).

Lower growth of payment

Due to some legal restrictions during the pandemic, there was no growth on payment scale in One Gym. On the other hand, the daily expenses of the workers were increased due to the pandemic. So, lower growth of pay scale is creating job dissatisfaction (Thomas, 2017).

Lack of career advancement

One Gym is a medium-size gym. As a result, there is a lower scope for career advancement for the highly skilled and experienced worker. The lack of career advancement is also creating job dissatisfaction (Tome, 2017).

Poor scheduling

The current work schedule in One Gym is hampering the work-life balance. The pressure of continual overwork due to poor scheduling is also creating job dissatisfaction (Fitzgerald, 2019).

Along with these problems, there are some other constraints in One Gym such as lack of recognition, poor working conditions, lack motivational instruments, etc. are also creating job dissatisfaction in One Gym.

Alternative solutions to the problem

The current constraints of One Gym are very complex. During the pandemic companies all around the world are struggling to keep their employees motivated and engaged. So, the organisation needs to develop a more worker-friendly strategy to keep its employees satisfied. The combination of both the short-term and long-term plan is required for a long-run solution to this problem (Islam, 2020). Some alternative solutions in response to the worker dissatisfaction problems in One Gym are explained below:

Rescheduling the workforce management system

Currently, the employee In One Gym is suffering from overwork and balancing their personal life with work life. So, One Gym needs to reschedule its working hours to ensure the effective work-life balance of the employees. For this, a worker assessment and this program is required to find out the best-fit working hours for different workers. It may require new hiring (Fitzgerald, 2019).

Hiring new employees

Since the workers in One Gym are suffering from overwork, it represents that it has a shortage of workers. So, hiring new workers can help to overcome this problem. However, operating expenses will be increased due to new hiring (Hook, 2019).

Redesigning their payment structure

Instead of paying a fixed salary to the employees, One Gym can redesign its payment structure by using performance-based payment. Under this payment structure, the workers will get extra incentives based on their performance and overwork.

Increasing intrinsic motivational instruments

According to Rangan, (2020), intrinsic motivation is the most dominant driver of employee engagement. To increase intrinsic motivation it is required to follow the internal needs and expectations of that employee. For this, different motivational theories like Hierarchy theory, equity theory, goal-setting theory, etc. can be very effective.

Adaptation of new leadership approach

Effective leadership is very important to increase employee engagement and intrinsic motivation. During the pendency, the situation and leadership are playing a vital role in increasing employee engagement. Under this leadership approach, One Gym can focus on four different leadership approaches in different situations namely directing, coaching, supporting, and delegating (Hook, 2019).

Evaluation of the alternatives

There are different alternative solutions to worker dissatisfaction problems. However, all the alternative solutions may not be relevant for One Gym. So, it is required to evaluate all the alternative solutions to explore the best alternatives. In this regard, Dr Edward with his pioneering attempt designed the most powerful alternative solution evaluation framework namely PMI (plus, minus, interesting) model. It evaluates alternative solutions from different perspectives to explore the most relevant alternatives (Islam, 2020). The application of the PMI framework is as follows:

Alternative solution	Plus	Minus	Interesting
Hiring new employees for smoothening work schedule	• It will help the workers to get rid of overwork and workplace stress. • It will bring new experience and knowledge to the organization (Fitzgerald, 2019).	• It will increase the operating cost of One Gym that is quite challenging during this pandemic • Training and development will be required for the new workers resulting in a further increase in cost (Hook, 2019)	Hiring new employees may seem to solve the overwork problem of the workers. hiring new workers may not be the best alternative during this pandemic as there is no growth in net revenue in the current period however it is required to keep the employee motivated (Tome, 2017).
Rescheduling the workforce management system	Rescheduling the workforce management system may help some workers to get rid of the stress. As a result, there may be some improvement in job engagement (Hook, 2019).	Rescheduling may not work for One Gym as it will not reduce the whole organisational task Rather than it is a burden transferring technique. As a result, exploring the optimum satisfaction level through rescheduling may not be possible.	The rescheduling will only work if they can explore the workers who are willing to work for a longer period and can take the burden for a long time. However, it may not be a permanent solution (Fitzgerald, 2019).
Redesigning the payment structure	During the pandemic monetary incentives is a big motivational driver. So, introducing performance-based payment may ensure	There may be some workers who still like the current fixed payment structure. For this kind of worker, this strategy may not work (Brest, 2016).	Performance-based payment may increase the worker to work with their best effort. Recognition for hard work may increase intrinsic motivation and job

	that workers are working for a longer period.		engagement. As a result, One Gym can overcome the problem (Dessler, 2020).
Adaptation of new leadership approach	Situation leadership is very dominant nowadays. It ensures the application of the required leadership approach in different challenging situations. It is also directly related to intrinsic motivation.	Training and development of the leader for a new leadership approach may be required. Besides, indirect change in leadership approach may be difficult for some leaders (Fleming, 2020).	Appropriate leadership for the appropriate workers in the appropriate situation could be the best choice to increase job engagement and motivation of the worker. As a result, One Gym can overcome employee dissatisfaction problems (Shapria, 2019).

Implementation of the solution

There are different techniques for implementing an alternative solution. The most powerful diagram in this regard was developed by Kaoru Ishikawa. It is widely known as the Ishikawa Diagram or Fishbone diagram of implementing the alternative solution (Tome, 2017). It is also called cause and effect diagram that helps the managers to track down the core reasons for failures, imperfection, and variations. Thus the application of the diagram is as follows:

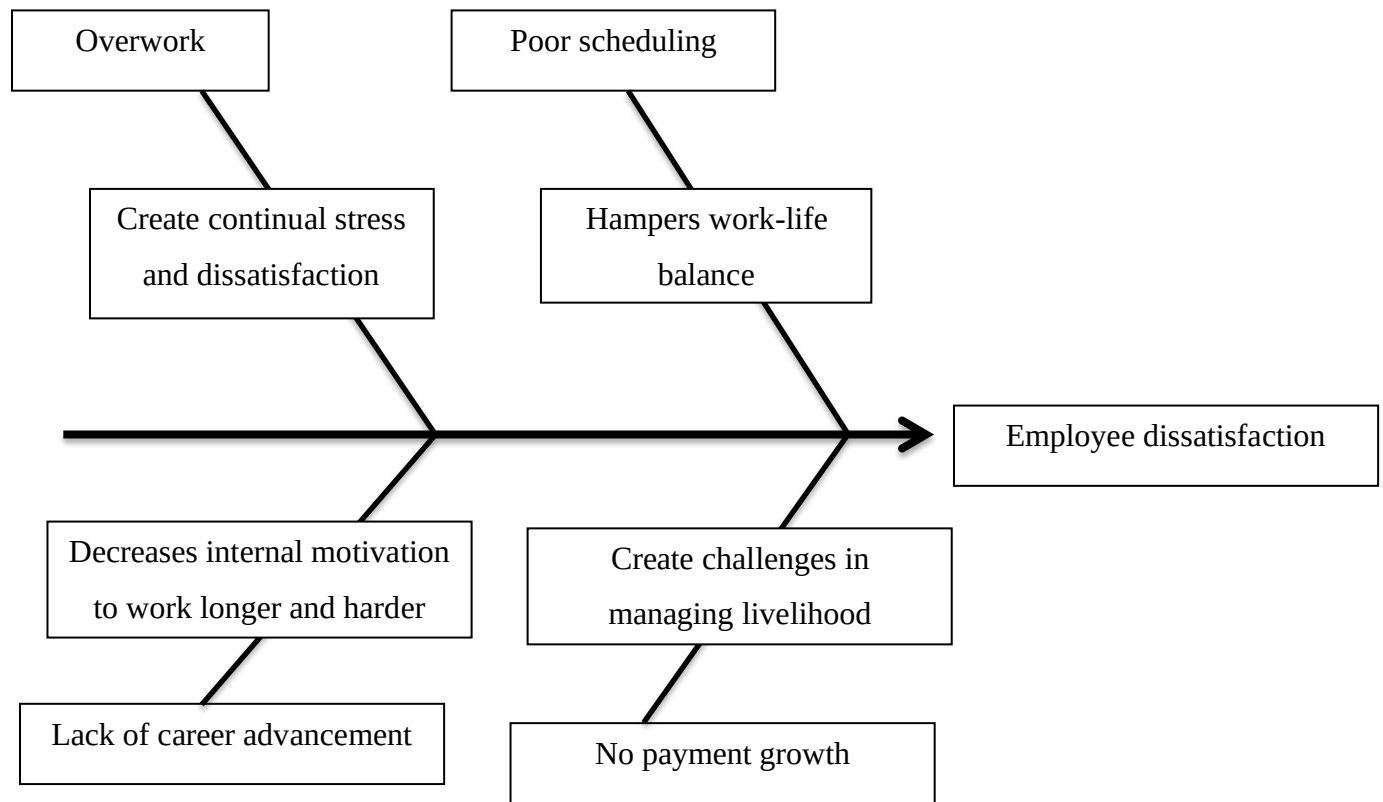


Figure: Fishbone diagram for One Gym (Self-created)

The above fishbone diagram shows how overwork, lack of career advancement, no payment growth, and poor scheduling in One Gym is creating worker dissatisfaction. As a result, increasing the number of workers, making the job more attractive, screening out the workers with the Best fit work, and improving the methods of management can be helpful to explore a satisfied workforce (Fitzgerald, 2019).

Communication plan to the stakeholders

It is crucial to let the stakeholder know about the alternative solution because some change may require based on the perceptions of the stakeholders (Fitzgerald, 2019). Thus a communication plan to communicate the alternative solutions to the stakeholders like top management, line management, shareholders, workers, external communities, regulatory bodies, etc. is given below for implementing the alternative solutions:

Stakeholders	Communication vehicle	Frequency
Top management and line management	The alternative solutions will be communicated to the top management and line management through the meeting, emails, and written notices.	On-demand
Workers	The changes will be communicated through team discussion, brainstorming session, email, and notice.	On-demand
Shareholders	The changes and solution will be communicated to the investors and shareholders through a board meeting, internal reporting, and formal reporting.	Monthly
External entities	A formal written notice approach of communication will be used here	On-demand
Regulatory bodies	A formal written notice approach will also be used to communicate with the regulatory bodies	Yearly and on-demand

Other interested stakeholders may know alternative solutions through the interview, email, and notice.

Monitoring and reviewing framework

Continual reviewing and monitoring are required to assess whether alternative solutions are working effectively to solve the problems or not. At first, it is required to develop some key performance indicators to explore the motivational level of the employee along with benchmarks for each indicator (Hook, 2019). Thus key indicators to analyse the motivation level of the workers at One Gym is as follows:

Survey Number:			Facility Name:		
Date in Ethiopian Calendar			How long have you worked in this Facility?		
DD	MM	YYYY	Years Months		
Job Category (please check one box only): Medical Doctors & Dental (Physician, GP, all specialists, etc.) Nurse and Midwife (all specialist nurses) Other Health Professional (Laboratory staff, pharmacy staff, physiotherapy etc.) Management and Administration (Finance, HR, Secretary, Registration Room workers, etc.) Other Support Staff (Cleaners, Kitchen Staff, Guards, Laundry staff, runners, drivers, etc.)					

	Strongly Disagree	Disagree	Agree	Strongly Agree
1. The management of this organization is supportive of me.	1 ☐	2 ☐	3 ☐	4 ☐
2. I receive the right amount of support and guidance from my direct supervisor.	1 ☐	2 ☐	3 ☐	4 ☐
3. I am provided with all trainings necessary for me to perform my job.	1 ☐	2 ☐	3 ☐	4 ☐
4. I have learned many new job skills in this position.	1 ☐	2 ☐	3 ☐	4 ☐
5. I feel encouraged by my supervisor to offer suggestions and improvements.	1 ☐	2 ☐	3 ☐	4 ☐
6. The management makes changes based on my suggestions and feedback.	1 ☐	2 ☐	3 ☐	4 ☐
7. I am appropriately recognized when I perform well at my regular work duties	1 ☐	2 ☐	3 ☐	4 ☐
8. The organization rules make it easy for me to do a good job.	1 ☐	2 ☐	3 ☐	4 ☐
9. I am satisfied with my chances for promotion.	1 ☐	2 ☐	3 ☐	4 ☐
10. I have adequate opportunities to develop my professional skills.	1 ☐	2 ☐	3 ☐	4 ☐
11. I have an accurate written job description.	1 ☐	2 ☐	3 ☐	4 ☐
12. The amount of work I am expected to finish each week is reasonable.	1 ☐	2 ☐	3 ☐	4 ☐
13. My work assignments are always clearly explained to me.	1 ☐	2 ☐	3 ☐	4 ☐
14. My work is evaluated based on a fair system of performance standards.	1 ☐	2 ☐	3 ☐	4 ☐
15. My department provides all the equipment, supplies, and resources necessary for me to perform my duties	1 ☐	2 ☐	3 ☐	4 ☐
16. The buildings, grounds and layout of this facility are adequate for me to perform my work duties.	1 ☐	2 ☐	3 ☐	4 ☐
17. My coworkers and I work well together.	1 ☐	2 ☐	3 ☐	4 ☐
18. I feel I can easily communicate with members from all levels of this organization.	1 ☐	2 ☐	3 ☐	4 ☐
19. I would recommend this health facility to other workers as a good place to work.	Definitely No 1 ☐	Probably No 2 ☐	Probably Yes 3 ☐	Definitely Yes 4 ☐
20. How would you rate this health facility as a place to work on a scale of 1 (the worst) to 10 (the best)?	☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ 1 2 3 4 5 6 7 8 9 10 Worst.....Best			

Figure: Employee satisfaction survey sheet (Rangan, 2020)

Benchmarks

First-quarter	2 nd quarter	3 rd quarter	4 th quarter
Above 6	Above 7	Greater or equal to 8	Greater or equal to 9

Monitoring framework

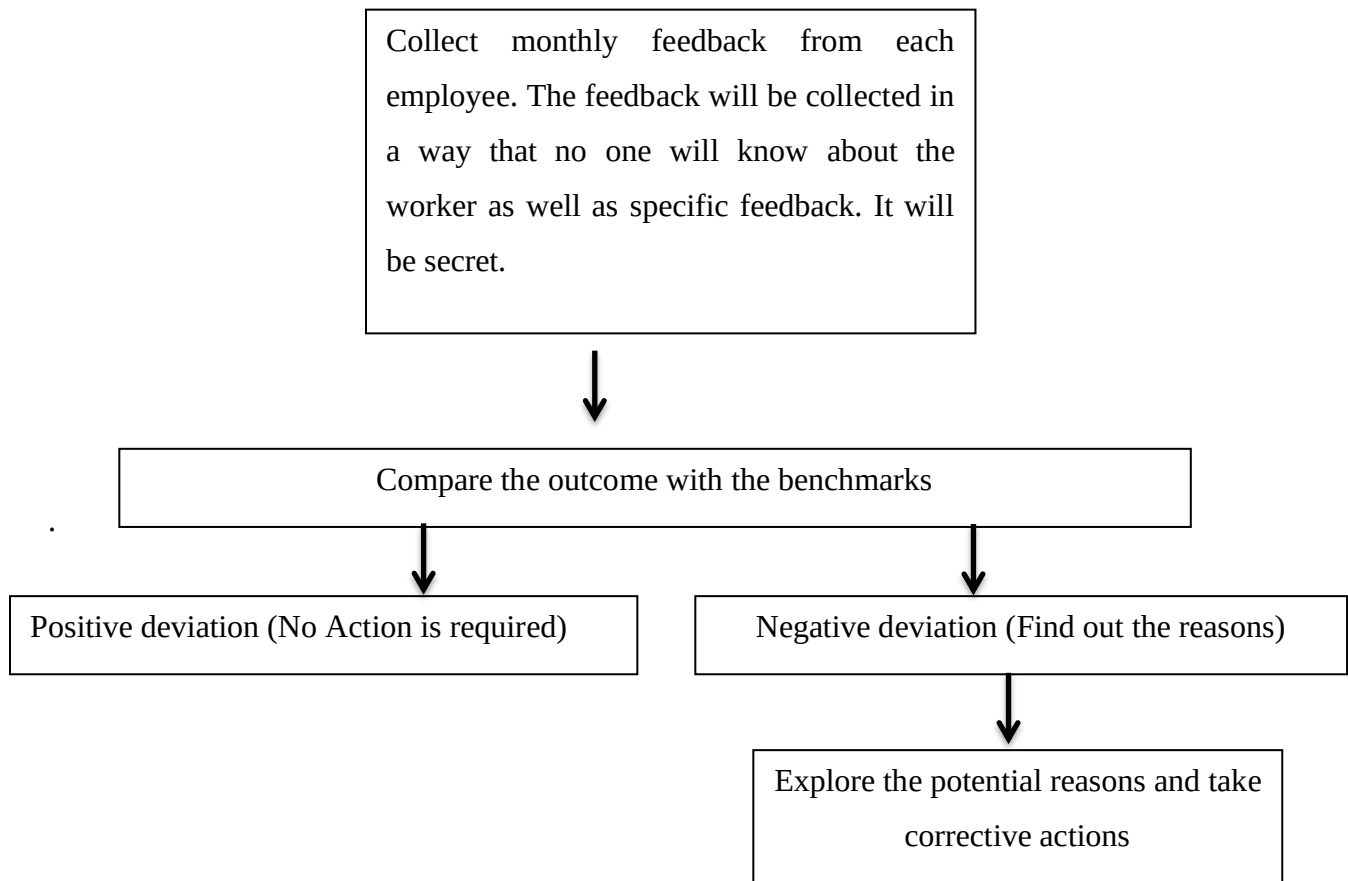


Figure: Monitoring and reviewing framework (Self-creation)

The above-described monitoring and reviewing framework will help the management of One Gym to explore whether the alternative solutions are working favourably or not to explore the desired satisfaction level of the workers. As a result, it will be easier for One Gym to take the correction actions while it is required to explore the objectives. So, it is expected that the proper implementation of this framework will help One Gym to ensure the desired motivation and satisfaction level of the workers (Linstone, 2018).

Conclusion

Workplace challenges like imply dissatisfaction is very common in this hyper-competitive world. Workers in giant organisations also suffer from this problem. However, appropriate people management is necessary to overcome this problem. This report has explored that the workers in One Gym are suffering from dissatisfaction due to overwork, scheduling problem, lack of achievement, and lack of recognition. The evaluation of alternative solution supported that the application of performance-based payment, appropriate leadership technique, hiring new employees, and providing incentives through recognition may help One Gym to overcome the worker dissatisfaction problem. However, continual monitoring and control through direct feedback assessment from the workers are required to implement the plan. Appropriate implementation of the plan may ensure a loyal, engaged, and motivated worker base of One Gym.

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