

Problem Solving and decision making

Task 2

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Introduction

Decision making is an important business process coupled with problem-solving. Decision making is referred to as selecting one possible course of action from a variety of alternative options. This choice is affected by personal preference, beliefs and values of the decision-maker (Robbins et al., 2017). In an organisational situation, the decision-making process is often propelled by possible business solution alternatives based on the relevance and impact of the problem in the organisation. Decision making is also often dubbed as problem-solving, where companies choose a possible solution to a problem from a range of alternative options (Yaneva, 2018). Similarly, the problem found in Assessment 1 is employee dissatisfaction due to high work pressure in Morrisons. Employees of Morrisons are leaving the company due to being dissatisfied with the treatment they are getting from the company authority. As seen in the Assessment 1 this is a problem for Morrisons as the employee retention rate is going down quickly. Employees are dissatisfied with their work condition as it has been reported to be discriminating or even sometimes abusive to migrant employees (Moerdyk et al., 2015). Coupled with high work pressure, employees are leaving the company for other competitors. This is problematic for Morrisons management as these reports can be seen as them breaking corporate social responsibility and lower their brand image (Garrison and Al, 2001). As seen in the presentation this can hamper the company's growth. So, this is a serious issue that the company needs to address. In this report, some possible solutions will be explored on the problem and then the most appropriate option will be chosen with a plan to implement it. The report will also hold a monitoring system for the implementation of the solution. So that their implementation goes smoothly.

Evaluation

While discussing the problem at hand, there were other problems leading to this particular problem which were found. The possible solutions identified for these problems are listed in the presentation. But to solve this problem only one solution needs to be chosen by the management. To do this, all the possible solutions should be weighed in with appropriate tools and techniques to identify the most appropriate solution(Singh, 2018). The possible solutions are meeting with the employees to take feedback and show commitment and communication, devise and implement policies which abolish any and all discriminating behaviour in the workplace, compensate for their workload, offer bonuses and increments, Refine its HR strategies, take in new employees with a full understanding of their workload, To determine the possible solution from these options, the report will use the 5 whys too(Robbins et al., 2017)l.

The first question is why the employees are leaving the company? The answer is simple in this regard, and it is that the employees are facing extreme pressure which goes uncompensated.

2nd Why is why employees are facing pressures which goes uncompensated? The answer is due to recent market conditions, there is a huge inbound and outbound logistics which requires more manpower.

3rd answer to the why would be employees although working overtime and under pressure, do not get compensated due to lack of communication from the HR management.

4th answer to the why is the operations management did not consider compensation for work under extreme pressure.

5th why is answered by poor strategic planning on the operations management side.

As seen from the 5 why technique, the employees getting uncompensated by the organisation is primarily due to poor strategic planning of compensation during this high inbound and outbound logistics situation. The organisation can choose to take in new employees with this new workload requirement as a possible option, exterminate discriminating practices, redesign their strategies regarding HR or compensate for the employee's workloads. To select the most appropriate and viable solution in this situation, the report is using a PMI method.

The PMI or plus, minus, interesting is a decision-making tool which can be used to weigh the positives and negatives of an option. This tool was introduced by Dr Edward De Bono(Moerdyk et al., 2015).

Solutions	Positive	Negative	Interesting
Recruit new employees with a better understanding of the work pressure	The new employees will understand that they have to work more to get paid	Performance drops due to inexperienced employees and old employees will keep leaving the organisation.	Not a viable solution as running the company with inexperienced employees in a high traffic situation is risky and the recruitment process is costly
Compensate employees for the extra workload	Old employees will consider the option as they are getting higher pay.	As high traffic, the workload is not optional which employees might not like	Can be a possible solution to retain employee numbers
Develop new HR strategies to redesign how it handles employees	With new HR policies, current communication problems and operations problems can be detected, and employee handling will be much better	This is a costly and risky venture	This is the most viable option in this regard because, with a renewed policy, employees will be able to communicate with the HR team regarding their problems which the Hr will convey to the operations(Gennard, Judge and Chartered Institute Of Personnel And Development, 2010). This can reduce the employees leaving the company and ensure higher pay

			and compensation for the extra workload.
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Figure 1: PMI analysis of alternative solutions.

Plan for implementing solutions

So the most viable plan of application is changing the HR policy. As mentioned in the PMI chart, it is a risky venture but utterly necessary in this regard. The employees are leaving the company due to workloads and other complimenting issues like discrimination, and some reports of abuse. So no single solution is enough(Gennard, Judge and Chartered Institute Of Personnel And Development, 2010). This calls for the solution chosen in the PMI chart and that is redesigning HR policies which cover all the necessary problems. But to redesign the HR policies some steps are to be taken.

Primarily, the operationsdepartment will appoint a team of HR managers to investigate if any other problems are there from the employees, this can be done with a direct meeting with the employees. The team will be equipped with the analysis from the Assessment 1 to know exactly how much impact each problem has on the business. This team will be given a special budget to investigate the problems with the employees. To do this the PDCA(Plan-do-check-act) cycle will be used.

The first part of implementing this solution is to plan it(Ferrell, Fraedrich and Ferrell, 2019). The HR investigation team will do a thorough review of employee complaints. To do this they will conduct anonymous employee surveys to gather data from the employees along with suggestions. The team will use this database of information to check by whom and how employees are being abused. They will also investigate int the cases of lack of communication on the HR part(Garrison and AI, 2001). Finally, the team will look into increasing communication and funds to support employees during their work outside of their regular job hours. The plan is to then restructure HR policies to aid more monetary compensation, for overwork or working under pressure, and a proper communication system between the managers and the employees.

The second stage of the PDCA cycle, the plan is to be tested on a small number of employees and HR managers in some stores. The store employees will be given more payment for their extra work. And a new and open mode of communication will be encouraged where managers are to take regular surveys from the employees. This small numbers will work under the new HR practice for 6 months.

If all goes well in the Do part, the cycle will move on to evaluating the process in the small number of stores. If the small number of stores show increased employee retention rate due to constant communication and monetary compensation, then the experiment is successful, and the team will move on to implementing the plan in the whole Morrisons Operations where the employees are facing problems. The checking stage will go on for 3 months.

If the new HR practices work out in the small number of shops, the plan is sure to succeed in the entirety of Morrison's operation (Dubinsky and Skinner, 2004). But still, there are stores where the new operation might fail and here the management team must conduct further investigations on what problem the plan is facing. The team will be implementing the new plan in different sectors of Morrison's operation over the next 1 year.

Stakeholder analysis:

The plan needs to be delivered to the stakeholders so that they implement the plan properly (Eastwood, Snook and Luther, 2011). There are several stakeholders in this plan that needs to be communicated. They are listed in the stakeholder map below.

High interest and high power	High-interest Low power
Operations management HR managers Shareholders	Employees Media
High power low interest	Low power low interest
Government	Customers Residents.

Figure 2: Stakeholder map of the plan

The operations management, shareholders and HR managers are the ones who have the highest power over the plan. The shareholders and operations management are affected by the employee retention rate as they will be facing losses (Bazerman and Moore, 2017). The HR managers hold the highest power as they are going to implement the whole plan in the market. The plan needs to be immediately presented to these stakeholders and taken permission from.

The employees have a high interest in the programme as they will be the ones who are primarily affected by it. But they have lesser power to change any plans. The same applies to the media

who will be looking at the plan as Morrisons goes through the redesign of their HR plan. These stakeholders are to be kept informed.

The government gives policies of employee equal rights, so any problems in the operations which might hamper the equality act can cause Morrison to face legal problems(Arthur, 2009). So the government should be notified and kept satisfied with the new HR plan. And finally, the customers and the residents have little power or influence on the decisions taken in the plan and thus are just to be monitored for their opinions(Arthur, 2009).

Monitoring and review

To monitor the whole process, the HR managers will collect several data from the market. These include some of the KPI's and internal data. Upon collecting the data, the managers will analyse it and review it for a final version of HR strategies. This relates to the check and applies stages of PDCA cycle(Abbott, 2003).

The first KPI to be monitored over the implementation of the plan is employee retention rate. As seen from the problem, the employee retention rate is the most important KPI that will be affected by the plan. If everything goes successfully, the recent drop in employee retention will be negated by the plan. As lower employee retention will cause company performance drop in sales and operations, these are also KPI's that will be monitored closely by the HR managers(Anderson, Sweeney and Williams, 2019). The before and after data during the small-scale implementation of these KPI's will be used to understand the change that this plan has brought. The monitoring process will go on for the entirety of the checking stage. Finally, the managers will check the data from before and after the plan implementation(Bais, 2012). If any stores are lacking noticeable differences, the managers will go and investigate the store to personally solve any discrepancies in the plan.

Conclusion

Problem-solving or decision making is a very important aspect of any business. Similarly, the employee retention and dissatisfaction problem in Morrisons can be also solved by analysing the problem strategically to form possible solutions which this report has done. This report also has chosen the most appropriate solution to create an HR policy that prioritises employee needs and communication. If this plan is implemented on a small scale and sees success, this plan can be used in the widespread operations of Morrisons.

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Appendix A: Role Play

In the following role play dialogue, me, MariykaFereira will be acting as Management Consultant and Katya Georgieva will be acting as unsatisfied employee who wants to leave the company.

MariykaFereira: Hello Katya. How are you?

Katya Georgieva: Fine sir. What about you?

MariykaFereira: Do you know why have I called you here in my room?

Katya Georgieva: No sir, I am not sure but I may guess a metter?

MariykaFereira: Yeah! I have called you here for the thing you are guessing.

Katya Georgieva: Oh!

MariykaFereira: I have learned that you do not want to work no more here. Can I know the matter?

Katya Georgieva: Actually I am not feeling comfortable to tell the issues as you, the leading body, should be aware about the facts

MariykaFereira: Please, tell the issues. We will try our best to solve your problem and take action accordingly so that other employees like you can also be made happy and your information will be kept confidential.

Katya Georgieva: Sir, actually there are several reasons. First of all, I may face work pressure. But there may have some employees who may not have such work burden and they are not so busy. There, I may not get any proper direction to handle my function properly. There are financial and physical abuse in your organization.

MariykaFereira: Katya, I am really sorry, on behalf of the whole company. I request you to stay in our company. I will take proper action very soon so that these kinds of problems may not be seen ever. We have decided to offer you some benefits such as assigning one more cross-functional employee to help you when the work burden of you is higher, 10% discount on food products of Morrisons, and punishment to those people who have made physical abuse with you and 5% increment to you as well.

Katya Georgieva: Thank you so much sir. I didn't know that you care of employees so much. I hope, I will see a positive change in the company very soon.

MariykaFereira: You are welcome.



Problem Solving and Decision Making

By **Katya Georgieva**

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Introduction

- Problem solving is a process of choosing a possible solution from a list of alternatives(Anderson, Sweeney and Williams, 2019).
- Managers must have problem solving capabilities so that they can assess any organizational problems and solve them with efficiency(Eastwood, Snook and Luther, 2011).
- In the presentation, the recognised problem will be assessed by the managing consultant and employee to locate the source of the problem and solve it.

The problem

- The problem here is low employee retention in Morrisons.
- The problem has rose from employee dissatisfaction.
- This situation has come from lack of communication, working under pressure.
- Employees are frustrated with lack of monetary compensation for this added pressure and are leaving the company.

Nature and Impact of the Problem

- The impact of low employee retention is diverse.
- As employees are leaving the organization, they are forcing the organisation to recruit new employees, which means having less experienced employees(Singh, 2018) .
- This will decrease company productivity due to lack of experience.
- Low employee retention rate hampers brand image(Goldstein et al., 2017).

Nature and Impact of the Problem

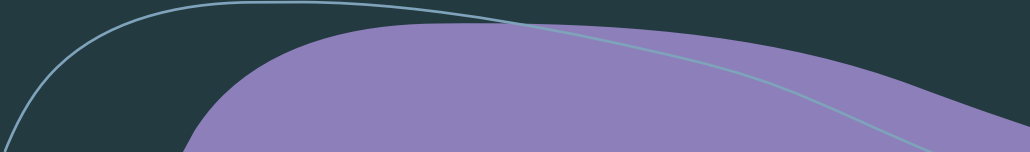
- Lack of organizational growth due to dissatisfied employees.
- The new recruitment process is a lengthy and costly process.
- As research has found, lower employee retention rate can result in additional 33 per cent cost over a compensation package.
- Dissatisfied employees mean demotivated employees, which will also have a poor performance.

Cause and effect of the problem

- As Goldstein (2017) showed, employees can become dissatisfied due to lack of monetary compensation when they are to work under more than regular pressure and about 43 percent employees agreed that they will leave the job without the extra payment.
- Eastwood, Snook and Luther, (2011) showed that high pressure can mean that employees stop caring of their performance index and start to become demotivated.
- Bais (2012) added, even with monetary compensation employees might be dissatisfied if unannounced pressure is put upon them.

Cause and effect of problem

- Anderson (2019) pointed that in most cases monetary compensation can resolve employee dissatisfaction.
- Researchers like Abbot (2003) and Anderson (2019) showed that employee dissatisfaction can lead to poor performance from the organization.
- Eastwood, Snook and Luther, (2011) showed that employees working under pressure will prefer other organisations with a better working environment



P

POLITICAL

E

ECONOMIC

S

SOCIOLOGICAL

- Political: Political unrest can create problems in organizational operation. But the recent political situation in the UK is stable(Eastwood, Snook and Luther, 2011). Although with Brexit, customers are buying more from organizations in the UK rather than importing from other EU countries. And thus the in and outbound logistics are significantly higher in Morrisons.
- Economic: the market is going through a recession and unemployment is decreasing which gives the demotivated employees more chance to look for jobs elsewhere.
- Social: Customer buying behaviors are changing and they want to buy from an ethical company with engaging employees(Goldstein et al., 2017). And now customers want organisations to keep their employees flexible in their operation. As employees are not getting flexible timelines they are not interested in working under pressure.



T

TECHNOLOGICAL

L

LEGAL

E

ENVIRONMENTAL

- Technological: As people have access to internet and mobile devices they have access to information. Employees know what other companies are offering for their time and money(Singh, 2018). So they want competitive benefits and Morrisons have failed to provide that.
- Legal: Employees in the UK are protected by legal codes which do not support working overtime without compensation (Goldstein et al., 2017). Employees know their rights and thus want to move away from the organization,
- Environmental: Morrisons, may lower the company image with their not using green operations and thus employees might want to leave the organization.

Alternate solutions

- There can be multiple solutions to this problem.
- The root cause of the problem should be found using appropriate tool which is done in the report using a 5 why technique.
- As employees are leaving the company one possible solution might be to recruit new employees in the company who will replace the ones before.
- Another solution might be to give the employees monetary compensation for the extra work they are doing.
- The company should implement Equality Act 2010 strictly to ensure zero abuse and discrimination in the organization.
- Another possible solution might be to design an HR policy prioritizing communication and employee performance.

How organisations can Plan implementation of the chosen solution

- To implement the chosen solution, organisations have to use an implementation plan like the PDCA cycle which is explained in the report.
- In brief, the chosen solution, that is to make changes in the HR policy, and making it more employee friendly, the plan has to be implemented in four steps, planning, doing, checking and acting.
- In the first stage the company would assign HR manager to ask and investigate the problems that the employees are facing. They will review complaints and gather data from employee interviews.

How organisations can Plan implementation of the chosen solution (Ctnd.)

- After gathering data the managers would plan the implementation by planning possible communication strategies and giving monetary and mental support to employees in need. This would help making the new HR policy making easier.
- The new communication and support plan will be tested out within a small number of employees to check how they react and respond.
- After this the organisation will go to the check phase to cross check the previously gathered data with the new responses.
- If results are satisfactory, then the organization will go to Act phase by installing the new HR policies widely in the whole organization over the next year.

Conclusion

- Often employee turnover is due to lack of communication in the organization.
- Even after working under pressure, with monetary compensation, employees might still want to continue their job.
- As employee turnover can turn into a big issue for the company, they should work towards solving the problem by decision making strategies .

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