



PROBLEM SOLVING AND DECISION MAKING

BMSW4004

STUDENT NAME: Elena Chita

STUDENT ID: 2010916

MODULE CODE: BMSW4004

LECTURER: Balendran Kandasmy

Table of Contents

1.0 Introduction	3
2.0 Complex Situation	3
2.1 Scope	3
2.2 Impact	4
3.0 Alternative Solutions	4
4.0 Implementation of decision-making technique	5
5.0 Solution Plan	7
6.0 Communication the plan to stakeholders	8
7.0 Reviewing the techniques for successful implementation of solution	9
8.0 Conclusion	9
9.0 References	10
10.0 Appendix	11
11.0 Problem Solving Role play	12

1.0 Introduction

For an organization to successfully overcome the challenges it faces, effective problem solving, and decision making is very important. To solve and overcome or solve these problems efficiently, various organizations use different techniques to come up with these effective solutions.

The following report is prepared in order to analyse the work-based problem that the firm faces and to provide an effective solution for it. The problem identified in the context of this report is job dissatisfaction of the employees due to the home-based work approach. The main objective of this report is to analyse the reasons for the job dissatisfaction in the home-based approach and to provide a successful solution that can be implemented to overcome this challenge.

2.0 Complex Situation

The following section will reflect on the scope of the project and the reasons for the problem and the impact it has created.

2.1 Scope

According to the research conducted, the overall job satisfaction of UK workers has decreased by 35% due to the current work from home approach taken due to the spread of the Covid 19 pandemic. The major problem that is been seen in the company is job dissatisfaction that has arose as a result of the Work from Home approach. This was identified by a study conducted with 2000 employees.

On average, employees in UK spend nearly 34 hours a week at their jobs which is over 6 hours on average on a working day. In such case, it is not a surprise that there is increased job dissatisfaction. This was prior to the WFH. However, since the work from home approach, these hours have increased leading to higher dissatisfaction rates in work environments (Half, 2020). According to UK Gazette, more than two thirds of the UK workforce is suffering from job satisfaction due to the work from home approach. The job exodus revealed that the reasons for the job satisfaction rate to reduce are as follows.

- The employees feel like their work stress is 24/7 due to the work from home approach.
- They feel like the large workloads are negatively impacting their health.
- The work life balance has been disturbed by this WFH approach.

- Lack of work flexibility (Half of UK employees considering a new job in 2020 ..., n.d.).

2.2 Impact

This job satisfaction that has occurred because of the work from home has impacted the work life balance of the employees and has created a significant number of negative impacts on the employees and thus has reflected badly on the companies as well. Firstly, this has created a huge imbalance in employee work and home relationships. Now since the work is pushed to the same home environment, there is a blurred line between home life and work life and therefore the work stress of employees is often exerted on the family resulting in family conflicts. Secondly, it reduces the motivation and creativity of employees. Apart from that due to the dissatisfaction, many employees have started seeking other jobs resulting in temporary unemployment which has caused firms to collapse or increase their revenue. Thus, it is required to come up with a good solution for these issues.

3.0 Alternative Solutions

The problems identified as the causes of job dissatisfaction in home-based work approach and solutions for each challenge are given in the table below.

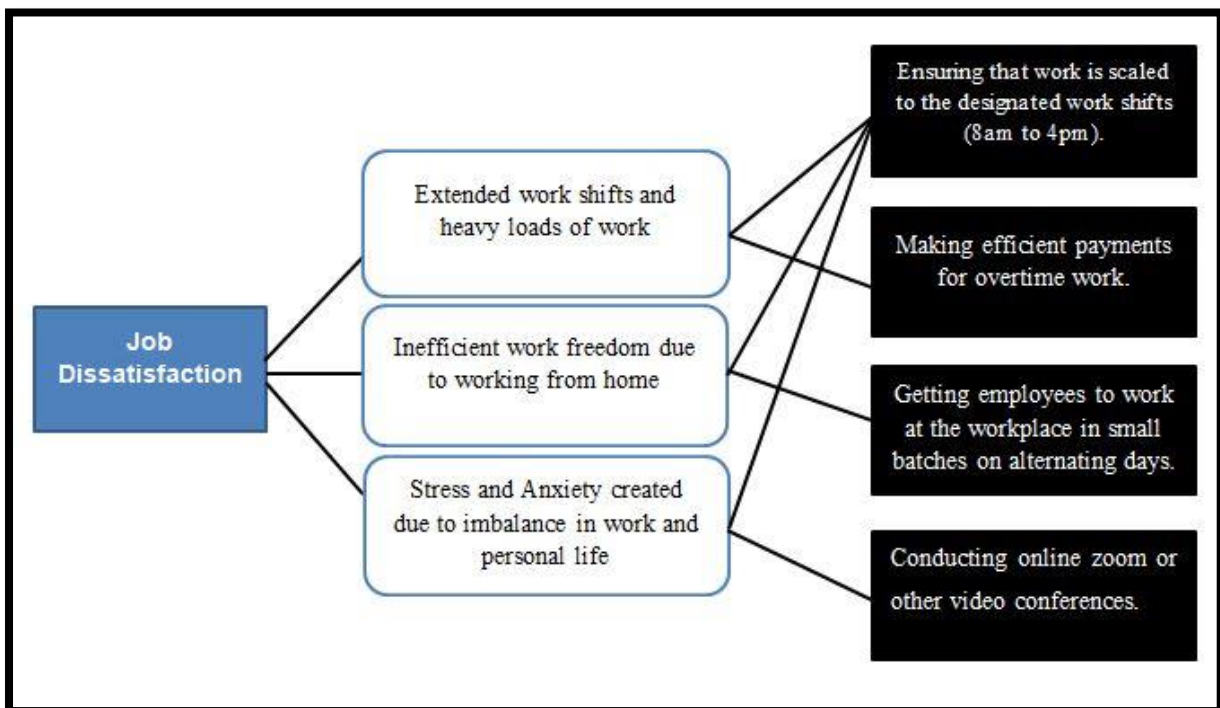
PROBLEMS	SOLUTIONS
Extended work shifts and heavy loads of work.	• Ensuring that work is scaled to the designated work shifts (8am to 4pm). • Making efficient payments for overtime work.
Inefficient work freedom due to working from home.	• Getting employees to work at the workplace in small batches on alternating days. • Ensuring that work is scaled to the designated work shifts.
Stress and Anxiety created due to imbalance in work and personal life.	• Conducting online zoom or other video conferences. • Ensuring that work is scaled to the designated work shifts.

(Table 01: Problems and Solutions)

Decision Making Process

The problems that have arose because of WFH approach can be resolved by initiating proper decision-making skills in workplaces. As mentioned above, the main problem that has resulted in job dissatisfaction is the fact that the employee work hours and workloads have increased but are being paid for the designated hours only. This has lead and increase of mental illnesses and stress of employees and has forced employees to search for other jobs. The accreditation organization states that nearly 64% of the workforce in the UK has reported negatively affected sleep patterns after the WFH approach because they feel like they are always at work and have no time for their family or personal life. Among the workforce, the employee stress due to work has increased in nearly 80% of the female workforce and 69% of the male workforce (Chapman, 2020). This has been a result of lack of work life balance and the absence of a difference between the workplace and home. Thus, it is important to make decision to overcome this situation.

4.0 Implementation of decision-making technique



(Figure 01: Decision tree diagram)

The application of the decision-making tree approach allows for the resolution of problems linked to employee work discontent. The workplaces in UK are currently facing a huge challenge in creating employee job satisfaction in the current Work from home approach due to the extended working hours and heavy loads of work, inefficient work freedom due and

inability to connect with co-workers for work. Through the decision-making tree, organizations can find a common and suitable solution for the problems they have identified. According to the decision-making tree, it is clear that scheduling the workloads according to the work shifts assigned to the employees will give an overall solution to the problems of the employees. Through the assignment of appropriate workloads, the organizations can ensure that the employees have enough time to maintain their personal relationships and it will also increase the productivity of the employees to a better level resulting in higher job satisfaction and reduction in the rate of employees seeking other work opportunities (Tips to Keep Employees Engaged and Motivated when they are Working-From-Home, 2021). The efficient distribution of work among the employees of the workplace and restricting the work to designated work shifts even when they are working from home, it will help the organizations to retain their best talents and to continuously provide good and quality products and services to the customers. Thus, it will help to tackle the challenges workplace dissatisfaction and employee turnover.

5.0 Solution Plan

As the best solution, it is identified that taken the situation of the pandemic and laws and regulations enforced in the UK, best is to limit the workloads and to provide incentives for any additional work done.

Objectives	Actions	Success Criteria	Time Frame	Resources
To increase job satisfaction of employees in the Work from home approach.	Regulate the workloads assigned to employees. Compensate or provide sufficient payments for the overtime workers.	To increase the job satisfaction of employees by 15% and to reduce the employee turnover rate.	2 months	Funding appropriate salary and wage payments. Managerial support on continuous employee motivation and encouragement.

(Table 02: Action Plan)

The actions required

In order to overcome employee dissatisfaction, cause due to the work from home technique, we have identified that the best solution is to schedule the workloads according to the work shifts assigned to the employees in order to improve their work life balance and to help them reduce the stress and anxiety that is created due to excessive workloads. For this, the organizations need to assemble the high and middle level managers and decide on the work that needs to be completed within a rigid time period and then divide the work equally or relevantly among the workforce and ensure that the employees work only the same amount of work they did in a standard work setting and provide the employees with a payment for any sort of additional work shifts they conduct (Ilies et al., 2007). Further, a psychologist will be hired in order to understand the levels of stress and anxiety of employees and to find relevant precautionary methods to overcome the stress that causes job dissatisfaction (Holden et al., 2010).

Time frame

Organizations will require a minimum of 1 month to align the workloads and to redesign the workload division within employees.

Resources Required

To overcome the challenge, it is required to have a proper funding system to pay for the overtime work hours they conduct. Apart from that a specialist panel of managers that identify employee capacities and that can control the workloads is required. Externally, the firms could get the assistance of mental health counsellors or psychologists to balance the mental health of employees.

Measures against adverse conditions

When implementing the solution, there will be employees that may not trust the process and therefore might hold a negative attitude towards the solution assuming that it will not be successful. In order to overcome this, it is important to develop the morale of employees and assure them that the change will have a positive impact on them. IF employees are dissatisfied with the prior salaries they have received, the organizations can provide with compensations or allowance to support the employees and to get them aboard on the process.

Success criteria

To ensure that there is sufficient success rate, the feedbacks and the annual reports should show a change of over 75% to conclude that it is successful.

6.0 Communication the plan to stakeholders

The stakeholders can be identified as the employees, owners, and government. For the solutions to be a success, it should be communicated to the stakeholders effectively. Since physical gatherings are a challenge due to the pandemic, the stakeholders will be informed via emails about the solution plan to overcome employee dissatisfaction in workplaces. To gain permission for the upcoming solutions of getting limited employees to work on alternative days in the workplace from the government, representatives of the organization will conduct a meeting with the government and seek special licenced permission.

7.0 Reviewing the techniques for successful implementation of solution

The annual report of firms will be concerned and analysed to see if it has influenced the reduction of dissatisfaction of employees and also to determine if the employees need to seek other work opportunities, the employee turnover rates will also be examined to see if the current solution is a success. Apart from that, a survey will be conducted after four months to see if the employees are better satisfied after the implementation of the solution plan to see if it a success.

8.0 Conclusion

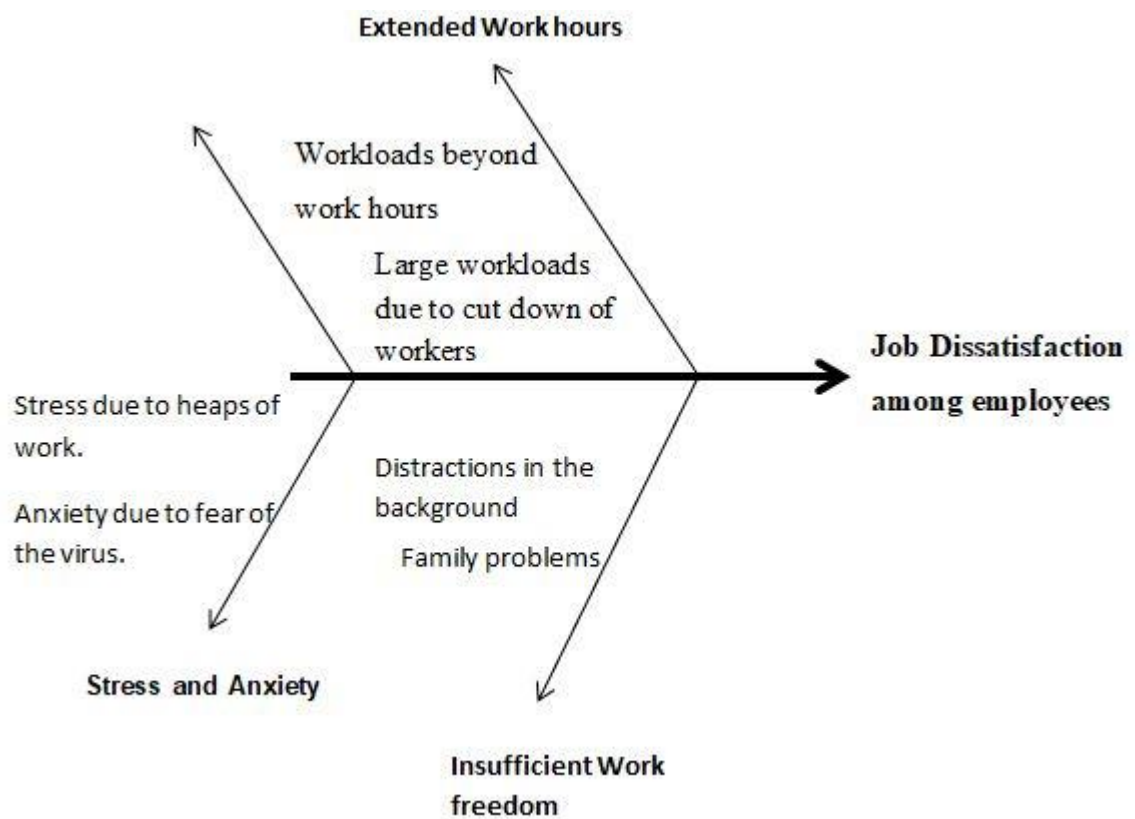
In conclusion it is clear that problem solving, and decision making are crucial in managing workplaces and in ensuring employee job satisfaction. Thus, according to the report, organizations can utilise effective problem solving and decision making to solve the challenges they face in workplaces due to the pandemic.

9.0 References

- Blog.vantagecircle.com. 2021. *Tips to Keep Employees Engaged and Motivated when they are Working-From-Home (WFH)*. [online] Available at: <https://blog.vantagecircle.com/employees-engaged-work-from-home/#:~:text=To%20keep%20the%20workflows%20moving,work%20together%20and%20stay%20connected.> [Accessed 24 August 2021].
- Chapman, B., 2020. *More than half of UK workers want to find a new job, survey says*. [online] The Independent. Available at: <https://www.independent.co.uk/news/business/news/uk-workers-new-job-satisfaction-investors-people-a9272191.html> [Accessed 23 August 2021].
- Half, R., 2020. *The six main causes of unhappy staff and job dissatisfaction* | Edexec. [online] Edexec | Supporting business and financial excellence in schools and academies. Available at: <https://edexec.co.uk/the-six-main-causes-of-unhappy-staff-and-job-dissatisfaction/> [Accessed 21 August 2021].
- Holden, R., Patel, N., Scanlon, M., Shalaby, T., Arnold, J. and Karsh, B., 2010. Effects of mental demands during dispensing on perceived medication safety and employee well-being: A study of workload in pediatric hospital pharmacies. *Research in Social and Administrative Pharmacy*, 6(4), pp.293-306.
- Ilies, R., Schwind, K., Wagner, D., Johnson, M., DeRue, D. and Ilgen, D., 2007. When can employees have a family life? The effects of daily workload and effect on work-family conflict and social behaviors at home. *Journal of Applied Psychology*, 92(5), pp.1368-1379.
- Launch Workplaces. n.d. *WHY WORKING FROM HOME IS BAD FOR YOU - Launch Workplaces*. [online] Available at: <https://launchworkplaces.com/why-working-from-home-is-bad-for-you/> [Accessed 21 August 2021].
- The Gazette. n.d. *Half of UK employees considering a new job in 2020* [online] Available at: <https://www.thegazette.co.uk/companies/content/103466> [Accessed 21 August 2021].

10.0 Appendix

1. Fishbone Model



2. PMI Model

Plus	Minus	Interesting
• Safety will be created against Covid 19 • Employee job satisfaction will increase	• Requirement of additional funds for compensation and overtime payments.	• Work will be conducted efficiently even from home. • Work and personal relationships will not be damaged.

Problem Solving Role play

- Consultant:** Good morning. I am Elena, a management consultant from the Unique Business Consultants Company.
- Employee:** Good morning I am Hakan , a senior employee of the company.
- Consultant:** Yes, they did I have been informed that the company has always been significantly successful and have always maintained high productivity and employee satisfaction throughout the years. However, during the past 12 months there has been a significant increase in the level of employee dissatisfaction within the company. Are you aware or have you ever felt this way?
- Employee:** Yes, I have heard many of my colleagues complaining or showing dissatisfaction towards their jobs especially the more senior and married employees. But most of them are like that because of the pandemic. There is more of fear than dissatisfaction in my opinion.
- Consultant:** That is the situation. Since the outbreak of this Covid 19 pandemic, there has been a 35% decrease in satisfaction between employees within the company. Most likely this is not only a challenge faced by your company. According to CV library's recent survey of 1,200 professionals that looked into the overall career satisfaction of UK workers, which revealed that over a third (39.9%) of the nation's professionals are unhappy in their jobs. The main reason for this is the difficulties in maintaining the same level of focus at home which employees had in the workplace and the extensive work shifts they must follow because they work from home. The challenge I have identified here is the change of the two elements in the 4P's which are procedure and place due to the work from home approach.
- Employee:** Oh, I didn't know the situation is that intense?
- Consultant:** The worst-case scenario is that the employees that are dissatisfied, still continue to work for their companies because they can't seek a new job because of Covid and also because they have families to feed and bills to pay. Because of that, even though the dissatisfaction is high, they continue to work.
- Employee:** If they continue to work, then there is no problem, right?

- Consultant:** No, a dissatisfied employee, even though they work, will not work with the same productivity, or give the same level of outcome as a satisfied employee. Their focus will be based on money and not on corporate and individual success. Continuously dissatisfied employees have very low morale and productivity which will badly influence the company especially when dealing with macro environmental factors.
- Employee:** I didn't think an employee's dissatisfaction had an influence on the company because even if we are unhappy, we still worked our shifts and submitted all tasks.
- Consultant:** It really does, that's why companies always try to keep their employees happy because it has uncontrollable influence on the company. High employee dissatisfaction leads to low motivation and productivity. This makes the creativity of the company reduce and the quality of products and services are also reduced. When the employees are dissatisfied, they don't perform as expected and this will give the company a competitive disadvantage and it is difficult for the company to cope with modern technologies. Further, the problems in managing quality of products can impact the customers, the environment and will reversely create political and legal challenges for the company. For example, there will be labour laws and health and safety law breaches due to the low satisfaction of employees which lead to production of low-quality products and services. Also, the strict health regulations the government has imposed and the price instability in the economy have also influenced this dissatisfaction because people are stressed and feared by the pandemic.
- Employee:** Sounds like a disaster. So, what can the company do to reduce this dissatisfaction because clearly, they can't ignore or eliminate the virus?
- Consultant:** You are right, the company cannot remove the virus from the world or the lives of the employees, but they can control the physical and mental impact it has on its employees. So, as I mentioned the key factors for dissatisfaction is not having a proper work environment and the extended work shifts. While finding these out we also found that the employees have a better relationship with their co-workers because they feel a sense of relaxation when they speak to each other. Clearly the company primarily have to make sure that the employee of the firm is paid for their extended work shifts because when benefits are gained, employees are enthusiastic to work. Secondly, the company can get limited workers to

come to the workplace and work in shifts or alternative days so that they will feel more relaxed and satisfied working in a proper work environment. On a more surface level, the managers can personally address employees to motivate them and build a somewhat personal relationship and controlling the hours of work without making employees stress over big workloads is very important.

Employee: These sound like good solutions but as a large-scale company, can we implement these solutions, and will it successfully reduce the dissatisfaction?

Consultant: Well not all the solutions are applicable. To select the best solution, we can use the PMI method. According to my implementations using PMI approach, the company can have a control over the amount of work they give an employee so that the overtime hours they work will be reduced. That way, the company can spend less on overtime workers while ensuring that they are happy. Secondly, the company can make reasonable payments for any extended work shifts conducted by the employees. For the company, implementing these tactics one after the other or simultaneously can help overcome the proposed challenge. As for now these are the best solutions, I recommended for the company to make a big change with less time, effort and cost incurred.

Employee: Sounds like something that the company can do, and I think that this will really help to build the employee morale and to reduce the dissatisfaction. It will also be better for us because we will gain the work life balance we had before. Even the employees who are afraid that they will lose the job or lose their salaries will be satisfied once they here and see these ideas in action.

Consultant: I am happy that you are willing to accept the new modifications and I will take these to the consideration of your management for the betterment of the company. Thank you for being a part of this meeting and for giving your thoughts and inputs about the issue and the solutions I can make.

Employee: You're most welcome.

Consultant: Thank you, goodbye.