

## **Problem Solving and Decision Making**

**Module code: BMSW4004**

**Module Leader: Yajesh Kumar**

**Assignment Title: Problem Solving and Decision Making**

**Submitted BY: Tiberiu Paterau**

**Student Id: 2123681**

## **CASE STUDY for Task 1 - Role Play**

This role play is all about a conversation between an unhappy employee and a management consultant of a certain company, about how employees faced an unhealthy and unbalanced work-life experience during their office hours. With the help of this role-play the problems they faced are tried to solve by using two different kinds of situations. The two different situations are given below.

### **1st Situation**

**Unhappy employee:-** Good morning sir.

**Management consultant:-** A very good morning to you. So what brings you to management consultants today?

**Unhappy employee:-** Sir I have an urgent matter to discuss with you today. It's all about the unbalanced work situation in the company. For that reason, all of the other employees in our department are unhappy about it.

**Management consultant:-** So let's hear it then. So please explain your situation.

**Unhappy employee:-** Thank you, sir. It's all about our team leader. He always wants us to do a job in a process that we are unfamiliar with. For that reason, we have a hard time completing an easy job. He also stays dissatisfied with our work. According to him, we have completed our job, without any kind of explanation. So we have to work much longer shifts, without getting any extra payment for it.

**Management consultant:-** Yes I see, it is a very serious matter that you are all dealing with.

**Unhappy employee:-** Thank you sir for reading about our situation. Not only do we have to endure much bigger shifts in our working hours, but we also have to face humiliation for not completing our work in a given time. Because of that, we have a hard time balancing our personal life and professional life. I know that our boss wants us to maintain our work efficiency but it caused great dissatisfaction among my colleagues. Many of them have agreed to leave this job.

**Management consultant:-** Sorry for the inconvenience that you and all the other employees have to suffer. I hope that you and all the other members of your group will not leave this company. It will be a great loss for our company.

**Unhappy employee:-** But sir how are we able to work under these kinds of circumstances? Because of this kind of unbalanced work life we have a hard time managing our personal life over our professional life. Because of that reason we failed to motivate ourselves for the work. It also inflicts a negative effect on our efficiency. We are not also happy to leave our posts after the long service we were given.

**Management consultant:-** I understand your dissatisfaction and why you feel dissatisfied about your work life. For that reason, I want to prefer some solutions that can help you and your department. One of them is we can manage to give the training to help your department to better control their work efficiency. On the other hand, we can offer flexible working time for your department.

**Unhappy employee:-** How can flexible working time help us?

**Management consultant:-** With the help of this flexible working time all of you have to do the same amount of work but they can choose their preferred working time. For that reason employees can maintain their personal life, while managing their professional life.

**Unhappy employee:-** Thank you sir for your solutions. Leasing all that I feel that I and my department can work in a balanced way.

**Management consultant:-** Have a nice day.

## **2nd Situation**

**Unhappy employee:-** Good morning sir. May I come in?

**Management consultant:-** Yes come in. Who are you?

**Unhappy employee:-** Sir I am an employee of this company. I have some issues regarding my work experience.

**Management consultant:-** Well let's hear it then.

**Unhappy employee:-** None of my employees in my department feel satisfied with our current work style. That also includes me.

**Management consultant:-** So why is that? I think I can help you and your department by solving your problems.

**Unhappy employee:-** Thank you sir for being so thoughtful about it. Our main problem is we are not getting enough descriptions for completing our work.

**Management consultant:-** Please fill me in on the details.

**Unhappy employee:-** We are unsatisfied with the leadership, given by our manager. He does not bother to fill us in the details properly and on top of that, he also expects us to do a proper job every time. Well even if we manage to do that he always tries to find mistakes that do have not any value in our work.

**Management consultant:-** Yes I see, so that's why all of your colleagues are not feeling satisfied with your current work style.

**Unhappy employee:-** Yes sir but it's just part of it. He also insults us for the smallest of our mistakes and he does not give any solutions on how we can fix those mistakes.

**Management consultant:-** I feel sorry about the behavior that you are all going through. A proper team leader's work is to maintain work efficiency by giving a proper description of a job. This also can cause a bad reputation for our company. On top of that, it can cause the failure of companies' projects.

**Unhappy employee:-** He pressured us to complete tasks that we are not ready for. Because of that, we have to, we are not able to meet his demands. For that reason I come here as a representative for our whole department, to consult this matter with you. Because of the bad leadership style, we are not able to deliver efficient work.

**Management consultant:-** You made the right choice to come to hear and consult this matter with me. I will personally investigate this matter and take the necessary steps. Depending on what I find I will bring this matter to the board members and directors for a better result.

**Unhappy employee:-** Thank you sir for helping us.

**Management consultant:-** No thanks to your department we know this matter. I ensure that this matter will not be overlooked. Have a nice day.

**Unhappy employee:-** Same to you sir.

## **Task 2 - Individual Report**

## **Table of contents**

|                                                                                      |    |
|--------------------------------------------------------------------------------------|----|
| <b>Introduction</b>                                                                  | 4  |
| <b>Main body</b>                                                                     | 4  |
| Analyzation of problems                                                              | 4  |
| Scope for solving this problem                                                       | 5  |
| Causes and Effects ( fishbone diagram )                                              | 5  |
| Causes                                                                               | 6  |
| Effects                                                                              | 6  |
| Alternative Solutions                                                                | 6  |
| Decision-making process                                                              | 7  |
| Plan for implementing the Solution                                                   | 8  |
| a) Group training culture                                                            | 8  |
| b) On-the-job training with experts                                                  | 8  |
| c) Cross-method of training                                                          | 9  |
| Plan to communicate with Stakeholders                                                | 9  |
| Monitoring and Review techniques to ensure successful implementation of the solution | 9  |
| <b>Conclusion</b>                                                                    | 9  |
| <b>Reference List</b>                                                                | 10 |

## **Introduction**

This report will talk about how a poor work environment can cause damage to its employees. An employee is the greatest asset of an organization. Every company has to take better care of its employees to maintain a better work-life balance of their employees. So maintaining a proper work-life balance is a very important matter that a company has to do very carefully. In a bad work environment, an employee can not be satisfied with their work and for that reason, they can not bring out their best work. It can be caused by many reasons like insufficient payment, unbalanced work life, bad leadership, and other such cases.

## **Main Body**

There are many kinds of problems that a company may have in its workspace. Some of them have a major impact on the company itself (Ispatguru, 2022). Some of them are discussed in task one. The analysis of those problems and their impact on the company are discussed below.

### **Analysis of problems**

There are many kinds of work-related problems that a company may have in their work style, and that can cause an unethical work environment inside a company (Lee, 2022). In the role-play, the major problems that are discussed are an incapable leadership style and an unbalanced work life (Ragab, 2018). These two problems can create a bad work environment that an employee can hope for.

### **Impact**

There are various kinds of negative effects of these problems. Some of them are discussed below.

- a) Bad leadership can cause employee turnover at a very alarming rate. Because if an employee can not be satisfied with their work environment they can not stay in that company (Ragab, 2018). It can be a major issue for a company because if staff turnover goes very high then the company will have a hard time filling those empty spaces with efficient workers.
- b) Poor leadership can not bring out an employee's full potential. For that reason, an employee can not be as productive as the company wanted (Ragab, 2018). Because of that, they can feel unnecessary pressure for completing a job.
- c) With the help of poor leadership, an employee can have a hard time managing their personal life. For that reason, they feel less motivated toward their work. It can also be caused by discrimination among the employees by the leaders or managers.

### Scope for solving this problem

The above-mentioned problems have a very negative impact on the work environment of a company. For that reason, an employee can feel less motivated toward the work and fail to maintain a perfect balance between their personal life and professional life. For solving these problems a company has to listen to the problems that an employee faces during their work time. Then the high-level managers and directors have to carefully think about the problem and find the root of the problem that caused employee dissatisfaction. Then they have to make creative solutions that can solve the problems that employees face. They also have to communicate with their employees for better feedback on the situation (Indeed, 2022). Based on that result they have to decide which of the solutions is effective for solving this situation. To solve the above-mentioned problem a company can start a program where employees have to give feedback about their work environment, and they can also have to properly monitor the work of team leaders. Because of that, a company can quickly solve matters which involve leaders or managers. They can also use SWOT analysis to analyze their leadership efficiency.

### Cause and Effect (fishbone diagram)

Many processes can help decide the most possible solution to a problem. One of them is Fishbone Analysis (Trout, 2020). This is a most useful method in the decision-making process. With the help of this, a company can easily understand the cause of a problem and line up the most possible solutions. This diagram helps understand the cause and effect of a certain solution. The advantages of this process are that it works on various kinds of solutions to a certain problem. It is a very helpful method that focuses on the very root of that problem.

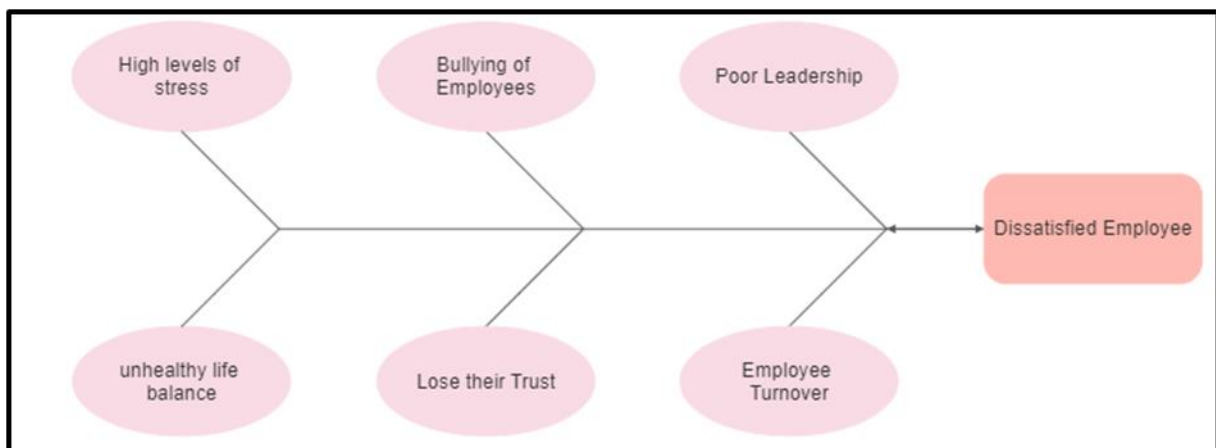


**Figure one: Fishbone Diagram**

(source: Self Develop, 2020)

## **Causes**

Many kinds of causes can cause work time problems. Some of them are discussed below.

- a) High levels of stress inside a work environment can cause great dissatisfaction among employees (Frost, 2018). Because of that pressure employees can not perform well and for that reason, it causes inefficiency in production.
- b) Bullying other employees is one of the greatest work-life problems, that can cause a bad working environment (Frost, 2018). It can come from weather managers or senior employees, or both at the same time. For that reason, employees can not work freely (Anasori et al, 2020).
- c) Bad management or poor leadership is also a reason for developing a bad working environment inside an organization. For that reason, employees can not work as efficiently as the company wants (Frost, 2018). It can also be caused discrimination among employees.

## **Effects**

The effects of the bad working environment are discussed below.

- a) A negative work environment causes an unhealthy life balance for an employee for that reason they can get sick due to this unbalanced lifestyle (Iopscience, 2022).
- b) Employees can lose their trust in the company due to this. For that reason, companies can get a bad reputation in the market (Iopscience, 2022). For that reason, they have a hard time recruiting new people for their company.
- c) It also inflicts a great deal of damage on the relationship between employees and their peers.
- d) A negative work environment can also cause employee turnover at an alarming rate (Iopscience, 2022).

## **Alternative Solutions**

There are various ways to solve a problem which is inside a work environment. Some of them are discussed below.

- a) A company has to carefully look into the concerns of its employees, regardless of how small it is. Because most of the negative work environment is caused by the neglect of the top-level managers towards their work environment (Paychex, 2021). For that reason, they have always been careful about their employees' concerns.
- b) Companies also have to increase their reward programs to motivate their employees. Because of that reason employees can work hard to get a reward. Another aspect is that companies also have to recognize the work that their employees are doing and give

them some extra benefits for their hard work (Paychex, 2021). It is not necessarily money, it can be some non-monetary gifts or benefits.

c) Companies also have to give support to their employees who have an overwork load. By giving them the necessary amount of help with their work schedule, a company can improve their work environment, where employees can work freely without stressing about overwork (Paychex, 2021). Because of that, they can easily work overtime without draining much energy.

d) A company also looks at and examines its leadership efficiency once in a while. This is a major reason for building a negative work environment inside an organization due to poor management and leadership. It can be done by discriminating towards employees by giving favoritism to a certain group, by treating employees as the property of the company, lack of description on a job, and other such things (Paychex, 2021). A company has to stop this type of mindset among their leaders and other managers for maintaining an ethical and healthy work environment for their employees.

### ***Decision-making process***

The decision-making process is a very important task for a company. It helps a company to decide the best possible solution from multiple solutions. In other words, it means that it is helpful to decide the most appropriate solution to a certain problem. Some of the possible solutions to the above-mentioned problems are discussed below.

a) One of the most effective ways to solve the work environment is giving their employees training sessions regularly. Because of that, an employee can manage to deliver efficient work, without any kind of small mistakes.

b) Flexible working time is one of the many ways to manage personal and professional life. With the help of this, an employee can manage to build a perfect balance in their personal and professional life.

c) The overtime payment is also a way to keep their employees motivated for work.

### **Diagram of decision making**

## **Task 2 - Individual Report**

## **Table of contents**

|                                                                                      |   |
|--------------------------------------------------------------------------------------|---|
| <b>Introduction</b>                                                                  | 3 |
| <b>Main Body</b>                                                                     | 3 |
| Analyzation of problems                                                              | 3 |
| Impact                                                                               | 3 |
| Scope for solving this problem                                                       | 4 |
| Cause and Effect (fishbone diagram)                                                  | 4 |
| Causes                                                                               | 5 |
| Effects                                                                              | 5 |
| Alternative Solutions                                                                | 5 |
| Decision-making process                                                              | 6 |
| Plan for implementing the Solution                                                   | 7 |
| a) Group training culture                                                            | 7 |
| b) On-the-job training with experts                                                  | 7 |
| c) Cross-method of training                                                          | 8 |
| Plan to communicate with Stakeholders                                                | 8 |
| Monitoring and Review techniques to ensure successful implementation of the solution | 8 |
| <b>Conclusion</b>                                                                    | 8 |
| <b>Reference List</b>                                                                | 9 |

## **Introduction**

This report will talk about how a poor work environment can cause damage to its employees. An employee is the greatest asset of an organization. Every company has to take better care of its employees to maintain a better work-life balance of their employees. So maintaining a proper work-life balance is a very important matter that a company has to do very carefully. In a bad work environment, an employee can not be satisfied with their work and for that reason, they can not bring out their best work. It can be caused by many reasons like insufficient payment, unbalanced work life, bad leadership, and other such cases.

## **Main Body**

There are many kinds of problems that a company may have in its workspace. Some of them have a major impact on the company itself (Ispatguru, 2022). Some of them are discussed in task one. The analysis of those problems and their impact on the company are discussed below.

### **Analysis of problems**

There are many kinds of work-related problems that a company may have in their work style, and that can cause an unethical work environment inside a company (Lee, 2022). In the role-play, the major problems that are discussed are an incapable leadership style and an unbalanced work life (Ragab, 2018). These two problems can create a bad work environment that an employee can hope for.

### **Impact**

There are various kinds of negative effects of these problems. Some of them are discussed below.

- a) Bad leadership can cause employee turnover at a very alarming rate. Because if an employee can not be satisfied with their work environment they can not stay in that company (Ragab, 2018). It can be a major issue for a company because if staff turnover goes very high then the company will have a hard time filling those empty spaces with efficient workers.
- b) Poor leadership can not bring out an employee's full potential. For that reason, an employee can not be as productive as the company wanted (Ragab, 2018). Because of that, they can feel unnecessary pressure for completing a job.
- c) With the help of poor leadership, an employee can have a hard time managing their personal life. For that reason, they feel less motivated toward their work. It can also be caused by discrimination among the employees by the leaders or managers.

### **Scope for solving this problem**

The above-mentioned problems have a very negative impact on the work environment of a company. For that reason, an employee can feel less motivated toward the work and fail to maintain a perfect balance between their personal life and professional life. For solving these problems a company has to listen to the problems that an employee faces during their work time. Then the high-level managers and directors have to carefully think about the problem and find the root of the problem that caused employee dissatisfaction. Then they have to make creative solutions that can solve the problems that employees face. They also have to communicate with their employees for better feedback on the situation (Indeed, 2022). Based on that result they have to decide which of the solutions is effective for solving this situation. To solve the above-mentioned problem a company can start a program where employees have to give feedback about their work environment, and they can also have to properly monitor the work of team leaders. Because of that, a company can quickly solve matters which involve leaders or managers. They can also use SWOT analysis to analyze their leadership efficiency.

### **Cause and Effect (fishbone diagram)**

Many processes can help decide the most possible solution to a problem. One of them is Fishbone Analysis (Trout, 2020). This is a most useful method in the decision-making process. With the help of this, a company can easily understand the cause of a problem and line up the most possible solutions. This diagram helps understand the cause and effect of a certain solution. The advantages of this process are that it works on various kinds of solutions to a certain problem. It is a very helpful method that focuses on the very root of that problem.

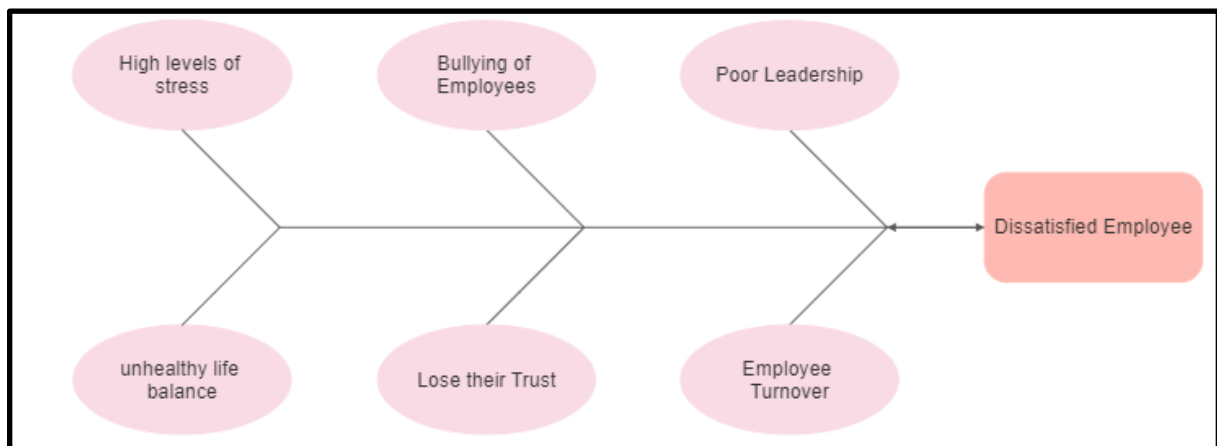


**Figure one: Fishbone Diagram**

(source: Self Develop, 2020)

## **Causes**

Many kinds of causes can cause work time problems. Some of them are discussed below.

- a) High levels of stress inside a work environment can cause great dissatisfaction among employees (Frost, 2018). Because of that pressure employees can not perform well and for that reason, it causes inefficiency in production.
- b) Bullying other employees is one of the greatest work-life problems, that can cause a bad working environment (Frost, 2018). It can come from weather managers or senior employees, or both at the same time. For that reason, employees can not work freely (Anasori *et al*, 2020).
- c) Bad management or poor leadership is also a reason for developing a bad working environment inside an organization. For that reason, employees can not work as efficiently as the company wants (Frost, 2018). It can also be caused discrimination among employees.

## **Effects**

The effects of the bad working environment are discussed below.

- a) A negative work environment causes an unhealthy life balance for an employee for that reason they can get sick due to this unbalanced lifestyle (Iopscience, 2022).
- b) Employees can lose their trust in the company due to this. For that reason, companies can get a bad reputation in the market (Iopscience, 2022). For that reason, they have a hard time recruiting new people for their company.
- c) It also inflicts a great deal of damage on the relationship between employees and their peers.
- d) A negative work environment can also cause employee turnover at an alarming rate (Iopscience, 2022).

## **Alternative Solutions**

There are various ways to solve a problem which is inside a work environment. Some of them are discussed below.

- a) A company has to carefully look into the concerns of its employees, regardless of how small it is. Because most of the negative work environment is caused by the neglect of the top-level managers towards their work environment (Paychex, 2021). For that reason, they have always been careful about their employees' concerns.
- b) Companies also have to increase their reward programs to motivate their employees. Because of that reason employees can work hard to get a reward. Another aspect is that companies also have to recognize the work that their employees are doing and give

them some extra benefits for their hard work (Paychex, 2021). It is not necessarily money, it can be some non-monetary gifts or benefits.

- c) Companies also have to give support to their employees who have an overwork load. By giving them the necessary amount of help with their work schedule, a company can improve their work environment, where employees can work freely without stressing about overwork (Paychex, 2021). Because of that, they can easily work overtime without draining much energy.
- d) A company also looks at and examines its leadership efficiency once in a while. This is a major reason for building a negative work environment inside an organization due to poor management and leadership. It can be done by discriminating towards employees by giving favoritism to a certain group, by thinking employees are the property of the company, lack of description on a job, and other such things (Paychex, 2021). A company has to stop this type of mindset among their leaders and other managers for maintaining an ethical and healthy work environment for their employees.

### **Decision-making process**

The decision-making process is a very important task for a company. It helps a company to decide the best possible solution from multiple solutions. In other words, it means that it is helpful to decide the most appropriate solution to a certain problem. Some of the possible solutions to the above-mentioned problems are discussed below.

- a) One of the most effective ways to solve the work environment is giving their employees training sessions regularly. Because of that, an employee can manage to deliver efficient work, without any kind of small mistakes.
- b) Flexible working time is one of the many ways to manage personal and professional life. With the help of this, an employee can manage to build a perfect balance in their personal and professional life.
- c) The overtime payment is also a way to keep their employees motivated for work.

### **Diagram of decision making**

| Decision        | Plus                                                                                                                               | Minus                                                                                                              | Interesting                                                                                                  |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>Training</b> | With the help of proper training, an employee can increase their efficiency and it can motivate them toward work (Easy-lms, 2021). | It takes a lot of training sessions for a company, and it also reduces the work time of a worker (Easy-lms, 2021). | With the help of the employee training sessions, the teamwork of a department can increase (Easy-lms, 2021). |

| Decision                     | Plus                                                                                                                                                                          | Minus                                                                                                                                                                   | Interesting                                                                                                |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| <b>Flexible working time</b> | With the help of flexible working time, an employee can balance their work life and professional life. Which can increase the morale of the employee (Springhouse Law, 2022). | Flexible time means working while staying at home. For that reason employees can suffer from miscommunication, which is harmful to the company (Springhouse Law, 2022). | By allowing this method a company can reduce their work overhead in their offices (Springhouse Law, 2022). |
| <b>Overtime payment</b>      | Overtime payment is a way of motivating employees where they can get extra money for working extra (Belcher, 2016).                                                           | For earning extra money employees can try to do extra work and get burned out from this. It also increases the cost of a company (Belcher, 2016).                       | By giving overtime payments a company can increase its productivity (Belcher, 2016).                       |

By analyzing all the plus and minus points of these decisions the company has a better scope of solving the problems using the employee training system. With the help of that, a company can make its employees more efficient. It also can help them to maintain a balanced lifestyle.

### **Plan for implementing the Solution**

The company has to ensure that the plan of action that is selected for solving the problem in the work environment is properly implemented. It means that the company has to ensure that the solution to the problem is properly used in their work environment (Panel®, 2022). Some of them are discussed below.

#### **a) Group training culture**

The company must develop a group training culture for their company's employees where they make small groups of their employees for training programs and take necessary actions for improving their work environment depending on their results of training (Indeed, 2022).

#### **b) On-the-job training with experts**

The company also has to find the weaknesses of its employees and identify their strengths of them. By doing that a company can know the way to solve the negative effects of the work environment by using different methods (Indeed, 2022). For that reason, they have to ensure that the training program is completed by an expert on that topic. It can also be helpful to organize on-the-job training sessions.

### **c) Cross-method of training**

The company also has to be careful about the process they use for solving the problem of an unbalanced work environment (Indeed, 2022). For that reason, they can give their employees that they are not familiar with. With the help of that, they can develop skills for different departments.

#### **Plan to communicate with Stakeholders**

Stakeholders are a group of members who have a common goal for achieving success for a business. For that reason, they have a common interest in the work environment for the employees. Because they are the true assets of the company. It is also because if the company takes a loss from the negative work environment then the stakeholders of that company also suffer from that (McCall, 2021). For that reason, it is always helpful to talk about improving the work environment to stakeholders through business meetings. Stakeholders can help to vote on the plan for improving the work quality for their employees. They can also help to convince managers and leaders about the plan.

#### **Monitoring and Review techniques to ensure successful implementation of the solution**

The company has to monitor the training program and review the results of that program at regular intervals. Many processes can help evaluate and monitor the progress of the training program in the company. One of them is Summative and Formative Evaluation, by the help of this training review process the company can monitor the progress of their employees and make a summary out of it (Neendoor, 2022). For using this process the company has to review the training materials. Then they have to use that material in another similar program and have to see the effects of that. The company also has to take feedback from their employees through group discussions and assess the materials to the trainers.

### **Conclusion**

This report concludes how the company can find the causes of the negative effects inside their work environment, and how they can solve that problem. A negative work environment is the greatest dissatisfaction for employees of the company. For that reason, the company has to make different kinds of solutions and have to find the best way of solving the problem. They can also take help from their stakeholders. The company has thought of different possibilities for solving the problems and considered their consequences as well. For that reason, they first have to find the causes of the problem and its effects of it. The company also has to properly implement the solution properly way. They also have to monitor and evaluate the training programs for the employees and take feedback from them.

## **Reference List**

Ragab, A.E. (2018) *The impact of poor leaders on employees*, LinkedIn. Available at: <https://www.linkedin.com/pulse/20141022083516-52718218-the-impact-of-poor-leaders-on-employees> (Accessed: November 24, 2022).

Ispatguru. (2022). *News (2022) IspatGuru*. Available at: <https://www.ispatguru.com/impact-of-workplace-environment-on-employee-performance/> (Accessed: November 24, 2022).

Indeed. (2022). *Effective problem-solving steps in the workplace | indeed.com (2022)*. Available at: <https://www.indeed.com/career-advice/career-development/effective-problem-solving-steps> (Accessed: November 24, 2022).

Trout, J. (2020) *Fishbone diagram explained: Reliable Plant, Fishbone Diagram Explained | Reliable Plant*. Noria Corporation. Available at: <https://www.reliableplant.com/fishbone-diagram-31877> (Accessed: November 24, 2022).

Easy-lms. (2021). Anna <https://www.easy-lms.com/index.php?r=content%2Fcontent%2Fabout-us%2Fwho-we-are>, W.by (2021) *Anna, 4 advantages & disadvantages of employee training | Easy LMS*. Available at: <https://www.easy-lms.com/knowledge-center/employee-training-center/our-top-advantages-and-disadvantages-of-employee-training/item12790> (Accessed: November 24, 2022).

Springhouselaw. (2022). *Advantages and disadvantages of flexible working (2022) Springhouse Solicitors*. Available at: <https://www.springhouselaw.com/knowledge-hub/family-rights-and-flexible-working/flexible-working-advantages-and-disadvantages/> (Accessed: November 24, 2022).

Belcher, L.M. (2016) *Advantages & disadvantages of mandatory overtime, Small Business - Chron.com*. Chron.com. Available at: <https://smallbusiness.chron.com/advantages-disadvantages-mandatory-overtime-20968.html> (Accessed: November 24, 2022).

Frost, S. (2018) *What are the causes of workplace problems?, Work*. Available at: <https://work.chron.com/causes-workplace-problems-14202.html> (Accessed: November 24, 2022).

Iopscience. (2022). *A study on the effect of workplace negativity factors on employees ... (2022)*. Available at: <https://iopscience.iop.org/article/10.1088/1757-899X/390/1/012027> (Accessed: November 24, 2022).

Paychex. (2021). *How to fix a negative work environment (2021) Paychex*. Available at: <https://www.paychex.com/articles/human-resources/fix-toxic-work-environment-get-back-on-track> (Accessed: November 24, 2022).

Panel®, E. (2022) *Council post: 12 ways to implement successful employee training initiatives*, *Forbes*. Available at: <https://www.forbes.com/sites/forbeshumanresourcescouncil/2021/07/13/12-ways-to-implement-successful-employee-training-initiatives/?sh=5fc2da384a8a> (Accessed: November 25, 2022).

Lee, Y., 2022. Employees' negative megaphoning in response to organizational injustice: The mediating role of employee–organization relationship and negative affect. *Journal of Business Ethics*, 178(1), pp.89-103.

McCall, G. (2021) *How toxic working cultures impact organizations*, *Training Journal*. Available at: <https://www.trainingjournal.com/articles/features/how-toxic-working-cultures-impact-organisations#:~:text=Environments%20where%20bullying%20and%20harassment,stakeholders%2C%20impacting%20the%20organisation's%20reputation>. (Accessed: November 25, 2022).

Indeed. (2022). *Employee training and development: How to do it effectively* (2022). Available at: <https://www.indeed.com/career-advice/career-development/employee-training-and-development> (Accessed: November 25, 2022).

Neendoor, S. (2022) *Training evaluation - 5 best ways to evaluate training effectiveness and impact*, *Kitaboo*. Available at: <https://kitaboo.com/training-evaluation-evaluate-training-effectiveness-impact/> (Accessed: November 25, 2022).

Anasori, E., Bayighomog, S.W. and Tanova, C., 2020. Workplace bullying, psychological distress, resilience, mindfulness, and emotional exhaustion. *The Service Industries Journal*, 40(1-2), pp.65-89.