

Programme:	CertHE Skills for the Workplace		
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Table of Contents

1.PROBLEM:	3
2. ANALYSE INFORMATION ON THE IDENTIFIED PROBLEM, TO HELP INFORM THE DECISION-MAKING PROCESS;	3
3. DIFFERENT OPTIONS:	4
4. <i>4.technique for decision-making:</i>	4-5
5. 5. Put the ideas into practise:	5-6
6. communication with stakeholders:.....	6-7
7. <i>7. assess appropriate monitoring:</i>	7-8
8.Reference list.....	9-10

1.Problem: A significant issue for my organisation is the high incidence of staff turnover. This problem has persisted for a while, costing the company a lot of money to hire and train new staff while also causing the loss of important employees. Given that new workers are being incorporated into the organisation on a continual basis, the high turnover rate has also had a negative effect on team morale and productivity. The rate at which employees leave a company and are replaced by new ones is known as high employee turnover. For businesses, this can be a big problem because it can have a lot of unfavourable effects. These may consist of:

Costs: For businesses, finding, hiring, and training new personnel may be a major expense. If the business has spent a lot of money on the person's training and development, the cost of replacing that employee may even be higher. (Youndt et.al 1996)

Institutional knowledge loss: When people quit a job, they take with them their understanding and expertise of the company. As new personnel attempt to replace such responsibilities but do not have the same degree of experience, this can result in inefficiencies and blunders. (Ulrich and Lake,1990)

Reduced morale and productivity: Because new employees are continually being incorporated into the organisation, high staff turnover can result in an unstable work environment. As staff struggle to cope with the continual changes, this can result in a decline in morale and productivity. (Ulrich and Lake,1990)

Negative effects on company culture: A company's overall culture might be negatively affected by high personnel turnover. It can be difficult for a business to maintain a consistent culture when personnel are frequently hired and fired. This volatility might affect customers. (Grote, 2016)

2. analyse information on the identified problem, to help inform the decision-making process;

It is crucial to collect data on the topic of high employee turnover in order to assess the information effectively. Information like the company's turnover rate, the average tenure of employees, and the causes of employee departures might be included in this. Employee exit interviews, surveys, or other techniques of obtaining feedback may be used to collect this data. (Grote,2016)

Data can be studied to find trends and patterns once it has been gathered. For instance, the statistics may show that a particular department has a greater turnover rate or that a certain group of employees is more likely to leave the organisation. The decision-making process can be guided by this information, which can assist in locating the problem's underlying causes. (Dijksterhuis and Meyvis,2008)

In addition to gathering and evaluating data, getting feedback from staff, management, and other stakeholders may be beneficial. This can assist uncover viable remedies and offer insightful information about the problem. (Armstrong and Taylor,2014)

The main objective of this study is to develop a thorough grasp of the issue and its root causes. The best course of action to solve the high staff turnover rate can then be determined using this information to guide decision-making. (Dijksterhuis and Meyvis,2008)

3. Different options:

The issue of high employee turnover in the workplace has a variety of potential remedies that might be put up. Several alternatives include:

Enhancing the onboarding process for new hires: More thorough training and assistance, as well as the creation of a mentorship programme, can aid new hires in swiftly settling into their roles and the culture of the firm. (Dijksterhuis and Meyvis,2008)

Enhancing internal communication: Regular check-ins or feedback sessions between management and staff can help to address any problems or worries that staff members may have and lower the risk that they will leave the organisation. (Budhwar and Debrah,2013)

Providing greater possibilities for professional growth: Giving employees chances to learn and develop can improve job satisfaction and lower turnover.

Enhancing the workplace and corporate culture: Retention rates can be greatly increased by creating a positive, encouraging work environment. This may entail doing things like providing flexible work schedules, honouring and rewarding workers, and developing a warm corporate culture. (Dijksterhuis and Meyvis,2008)

Offering competitive pay and benefits packages can assist to attract and keep top talent. Increasing compensation and benefits. (Hrebiniak and Joyce,2008)

Implementing retention measures can assist prevent important personnel from leaving the organisation. Specific retention techniques, such as retention bonuses or individualised development plans, can be developed.

When choosing which solutions to pursue, it is crucial to take the company's unique demands and circumstances into account. In some circumstances, some solutions may be more suitable or practical than others. (Dijksterhuis and Meyvis,2008)

4.technique for decision-making: A number of decision-making strategies might be applied to assess the variety of ideas put out to address the issue of excessive employee turnover. One of these methods is cost-benefit analysis, which compares the potential benefits of a solution with its implementation costs. This method requires quantifying the costs of each solution, including any upfront fees as well as recurring costs. Each solution's possible advantages should be noted and valued, including any potential cost savings and enhancements to output, morale, and retention rates. It is possible to decide which solution delivers the most value by weighing the costs and advantages of each one. (Dijksterhuis and Meyvis,2008)

Multicriteria decision analysis, which involves assessing options based on many criteria, is another decision-making technique that might be applied. When there are numerous elements to take into account and it is not possible to rank the possibilities based on a single criterion, this strategy can be quite helpful. To utilise this method, the pertinent criteria must be defined, and the possibilities must then be assessed according to how well they satisfy the requirements. Depending on how well they perform, the options can then be ranked or scored. (Grote2016)

The method of decision-making ultimately used will depend on the particular requirements and objectives of the business, as well as the available resources and limitations. It is feasible to choose the best approach for resolving the high staff turnover rate by carefully assessing the range of options using a structured decision-making technique. (Grote,2016)The time and money needed

to find and educate mentors are just a few possible implementation expenses. creation of training resources and materials, as well as any potential increases in mentors' pay or benefits. (March,1994)

The following are some advantages of the solution that may exist:

enhanced retention of important employees, increased time for new recruits to reach full productivity, greater new hire satisfaction with the onboarding process, and decreased turnover of new hires within the first year of employment.(March1994)

It is feasible to decide whether this is the best choice for addressing the issue of high staff turnover by weighing the costs and advantages of the solution. If the potential benefits outweigh the drawbacks. This analysis can assist in guiding choices and ensuring that the chosen course of action is the most effective and efficient one possible. (March,1994)

5. Put the ideas into practise:

As an illustration, think of the option of enhancing the new hire onboarding procedure. Here are some actions that could be taken to successfully implement this solution:

Set objectives and goals: By giving new recruits the resources and assistance they need to be successful in their roles, this approach seeks to increase the retention rate of new employees. The time it takes for new recruits to become completely productive might be sped up, new hire satisfaction with the onboarding procedure could be increased, and the turnover rate of new hires within the first year of employment could be decreased, among other specific goals. (Warr, nd)

Identify resources and limitations: The business will need to set aside resources including time, money, and staff to deploy this solution. Additionally, any potential restrictions must be taken into account, such as the capacity of current mentors or the accessibility of training facilities.

Identify the stakeholders: The HR division, mentors who are already on the job, and new hires are the stakeholders in this solution. As the solution is put into practise, it will be crucial to take each of these groups' wants and worries into account. (Minzberg and Westley,2001)

Create a schedule: The steps that must be performed to put the solution into practise should be outlined in a timeline. This could entail choosing and preparing mentors, creating instructional materials, and planning onboarding meetings for fresh hires.

Determine hazards and create backup plans: Finding the right mentors or organising training sessions are two potential hazards that could occur during the implementation phase. Contingency planning may call for finding substitute mentors or offering online training choices in order to lessen these risks. (Minzberg and Westley,2001)

Communicate the plan: The HR department, prospective hires, and current employees who will serve as mentors should all be informed of the implementation plan. By doing so, you can make sure that everyone is aware of the adjustments being made and is able to offer suggestions and feedback as needed. (Minzberg and Westley,2001)

These methods can be used to successfully deploy the solution for enhancing new hire onboarding and achieve the intended outcomes.

6. communication with stakeholders:

Certainly, here is a table that outlines the steps for communicating the plan to stakeholders:

Stakeholder	Method of Communication
New hires	Informational meeting or presentation
Current employees acting as mentors	Email or memo
HR department	Meeting or presentation

(Minzberg and Westley,2001)

It is important to tailor the method of communication to the needs and preferences of each stakeholder group. For example, new hires may benefit from an in-person informational meeting or presentation to learn more about the changes being made to the onboarding process, while current employees acting as mentors may be more effectively reached through an email or memo outlining their roles and responsibilities. (Minzberg and Westley,2001)

In addition to the specific methods of communication listed in the table, it may also be helpful to provide ongoing support and communication throughout the implementation process. This could include regularly scheduled check-ins or feedback sessions to ensure that the solution is being implemented effectively and to address any issues that may arise.

7. assess appropriate monitoring:

It is crucial to implement suitable monitoring and review mechanisms in order to guarantee the proper implementation of the solution to enhance the onboarding procedure for new hires.

Several possible choices consist of:

KPIs: Key performance indicators KPIs are precise, quantifiable objectives that can be used to monitor the effectiveness of the solution. The retention rate of new hires within the first year of work, the amount of time it takes for new hires to become fully productive, and the degree to which new hires are satisfied with the onboarding process are some potential KPIs for this solution. (Minzberg and Westley,2001)

Regular progress reports: Regular progress reports can be used to monitor the implementation's progress and spot any problems that might need to be fixed. Relevant parties, such as management or the HR division, may be shown these reports.

Employee opinions: The success of the solution can be better understood by asking employees—both new hires and long-term employees—for their input. Focus groups or polls could be used to do this. (Minzberg and Westley,2001)

Benchmarking: To evaluate the effectiveness of the solution, the retention rate of new hires can be compared to industry benchmarks. This can serve as a point of comparison and assist in locating any areas in which the business might be doing exceptionally well or in which there might be opportunity for improvement. (Minzberg and Westley,2001)

The successful execution of the solution may be ensured, and any necessary adjustments can be made as needed, by combining these monitoring and review procedures.

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