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Module title:	Problem Solving and Decision Making
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Executive Summary

Problem solving and decision making skills in the companies has been providing proper business management to the authorities. After the breakout of the COVID 19, the companies have been facing employee turnover because of lack in motivation. It can be mentioned that the companies need to develop better strategies to retain the employees to maintain the financial aspects. The study develops the understanding on the importance of decision making skills with the support of strategic tools. This can help the companies to implement the changes for the benefit of the employees.

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Introduction

The process of problem solving and decision making has been the aspect where the companies can improve their departmental performance. The process consists of planning and identification of the issues that are being faced by the departments or the company. These problems generally cause business downfall in the organisations therefore the organisational management has to take necessary measure to improve their decision-making process. It can be mentioned that the process of decision making needs to follow a certain step that can provide and organised approach in the process. The study sheds light on the process of problem solving and decision making in a business organisation.

Problem in the workplace

Overview of the problem

The companies that are working in the market have to develop their operational process based on their requirement. In this case, the company has been following their desired process to improve the employee performance. It can be observed that the organizations have been facing less and less job satisfaction in the employees. This can be because of the fact that the employee motivation in the organization has been low for past few years because of the pandemic. The organizations will face the problem even more if they keep on ignoring the need for implementing change in the operational process. As stated by Al Mamun and Hasan (2017) the companies need to develop their strategies to improve the employee faith for the management. If the employees can identify that the company is concerned on the employee development, they will be motivated to work better. The concept of mental wellbeing of the employees needs to be taken into consideration by the companies that look forward to increase the employee satisfaction. The employee dissatisfaction can increase employee turnover in the company that is even shoddier for the business development process.

Scope of the problem

The companies that are facing challenges, the planning process should be strong. As Lee *et al.* (2017) have added, the break out of COVID 19 has compelled changes in the operational process. It can be mentioned that the organizations have failed to rectify the needs of the employees that increased the lack of employee motivation. The companies are facing issues because of the lack of training and the recruitment of fresher in the field. Stamolampros *et al.* (2019) have observed that the companies had to recruit people that are unknown to the operations of the job profile. This has compelled a downfall in the business process as well as in the service.

The companies need to increase the scope of training and skill development for the employees. The training process may be costless for some companies as they have professionals and experienced workers on the field that can train the new entrants (Zhao *et al.*, 2018). Some of the companies have to spend a lot of money to hire better people to train their new employees. In this case the company may have to spend their fund for the remunerations for the hired people. In this case, the company has to consider employee training to ensure the improvement of the employee motivation. It can be stated that the organization will develop their performance with the implemented changes. The companies need to arrange for training session for the employees to ensure that they are aware of their job responsibilities and how they are done. This can be viable to reduce employee turnover in a company.

Impact of the problem

If the employees of the companies are not happy about their job the work flow instantly reduces. In this context Ekhsan (2019) adds that this can impact directly on the financial performance of the companies. On a further note, the employee who is not satisfied with their job and growth aspects, will turn into going to another company where they think they can grow. It is important for the companies to retain their employees to improve their service in the organization. Employee turnover is the most miserable aspect that the companies want to avoid at any cost. The reason for the same is that the companies train the new recruited employees at their cost so that they can get better employee performance at the end of the year (Rubenstein *et al.*, 2018). If the employees leave the company after they are experienced, the companies will have to again recruit new employees and train them accordingly. This can increase the company cost and reduce profit for the organizations.

Determining the decision making process

To engage the employees in the business operations the company needs to improve their leadership aspects too. As mentioned by Khan and Wajidi (2019), the managers in the companies that are facing issues like employee turnover needs to be charismatic to compel the employees to have faith in the organisational policies. The business management in this process needs to be done on the proper decision-making process. As per the case study, it can be observed that the organisations have to manage their performance with proper process of planning in making their decision. The companies need to go forward to a decision making process to implement required change to solve the problem. According to Al Khajeh (2018), the companies need to change the practices at first to resolve an issue in the organisation. For the companies that are facing the issue of employee turnover needs to develop training and skills development strategies to ensure the enhancement of the employee motivation. The organisations will be capable to gain better employee performance with the support of firm decision making process undertaken by the management.

Range of alternative solutions to the problem

Other than training the employees to improve their skills the companies can also ***improve communication*** with the people that are facing the issues to understand the impact of the same in their work process. As mentioned by Baptiste (2019), the many of the companies have the provision of workplace counselling so that the employees can open up about the issues that are challenging them. The organisational management may take the responsibility to increase the mental support for the employees that are working for them. On the other hand, it can also be stated that the companies need to improve the motivation of the employees to work for the team and the company better. In this process, the company can determine specific ***activities to improve team bonding*** in a department.

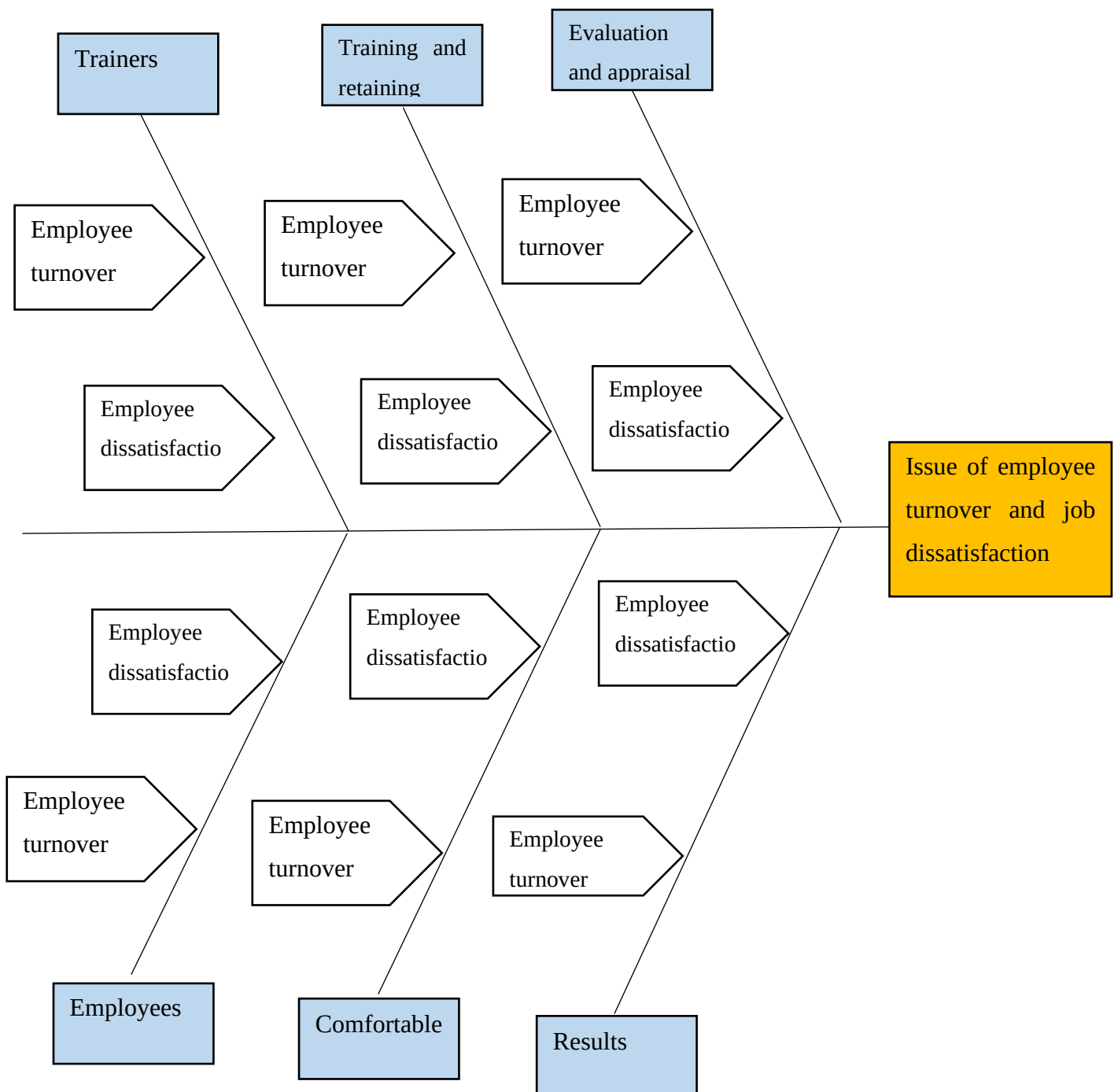
Decision making techniques to evaluate the solutions

- **Affinity diagrams:** These are the process of evaluating the planning for the decision making process. The company authorities need to develop better performance with the planning of the process of decision making. Tools such as mind maps are included in the affinity diagrams.
- **Analytic hierarchy processes:** this is another decision making process that can be efficient for the business management of the organisations. In this process the management of the companies can make sure to take logical decision rather than their gut feeling. It has been observed by Fiaz *et al.* (2017), that sometimes gut feeling can provide magical business decisions however most of the time it can be the cause of loss of funds in the companies.
- **Cost benefit analysis:** It can be stated that finance is the most important aspect in the business performance of the organisations. As mentioned by Paaïs and PATTIRUHU (2020), the companies will improve their financial understanding with the cost benefit analysis. With this process the companies can determine how much they can spend in the training of the employees.

Appropriate option for the business development

As per the case study, it has been observed that the companies are facing basically two issues that are the lack of job satisfaction in the employees and the lack of training method undertaken by the companies. It can be stated that arrangement for training for the employees has been the appropriate and efficient effort from the company's side to improve the business performance. The employee communication in this case can be improved if they are capable to grow their skills with the training. The employees will get the feeling that the company is providing growth to their career that will increase their motivation as well as the job satisfaction. The company policies to determine employee needs for training and motivation will be the tools to evaluate the aspect of employee motivation in a company. As per the determined solutions to the issues it can be an efficient way to evaluate the employee performance after the skill development.

Plan for implementing the solution



As per the business model, it can be mentioned that the people in the organisations will need the understanding on the organisational development process. As per the figure above, it can be observed that the people will get better performance with the training process. It can be mentioned that the companies will be capable to gain faith from the employees with the training. The employees will be capable to communicate better with the organisational management that can improve the relation between the employees and the organisation. The company policies that are being determined with the decision making process has to develop better goals for the improvement of the company performance in the market. It is evident that the organisations need to plan before they execute the strategies to improve employee skills.

Plan communication to stakeholders

The organisations need to arrange for a meeting that can communicate the decision making regarding the skill and motivation development of the employees. It can be mentioned that they are improving their policies with the discussions held in the meeting. The people that have come with the solution for the issues need to convince the stakeholders to agree on the same. The companies have to develop their business on the decision making process with the support of the stakeholders in the organisations. It can be stated that the organisations will gain better performance if the employees are capable to take the decisions of the companies more effectively. It can be beneficial for the skills of the employees if the training process is improving the skills of the employees. As per the case study the companies are observing employee turnover because of the lack in training process. The employees will be retained with the training development process.

Monitoring the successful implementation of the solutions

The company has clearly showed improvement in the organisational practice that can develop employee motivation. It can be stated that the employees can gain better skills with the training. The organisational manager has taken the employee turnover issue seriously and arranged for a feedback session that has provided the understanding of the underlying issues for the employees. The organisation has sincerely adhered to the feedback and changed the practices that created the issue. In this process the organisation will improve their business performance with the help of organisational changes. The employees are capable to put faith in the business management so that they can benefit the performance of the companies. The employee performance has been monitored and the employees who have showed progress have been provided with appraisals that increased their motivation.

Conclusion

From the above discussion, it can be concluded that problem solving and decision making are two important factors that are needed to be there in a company. These factors enable a company to deal with any difficult situation and provide an effective solution for developing the performance of the business. The organisation has realised that employee turnover is quite high and employee satisfaction is very low. In order to deal with this situation, they need to focus on their training and development courses. It would help them, to motivate and develop the performance of their employees properly.

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Pictures:

<https://www.4theregion.org.uk/the-university-of-wales-trinity-saint-david-uwtspd/> Accessed: 25/08/21

Appendix

Role Play Dialogue

- C: Good morning, Bubu! How are you?
- B: Good morning! Not very well, thanks! What about you?
- C: I'm pretty well, thanks! How can I help you?
- B: I have some problems and I really wanted to talk with you about it these days but you were so busy and I couldn't bother you.
- C: I'm really sorry to hear this from you! What problems do you have?
- B: Two days ago, you changed me from home department to the front line as a cashier and I didn't get trained. Every time I serve a customer, I need to ask any of my colleagues to show me how to make a refund or exchange, and there are also many things that I have to learn, but my colleagues are busy sometimes and they can't show me properly. The customers are also complaining that it takes too long to serve them. Could you help me in this situation, please?
- C: I didn't know this, and every time when you have a problem you can knock at my door and I will help you. I'm so sorry for everything! I was thinking is everything all right because I spoke to Yldiz about your training and she should train you. Maybe there was a misunderstanding between our conversation. I really have to speak with her straight away about it to tell me what happened. From today you will get trained by me and I will show you everything until I make sure that you know exactly what to do.
- B: Thank you so much for listening to me, and for your help!
- C: I will make sure that this is not going to happen again, and I'm really sorry! All I want is for you to feel comfortable at work and not stressed.
- B: I hope everything is going to be all right, have a nice day!
- C: Thank you so much, you too!
- B: Bye!
- C: Bye!