

Problem Solving and Decision Making

BMSW4004

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Problem of Job dissatisfaction at East Anglia

Introduction

The employment industry has changed significantly over the past decade or two, unlike the era of industrial revolution, today's employee work for more than just seeking the monetary benefits. Today's organization needs to be more inclusive towards understanding all kinds of needs of their employees in order to improve the workplace culture and to increase the productivity of the work. In today's workplaces employee seek purpose and meaning from their work and they want their work to be interesting and meaningful and not redundant (Zaharee et al., 2018). Therefore, it is the responsibility of the organization to have active look into the job description and feature, workplace culture, employee growth, peaceful working environment, and work life balance. If these factors are taken care of effectively, they can lead to a satisfactory job environment for the employees leading to better productivity and finally growth of both the employee and the employer. It is crucial for any organization to diagnose the problems in their workplace environment that negatively impact the employees and the company and then find the solution to eliminate or mitigate those problems.

The company selected for this report is a railway company named East Anglia, the employees at East Anglia have recently been noticed to be underperforming. As the objective of this report, interviews were taken to understand the causes of this underperformance and potential problems that the employees had been facing. It was found that the employees at East Anglia were facing a range of problems that contributed to the underperformance and dissatisfaction of the employee and finally these problems impacted the overall productivity of the organization. This report aims to diagnose the problems that the employees has been facing at East Anglia. The report goes on exploring the impact of the problems both for the employees and the employer, possible reasons and causes of the problem through the help of useful frameworks. It further suggests a range of alternatives with their evaluation to solve the problem for the organization. It finally proposes an implementation plan for the final solution along with a communication plan and review techniques.

The workplace Problem

The problem that East Anglia has been facing is the job dissatisfaction of the employees that is leading to the underperformance of the company. The job satisfaction of the employees has positive correlation with the productivity of an organization (Miah, 2018). There are many small and major factors that has been contributing to the job dissatisfaction of the employees.

The job dissatisfaction has severe impact both on the employer organization and employee and one of the major consequences of the job dissatisfaction is the underperformance of the employees which directly hurts the organization. According to research conducted by University of Warwick, satisfied employees who are happy with their work are 12% more productive while the dissatisfied employees are 10% less productive ("How Employee Satisfaction Affects Organizational Performance - HR Daily Advisor," 2018). A significant literature suggests the direct correlation of job satisfaction and organizational productivity which means that happy employees help an organization to succeed where unhappy employees can lead to failure of an organization (Vasilescu et al., 2013). In the example of East Anglia, the job dissatisfaction is leading to distress and uncertainties among the employees as they do not seem to be ambitious about their day-to-day work. This is because they do not see any impact of their work because it is neither rewarded nor appreciated and acknowledged by the higher management. This sort of creates a gap among the employees and the management where employees do not feel themselves visible and impactful leading to an overall low performance environment.

As a result of this job dissatisfaction, the employees can also leave the company and might seek the new work opportunities where they feel they are rewarded, acknowledged, and have more opportunities for growth. This would lead to high employee turnover for the company (Albattat et al., 2014), that can also cause to long term low performance as the new resource requires time to be productive and requires costs for the training and other stuff.

Analyzing information

As per the data collected through the interview of the employees, there are mainly the following causes of the problem of job dissatisfaction. There is this conception among the employees that they are not paid according to their contribution to the company, the employees believe that the current reward system in place is flawed as it does not acknowledge the extra working hours that each employee contributes. This is strongly supported by the literature that when the employees are happy with their compensation or the reward, they are more likely to be satisfied with the job and hence satisfaction led to better productivity (Galanou et al., 2010). Literature suggests that frequent rewards increase the motivation of the employees that increases the work productivity. According to a recent study by Cornell researchers Kaitlin Woolley and Ayelet Fishbach published in the Journal of Personality and Social Psychology, people who received immediate, frequent rewards for completing small tasks reported more interest and more enjoyment in their work, compared with people who received delayed rewards only given out at the end of a long project ("New Research Suggests Frequent Rewards Can Improve Motivation, Performance at Work," 2018).

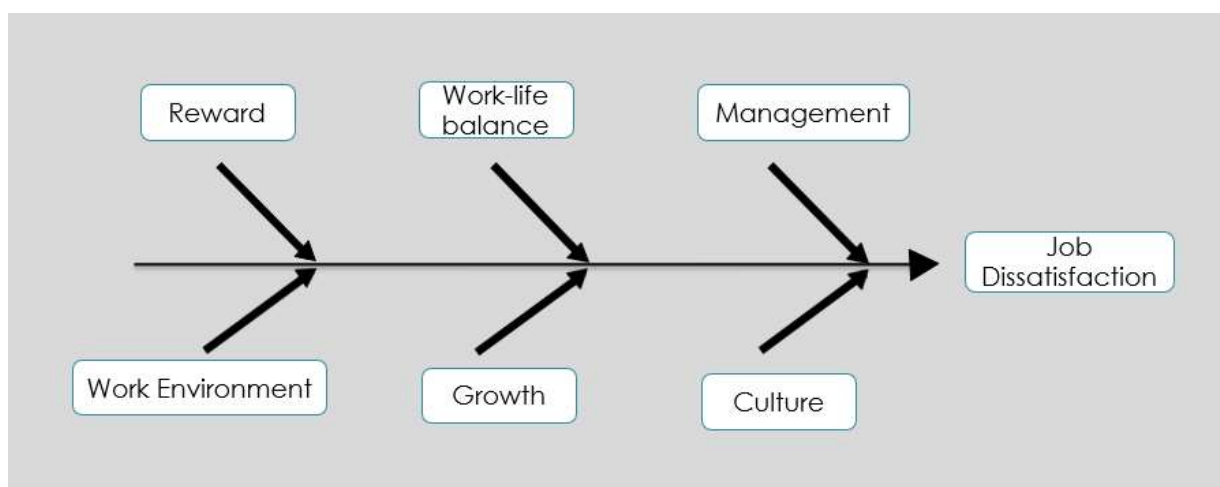
Another cause of the job dissatisfaction is the workplace culture and work-life balance, as per the employees at East Anglia, the higher management is not supportive very often, as there are shorter deadlines for most of the work that put extra pressure on the employees requiring them putting overtime every day and sometimes the employees work from home after the regular duty hours with no additional reward. In today's modern workplaces and especially the millennials seek for work-life balance when opting for a job (MacIntosh and Doherty, 2010). They tend to spend more time on their personal wellbeing and that of their family, therefore work life becomes a crucial component of their job decision. Literature suggests that when employees have good work-life balance, they will feel more satisfaction from their job which increases their productivity. Work life balance not only improves the job satisfaction and improved productivity but also increases employee retention rate because when employees find a work life balance in a job they tend to stick with the job for longer period (MacIntosh and Doherty, 2010). Workplace culture

is also crucial, a positive workplace culture where there is less power distance between the lower-level employees and upper management, employees feel positive about it and they feel like their feedback is heard and implemented. Whereas the employees at the East Anglia feel like they are not being heard after telling the problems to upper management as no one is willing to take the initiatives to resolve their problems.

Another major cause of the problem is the lesser growth opportunity for the employees at East Anglia. The employees believe that in the current circumstance where management is not ready to communicate and processes are messed up, there is no as such potential for personal and professional growth. This thought leads to dissatisfaction of the employees and impact their performance negatively. Literature suggests that Employee satisfaction can be boosted when employers offer more career growth opportunities through diverse projects and new roles. If there is a clear path for employees to grow their careers, they are more likely to stay and perform better, keeping them away from monotonous routines in the workplace (“7 ways to improve job satisfaction in your workplace | HRD America,” 2020).

Fishbone Diagram

The diagram below is the visual representation of the cause and effect of the East Anglia company. The diagram reflects how different individual causes lead to the main problem of the job dissatisfaction which in return leads to lower productivity of the employees.



Range of Alternative Solutions

Since all the major causes of the problem has been diagnosed, the next step in the process is to provide a range of alternatives to eliminate the problem or at least mitigate its impact on the productivity. Following are the major alternatives available for the company.

Effective Reward System

It is evident from the literature that better reward system in place improves the overall performance of the employees (Galanou et al., 2010). Therefore, the East Anglia is required to audit their current reward system and analyze where they can make improvement or changes. For example, instead of paying fixed compensation, the company can introduce hour-based reward system. This will help to compensate those employees who often put extra hours into the work. The company should also ensure that, the overtime is counted rightly and the employee who work overtime are being paid on the time. In this way, the employees are putting extra hours would not mind doing extra work because they know that their work is being paid and acknowledged. These decisions are crucial because of the impact salary has on the employee experience. That money helps sustain their personal life and drives many of their choices outside of work. It is also one of the critical details people consider when choosing where to work. A well-paid and engaging culture will make employees more likely to stay in their jobs long term. The longer someone stays in the company, the better they understand the systems and procedures.

Increase the workforce

Another alternative solution is to increase the workforce since most of the employees are under pressure because of the strict deadlines. Also, some of the employees put overtime and extra hours into work to meet the deadlines, which not only negatively affect the motivation of the employees but also disturbs their work life balance. So, this alternative can reduce the pressure from the current employee and lessen their burden and finally improve the work life balance (info, 2021). As a result of the latest interviews, the Administration Team has reached its capacity of the workload and hiring new staff can bring many benefits to the workplace like better work/life balance, growth, and employee loyalty.

Evaluation of Alternative Solutions

Since organizations have resource constraints, therefore all the alternatives cannot be implemented and there is a need for the evaluation of alternative solutions to find the most feasible solution. Both above alternatives have been quantitatively evaluated where benefits of each alternative have been given some number based on their impact. As result of this evaluation framework, it is concluded that the company should choose the alternative of increasing the workforce because of their better positive impact and resolution of the problem.

Alternative 1: Increasing the Reward

Plus	Minus	Interesting
Motivation +4	Same workload -3	Better Income +2
	Same work hours -3	Not stressing of Income +1
+4	-6	+3

Alternative 2: Increasing the Workforce

Plus	Minus	Interesting
Meeting new People +2	Same salary -4	Different ideas +3
Better Workload +2	High competitiveness -2	Fresh thinking +2
Better Environment +2	New training -2	
+6	-8	+5

Implementing the solution

The next step in the process is to make an action plan for the implementation of the chosen alternative. In the case of East Anglia, the solution is to increase the number of employees. Following the action plan for that the company needs to implement to ensure the smooth implementation.

Action	Responsible	Priority	Status	Start Date	End Date	Notes
1. Inform the Administration Team	Admin Manager	High	Active	12/12/2021	24/12/2021	Inform all the colleagues of the decision
2. Add the positions on Job Search	HR	Normal	Pending	25/12/2021	1/3/2022	Prioritise internal applicants
3. Start selecting the applicants	HR/ Admin Manager	Normal	Pending	1/2/2022	5/3/2022	Select the best 10 applicants
Start Interviewing Applicants	HR/ Admin Manager	Normal	Pending	6/3/2022	10/3/2022	Overview and select the best 2 Candidates

Communication Plan to stakeholders

communication plan works as a framework to keep all stakeholders informed regarding all the aspects of the new solution in place. In the given scenario, the stakeholders include the HR department, the finance department, and all the upper management personnel responsible for different approvals. The purpose of the communication plan is to make the entire implication smooth and hassle free.

Monitoring and Review Techniques

It is crucial to have a monitoring plan to ensure that the project meets all the required objectives. Monitoring and review would help to evaluate the success of the new solution, based on the criteria set at the beginning of the project. For example, if the management decides to increase the number of employees by X quantity in the period of Y timeline within a budget. The monitoring would ensure that the decided number of employees have been recruited within the said timeline and budget. To review the overall effectiveness of the solution, the management can conduct surveys and interview to

evaluate the satisfaction of the employees, if it has increased from the period before the implementation of the solution, it can be concluded that the new solution has been successful.

Conclusion

In the modern workplace it is crucial for the employee organization to ensure the satisfaction of the employees. The job dissatisfaction at East Anglia leads to lesser productivity and creates a lot of other problems for the organizations. It is important to diagnose these problems so that they can be resolved at the right time. There are many causes to job dissatisfaction such as inefficient reward system, disturbed work-life balance, work pressure and toxic workplace environment. Given the situation of the company, the most viable alternative solutions to get rid of the problem seems to increase the number of employees. It also ensures that the solution has been implemented effectively and all the stakeholders have been informed with the plan.

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Appendix

Role Play

Management Consultant: Radu Milea

Unsatisfied Employee: Elena-Gabriela Snopu

Introduction:

Hello everyone, today I will interview the administration team employee at the railway company East Anglia, and we are going to discuss the problems they are currently facing. Recently the Administration Team was underperforming, and the environment they were working in wasn't productive and efficient anymore. As a management consultant, I will interview Elena Gabriela Snopu, and I will ask her a couple questions regarding her job and the problems that she is facing at the moment in her day-to-day work.

RM: Hello Elena, thank you for joining me today, my name is Radu, and I have been hired as a Management Consultant to assist and find solutions to the company issues and help create a better environment for their employees. I would like to start off by telling me about yourself and your role in the company.

ES: Hello Radu, thank you for having me today. My role in the company is as an administrative assistant to the Administration Team, which comprises 4 Admin assistants and one Admin Manager. We administrate rosters, payments, training, and other requirements for 600 employees in 5 locations.

RM: Could you please tell me the main area you think would need some change?

ES: I would say that I am not paid enough for my contribution to the company. I am always under pressure to achieve almost impossible deadlines, and when I am completing them successfully, there is no reward or our manager acknowledging my hard work.

RM: I understand that working under pressure is challenging and can affect our work-life balance, and I am here to help solve this issue. Can you tell me what makes your day of work harder?

ES: I would say that I'm not happy with our Management, and I haven't seen any support with our workload and most of the time, we are receiving more tasks and shorter deadlines. I have been working after hours to finish the required tasks, and almost every day, I am adding 30 to 45 minutes of overtime which I am not getting paid for.

RM: Have you informed your manager about this issue?

ES: Yes, and the response I have received is that they will investigate the problem and find a solution as soon as possible. This request was 4 months ago, and nothing has changed since then.

RM: Have you talked about this problem with your Team?

ES: Yes, we are all in the same situation, and we all agree on the problem. We have discussed it already with our manager, and we are still waiting for a response. We have repeatedly faced the same problem, and we don't receive any response.

RM: How do you find yourself working within the Team?

ES: I would say that we understand each other, and we are supportive of each other. I am very helpful to my colleagues, and I can say that they are the same. I give my help whenever necessary and always support my Team with what they need me to. I am pretty happy with the Team, and I think that is the reason why we are still managing the workload.

RM: That sounds great. Can you please tell me how to find your work and personal life balance?

ES: I think my work-life affects my personal life too much. I sometimes take work at home, which is not supposed to, and I don't have other solutions. The stress and pressure affect my

personal life too much, and I do not have time to think about something else when I am at home because of the stress I take from work.

RM: I hope that this interview will help solve this issue. Would you consider growing within the company and having opportunities?

ES: I don't see myself growing too much in the company because there aren't that many opportunities at the moment. They still need me to do this job because, as I said, there is too much workload and there isn't enough staff or time. I wouldn't see myself having time to grow or taking on anything else at the moment because I don't have the energy to do it or time.

RM: I would say that this will end our interview for today. I would also like to thank you for your time and the information provided. From this point, I will offer solutions to the problems that you brought up and forward my results to your higher Management to apply them within your department. Thank you, Elena.

ES: Looking forward to seeing them applied. Thank you, Radu.

RM: Have a great day Elena. Bye.

ES: You too, Radu. Bye.

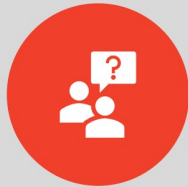
Presentation



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Introduction



PROBLEM
RECOGNIZING THE PROBLEM IS THE
FIRST STEP IN SOLVING IT.



ANALYSIS
GREAT ANALYSIS HELPS FINDING BETTER
SOLUTIONS.



SOLUTION
FINDING THE RIGHT SOLUTION BRINGS
BETTER PERFORMANCE.

Nature of the complex problem

Job Dissatisfaction

1. Actual impact

- The underperformance of the employees can rise within the company as a result of 600 employees depending on the rosters provided by the Administration Team
- Finding challenging to meet tasks and deadlines for the Administration staff will affect the overall performance of the company
- Employees losing interest in the Job can decline the productivity and affect a bigger group of employees depending on the Administration Team

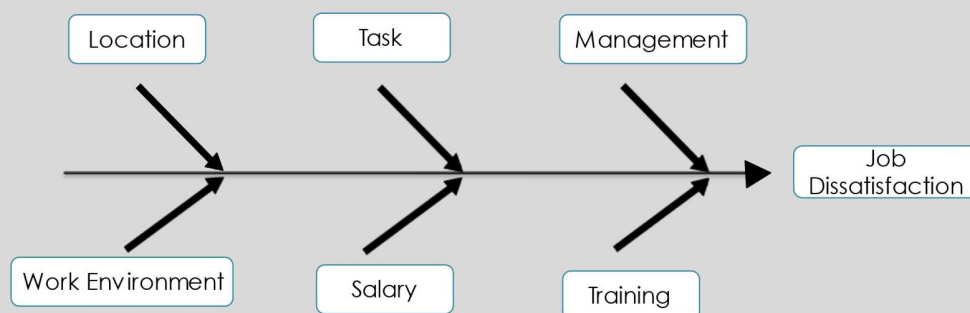
2. Potential impact

- Overall performance can decline and affect the productivity of the company in time
- Employees may start looking for different jobs, which can result in higher spending for new training and overtime hours
- Harvard Business School reports that over 70 per cent of U.S. employees sought new jobs in 2018 due to low wages or lack of recognition. Others were dissatisfied with their teams, supervisors or work environment. Poor communication can hurt job satisfaction, too. (HBS Working Knowledge, 2018)

PESTLE Analysis

- **POLITICAL** – According to the government's vision, track and transport departments will work together to create a faster, more efficient service with better targeted investment that will ultimately benefit passengers. This will no doubt result in huge changes in the way that the sector is run, contractors are sourced and projects managed.
- **ECONOMIC** – It has been a challenging year for rail companies in the UK due to the coronavirus pandemic. The British government responded to the outbreak by implementing a nationwide lockdown in March 2020 and order that railways were limited to essential travel for key workers only and affected the economic situation.
- **SOCIOLOGICAL** – In a social and demographic context, the railway industry has to pay close attention to such trends as the ageing population, use of personal vehicles, travel and overall mobility. Improvements in the railway industry will also help local areas develop and grow, meaning people could move to different areas to find work.
- **TECHNOLOGICAL** – Technology is essential for rail companies. All players in the market invest in the development of new technologies that should make rail transport safer, cheaper, more reliable and efficient. Electric cars will also impact the demand for rail transport. It is already cheaper to own and runs electric cars than petrol and diesel ones (The Guardian, 2017).
- **LEGAL** – Current legislations are very restrictive to the railway industry, and for example, 45% of fares are regulated by the Government.
- **ENVIRONMENTAL** – Rail provides the cleanest mode of transport for many types of local, regional and longer distance journey. Currently 34% of the rail network is electrified. Work is also ongoing in the industry to consider the scope to introduce new technologies such as using batteries or zero emission hydrogen fuel cells to power trains. (Keith, 2019)

Cause-and-Effect Analysis



Alternative Solutions

1. Providing a better payment

These decisions are crucial because of the impact salary has on the employee experience. That money helps sustain their personal life and drives many of their choices outside of work. It is also one of the critical details people consider when choosing where to work. A well-paid and engaging culture will make employees more likely to stay in their jobs long term. The longer someone stays in the company, the better they understand the systems and procedures.

2. Hiring more employees

If your company is already busy with current business responsibilities, you'll need to take on more employees to help with the increased workload. As a result of the latest interviews, the Administration Team has reached its capacity of the workload and hiring new staff can bring many benefits to the workplace like better work/life balance, growth and employee loyalty.

Evaluation of Alternative Solutions

◦ Providing a better payment – Total = 1

Plus	Minus	Interesting
Motivation +4	Same workload -3	Better Income +2
	Same work hours -3	Not stressing of Income +1
+4	-6	+3

◦ Hiring more employees- Total = 3

Plus	Minus	Interesting
Meeting new People +2	Same salary -4	Different ideas +3
Better Workload +2	High competitiveness -2	Fresh thinking +2
Better Environment +2	New training -2	
+6	-8	+5

Implementation Plan - Hiring more employees

Action	Responsible	Priority	Status	Start Date	End Date	Notes
1. Inform the Administration Team	Admin Manager	High	Active	12/12/2021	24/12/2021	Inform all the colleagues of the decision
2. Add the positions on Job Search	HR	Normal	Pending	25/12/2021	1/3/2022	Prioritise internal applicants
3. Start selecting the applicants	HR/ Admin Manager	Normal	Pending	1/2/2022	5/3/2022	Select the best 10 applicants
Start Interviewing Applicants	HR/ Admin Manager	Normal	Pending	6/3/2022	10/3/2022	Overview and select the best 2 Candidates

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