

Problem Solving and Decision Making (BMSW4004)

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Individual Report

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Task 2 - Individual Report

Define a complex problem in the workplace including its scope and impact;

The identified problem is job dissatisfaction of employee. Magdalena, who is a team leader of the outbound department of our company, was invited for a meeting with me to discuss the problems that she has been having at work. She explained to me that she was offered the position of a team leader three months ago when she has been told that her wage could potentially go up after a successful probation period but that is subject to agreement from the stakeholders. So Magdalena passed the probation period but her wage stays the same and she doesn't have any information why this is happening and she wants to know the reasons for that and the possible solution of the issue. She also mentioned that her responsibilities are getting too many now and that if things don't change she could go back to her previous position as a sign of dissatisfaction.

When employees are not satisfied, this will compel them to locate job possibilities elsewhere which can be a great threat to organisations. However, there are employees who may also select to live and continue to be unhappy. This is probably because of worry of change, loss of up-to-date skills, or an unwillingness to allow cross of positive benefits (their contemporary pay, healthcare, retirement plan, etc.) (Conway, Rosati, Monks and Lynn, 2019).

Effects:

'There are high consequences and effects of the identified problem, not only does employee dissatisfaction lower work overall performance and morale, but it can also additionally negatively affect the backside line' (Conway, Rosati, Monks and Lynn, 2019).

So Magdalena not only loses motivation to do her new job but she also struggles to keep on top of her real responsibilities because of the higher volume of things she has got to do.

• **Analyze information on the identified problem, to help inform the decision-making process;**

When employee's expectations are not met, they are left with a bad notion and a loss of motivation and dedication to their work and the corporation. When a worker's expectancies from their services or job are not met, it could bring over emotions of disappointment, discouragement, and a loss of interest. Job dissatisfaction can emerge from a lot of motives like:

- less paid as compared to the market
- An untrustworthy leadership
- Lack of profession increase possibilities in an organization
- Lack of work-lifestyles balance
- Poor management (Conway, Rosati, Monks and Lynn, 2019)

To find out more about Magdalena's dissatisfaction, I've made my own PESTEL analyses to her problems and it could be stated that there are several reasons for her to be in this situation where she gets more responsibilities, but doesn't get a wage raise.

1. Political: Because of Covid'19 and the followed restrictions the company had less sales. Because of Brexit all the import stock has got higher taxes. Also because of Brexit the company had less lorry drivers and in order to find new ones we had to increase their salaries.
2. Economical: The company had already spend more money out of the budget that was planned so had to be careful with the spending sector and focus on the survival of the business and their employees.
3. Social: One of the reasons for Magdalena and rest of the team leaders to have more things to do than usual is the fact that they have to fix other colleagues mistakes. These mistakes happen because the outbound team does not follow the right process of work even though we have had many team briefs where we explained how important is to have a discipline there.
4. Technological: Another reason for team leaders to be busier is the issues we keep having with our printers which mean they have to go back and forth all the time to fix the papers that are stuck in them.
5. Environmental: Because of the strong winds couple of months ago the warehouse had broken roof.
6. Legal: The company had to pay for the expensive fix of the roof due to legal and also moral obligation.

• *Propose a range of alternative solutions to the problem;*

‘Job description is a serious matter almost in every organization. This issue needs to be catered effectively considering all of the sensitive matters. It should not be a major problem as most of the causes of dissatisfaction can be corrected if they are diagnosed on time. It is very important to find specific solution for the employee’s job dissatisfaction in order to retain great number of the employees within the organization’ (Rusbult and Lowery, 2018). ‘Apart from the reduced productivity and job dissatisfaction company can face a huge lost in terms of revenue because of these matters. Employees who tend to be unsatisfied with their job also tend to give less effective performance at work place therefore it is very important to find a suitable solutions to reduce this subject. Following are some of the alternative solutions for the reduction of employee’s dissatisfaction’ (Locke and Whiting, 2014).

- Solution to the financial issue.

Employee’s recognition and appreciation are two major elements that can be implemented in organization to reduce the level of job dissatisfaction. Every human needs appreciation and recognition for the work they do and efforts they make. Recognition can be done by implementing reward policies. That is why my proposal to Magdalena was to accept a 20% voucher for every completed shift she does until we manage to increase her wage by contract. I did this proposal because I felt being in her place and the feelings are definitely not good when you know that something has been promised and you did not get it. However, the company’s financial situation is improving after the pandemic ended so we should be able to fix this problem permanently very soon.

Solution to the extra work.

- We’ll contact the company that provided us with the printers in order to fix them or replace them as they are still under warranty and that would save a lot of work and time for the whole Team leaders team. We will communicate daily to check if things are getting better there. Having constant communication with employees can resolve this issue immediately (Conway, Rosati, Monks and Lynn, 2019). Open communication is the key to every problem a business line. Constant communication with employees will give employees a sense of concerned from the side of management that will help them to stay in organization and speak up about things that bother them and causes job

dissatisfaction. Open communication will avoid issues that may arise because of miscommunication (Jäkel, 2019).

- More team briefs

We'll start doing more often team briefs in order to explain to all employees how important is to follow the process of work and how not doing it correctly can cause more work for someone else.

- Additional Break

We could give additional small break to Magdalena if she still gets all that work to do in order to be more relaxed and efficient when doing her real responsibilities.

• Use a decision-making technique to evaluate a range of solutions to identify the most appropriate option;

There are many different decision making techniques to evaluate a range of solutions in order to identify the most appropriate option such as affinity diagrams, decision making trees, game theory, fishbone analyses SWAT analyses etc.

Now, for this specific issue of Magdalena's job dissatisfaction, Game theory can be used to evaluate a range of solutions into some appropriate options. Game theory can help business leaders by putting themselves in the shoes of employees. By the adaptation of game theory employers will feel what employees are going through. It will help them in anticipating their reaction and motives. When all the causes of employee's dissatisfaction will be experienced by employers then it would be easy to make decision based on the outcome of the game. Game theory can be a great technique for the decision making if employers need to take into account the positions of employees due to job dissatisfaction. (Halkos and Bousinakis, 2017).

So by putting myself in Magdalena's situation I was able to feel the real meaning of the problem and I knew exactly what she would need.

• *Develop a plan for implementing the solution;*

It is very important to develop plan for the implementation of the solution for the reduction of employee's dissatisfaction. According to the implemented solutions employees will be asked for their preferences and requirements along with the reasons of their job dissatisfaction for this a whole meeting will be held (Halkos and Bousinakis, 2017).

In the meeting I asked Magdalena about her requirements and preferences. She said she was happy with my options and that it means a lot for her that we would give her vouchers and also that we'll do whatever it takes to make her job less stressful.

• *Communicate the plan to stakeholders*

Stakeholders are the important part of every organization therefore it is very important to communicate plan with them because it will allow a further range of options that can be implemented to the plan. The main purpose of communicating with the stakeholder is to help organization meets its goals and achieve its long term objectives by reducing the employees job dissatisfaction. Plan will be communicated to stakeholders in order to maintain and improve relationship with the people. Stakeholders who are important for organisations because they influence the success of organization (Conway, Rosati, Monks and Lynn, 2019).

The plan will be communicated to stakeholders by following the below given elements

- Identification of the project stakeholder that might be internal or external
- Setting of the objectives that is to reduce the job dissatisfaction of employees.
- Gather data to create stakeholder communication plan. The data will be gathered in the meeting that held earlier.
- Eventually the plan will be communicated to stakeholders (Conway, Rosati, Monks and Lynn, 2019)

- ***Assess appropriate monitoring and review techniques to ensure successful implementation of the solution.***

Appropriate monitoring and review techniques to ensure successful implementation of the solution. Monitoring and evaluation through different techniques are important to ensure successful implementation of the solutions to Magdalena's problem.

It is very important to evaluate effectiveness of the solutions which have been implemented because it will assist organization to measure the growth that has been made after the implementation. The valuation process can be divided into 2 categories that includes learner outcomes and process measures. Learner's outcomes are what an organization aims to achieve with the implementation of the solutions that is reduced employee dissatisfaction. Process Measures things like how much of employees have been made after the implementation of plan for this employee's satisfaction will be measured (Conway, Rosati, Monks and Lynn, 2019).

So, Magdalena left the meeting she had with me in a good mood after receiving my problem solving explanation, but I still need to talk to the stakeholders and if everything goes to plan we can implement my ideas and we have to keep an eye in order to prevent similar issues in future.

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