

Problem Solving and Decision

BMSW4004

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ABSTRACT

Employee Dissatisfaction stems from a wide range of factors in the pandemic situation. These factors include the lack of interest since teamwork is less, poorer management since the business has dispersed online.

Several ways are there owing to which the above data can help in better decision making. Since the identification of more management has been identified, presently, the focus has been given upon exploring online surveillance systems.

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Problem Definition

Employee Dissatisfaction can be defined as all of the reasons because of which employees feel unhappy working in a specific job. Problem Solving can be defined as the process through which issues related to a specific topic is alleviated (Zhang *et al.*, 2016). Through the process of problem-solving, identification of options available, creating a prioritization list and seeking other alternatives are effective methods through solutions are attained. Through this research, the topic of "Employee Dissatisfaction" and its impact will be illustrated here in the case of Asda. This is a major retail company that is present in the UK with an annual income above £584.2m as of 2019. Throughout this research different types of solutions, decision-making strategies and specific plans to make progress will be illustrated.

Define a complex problem in the workplace including its scope and impact;

Throughout this research, the focus will be given to coronavirus and how it is changing the margin of containment which individuals are getting through the workplace. Since the corona virus is changing how individuals work because of work from home aspects as isolation, coordination and objectives are getting hampered (He *et al.*, 2020). It can be illustrated that a large number of employees' individuals are becoming dissatisfied because of this situation that is leading them to work in isolation. As a result of this, the overall effort of Asda is becoming individualised. It is because of this, large project-based retail activities in which marketing campaigns, research and other projects are becoming marginalised. In addition to this, the scope of motivation is decreasing in this pandemic situation as well. As per news articles, it can be assessed that more than 5000 employees have been laid off in this temporary work from the home system (igd.com, 2021).

Asda itself is suffering major losses as the physical retail stores of the business are no longer able to operate at their maximum capacity. Lesser consumers are coming into the retail stores of the business due to which the overall employment scope of candidates because of low sales is minimised. Since safety measures have increased through the pandemic situation, it can be illustrated that the margin of work for existing employees has increased (asda.com, 2021). This is because of the increased level of pressure upon cleaning every item and making use that sanitisation measures are being attained effectively. As a result of this exhaustion has decreased and this has led towards more individuals becoming more de-motivated in the workplace as appropriate interaction with individuals has lessened as well (Fischer *et al.*, 2017).

Evaluation the current situation and identify and define alternative solutions

SWOT analysis is an internal framework that can enable the scope of capability analysis

Strengths	Weaknesses
A huge selection of products are present for the company that includes home products, fashion and general merchandise (asda.com, 2021)	The business has been accused of falsifying information in its advertised. In 2010 the enterprise had put out that it was offering lower prices than everywhere else (theguardian.com, 2010).

Asda has a huge well distributed supply chain that is spread out in with over 25 distribution centres	Restriction of the business to a few number of countries is a major problem
Opportunities	Threats
- The business has the change of expanding its brand into new domains such as jewellery, photo department and more - The enterprise has the chance of elevating its own presence online and help in creating more reach	- Existence of Brexit is a major factor that is causing there to be a huge business turmoil - Corona virus is a major factor that is causing there to be an increased level of strain being created

Table 1: SWOT analysis for Asda

PESTLE is an external framework that enables more reach to be created.

Political factor: Brexit has been imposed through UK on EU, owing to which free trade agreement has been happened between both the places (Arnorsson and Zoega, 2018). Asda is directly effected through and is unable to operate and move items between both of the locations anymore freely.

Environmental factor: Corona virus is an environmental factor that has caused an increase in diseased individuals. Owing to this Asda is forced to be able to create safety measures within the country.

Social factor: The total number of individuals in UK is above 67 million. Owing to this, it can be illustrated that Asda is presently able to target a wider range of audience through marketing. Using focused advertisement, putting emphasis of middle age individuals is an important method that the business is using to make more sales (statista.com, 2021).

Technological factor: Social media is an essential technological factor that is enabling companies such as Asda to be able to use Facebook, Twitter, and other platforms. It is by these platforms, the possibility of more reach is helping in creating higher sales.

Legal factor: The Data Protection Act 2018 is helping companies such as Asda to be able to stay compliant with become much more ethical in nature (gov.uk, 2021). This directly helps in making business sensitive data and strategies to stay confidential in nature.

Economical factor: Inflation rate in the UK as per last month statistical information is that it has increased to 5.4%. Through contrasting to the last year, on the same month it was at 1.0, owing to which there has been an increase of 4.4%. It because of these factors that rises in prices of Asda has elevated and has impacted profit rates (usinflationcalculator.com, 2018)

Moreover, the scope of work has been much more limited and narrow as well since many departmental and managerial heads are unable to look over retail sellers and lower-level employees (Frensch and Funke, 2016). The pandemic has also increased the level of competition online. It is due to this that employees are under more pressure as well to perform causing isolated work pressure to increase. As highlighted through theguardian.com (2017), thousands of Asda workers are faced with

redundancy and lower working hours owing to which the ability to gain effective income has been reduced as well. This has cost one of the worst annuals in the last few years for Asda.

Another aspect that has been identified is the margin of lack of interest that individuals have since remote work aspects have increased. In order to combat this decision to motivation, different rewards can be issued. This will enable the scope of effectiveness to be attained. The decision in relations online duties and responsibilities presently must be explored as well. This will help in understanding the ways through which a comprehensive approach for growth can be attained (Dörner and Funke, 2017).

Propose a range of alternative solutions to the problem;

Rewards

Some of the solutions that can be explored here in this research might include an increased level of rewards that can be explored. Some extrinsic rewards that can be provided might include 401(k), paid leaves, bonuses, increased wages and more in Asda. Intrinsic rewards are present that might include verbal recognition of efforts, letting the leaders work through phone calls and video guidance online. All of these are essential to be able to create motivation to work even if it is in a remote capacity.

Teamwork

Another reason for dissatisfaction, which is lack of teamwork, can be dealt with through creating video conferencing meetings and support based work through which individuals would be required to work together in a consistent manner (independent.co.uk, 2021).

Training

New training and development solutions in relations to online and remote working can be presented for the future context. It can be illustrated that in order for there to be consistent development, there is increased level of necessity for there to be web content management, design optimisation and other aspects in the case of Asda (Greenwood *et al.*, 2016). It is essential that information in relation to all these aspects is provided as this can help in better sales of products that are being showed online. Employees would feel a higher sense of focus as well as this would enable the scope of career portfolio enhancement to be achieved. All of these three solutions have the propensity to alter the way in which employee satisfaction is present in the business.

Apply decision making tools to finding the best solution for the problem

Multiple different types of decision making strategies are present that include PMI (plus, minus, interesting), conjoint analysis, Cost/benefit analysis, Decision-making trees and Fishbone Theory. All of these help in achieving different types of goals such as cost benefit helps in understanding the margin of utility being derived against cost. However in the case of fishbone approach, it can be illustrated that a brainstorming and mind mapping method is used in order to assess different options present.

PMI or plus, minus, interesting is a brainstorming approach through which plus factors such as the reached margin of ability to learn from online activities is an aspect that can help in learning from product layout and other aspects (Van Dooren *et al.*, 2016). However, minus factors such as lack of teamwork, inability to consistently communicate is a major lacking factor in Asda. Interesting factors

such as video conferencing and focus upon more rewards is an aspect that can help enable more productivity.

PMI Model (score scale is 5)

Plus Points	Minus Points	Interesting Points
Brainstorming helping in creation of new products - 4	Asda is unable to operate at its maximum level since retail stores have increased - 3	Incorporating video conferencing- 2
Increased product line for more sales – 5	The company is forced to fire ground level employees – 4	Rewards and incentives being implemented - 4
Increased level of consumer satisfaction - 4	Issues taking place in online ordering -2	opportunity to be able to expand online - 5
Learning from online activities - 5	Lack of teamwork and inability to consistently communicate – 3	reduction of long-term cost - 3
Total Plus Points = 18	Minus Points = 12	Interesting Points = 14

Final Value = 18+14-12 = 20

In this assessment for Asda, it can be highlighted that the **Fishbone Theory** would be the best suited strategy that is available for the business.

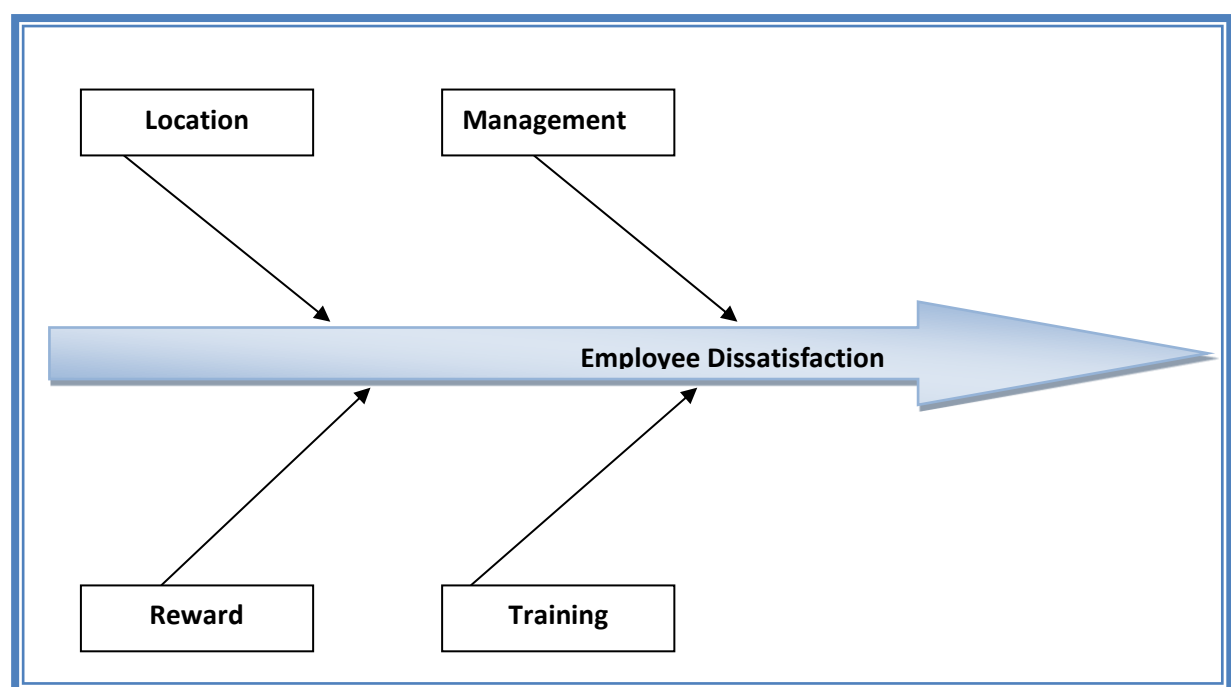


Figure 1: Fishbone Diagram

(Source: created by learner)

Location and Teamwork

Some of the different types of solutions which are present for Asda through this method includes of location alterations. Since the present physical branches of Asda are no longer able to stay profitable, it is important that online shift is conducted. This solution will require focus upon website optimisation or Asda and it also requires for there to there to be focus upon knowledge about the internet. Along with this, salary increase for individualistic effort and more sales can be created as well. This will enable the scope of more concentration in the monthly targets of the business to be emphasised upon.

Training and Development

In addition, focus upon training and development of employees through programs in product management, higher advertisement knowledge and more should be emphasised upon in Asda. This will help in improved level of career portfolio enhancement as well. Multiple types of skills such as hard, soft and others will all be assessed in the case Asda as this will help in evaluating the different types of methods machine operations, communication and more can be improved.

Management and Rewards distribution

Management control through video and messaging conferencing should be focused upon as well. This will help in evaluating the different methods through which leadership and employee bond can be scaled for higher connections to be established (Buckinghamand Goodall, 2016). In accordance with the employees performing better rewards can be distributed that will help in improving morale in Asda.

Justification for solution: Based on all the solutions which are enlisted above, Asda should follow *training and development* program based strategy. This will help enhance the abilities of the employees for the new pandemic situation and will improve their skill set. It will also allow them to work closely with trainers and managers that will indirectly help teamwork to be reinstated again.

Develop a plan for implementing the solution

Action	Measure	Resource	Time Bound
Training and development for digital retail environment	In order to measure improvement, assessment of employees on different parameters is required. Time taken, quality of work, and other aspects are measurement factors that can be assessed.	Some of the resources that are required for Asda includes of qualified experts, more access to training exercises, case study analysis and more.	6 months

Table 1: Plan for Implementation

Communicate the plan to stakeholders;

A communication plan is a systematic process through which a business is able to connect with its stakeholders in a methodical manner (Habermas, 2016). In the case of Asda, two forms of

stakeholders are present that includes of external and internal stakeholders. Internal involves, employees, executives and other individuals, while external focuses upon investors, customers and more individuals. Through all of the solutions that have been elaborated it can be illustrated that a circular release and announcement in the annual meeting of the business will help in communicating to both the stakeholders parties (Jones *et al.*, 2017). It will be easier to be able to communicate with internal stakeholders since they are present within the company. This will require a bi-weekly basis meeting through which an analysis of all the employees of the business and the areas in which they need to develop in Asda will be assessed. Moreover, it can be illustrated that in the case of the external stakeholders, apart from the annual general meeting. Focus will also be given upon being able to email communication as well this will enable the scope of effective interaction. As a result of this, all of the stakeholders of the business will be interacted with effectively.

Produce your plan : how you are going to implement your solution

Use appropriate planning structure to produce your plan.

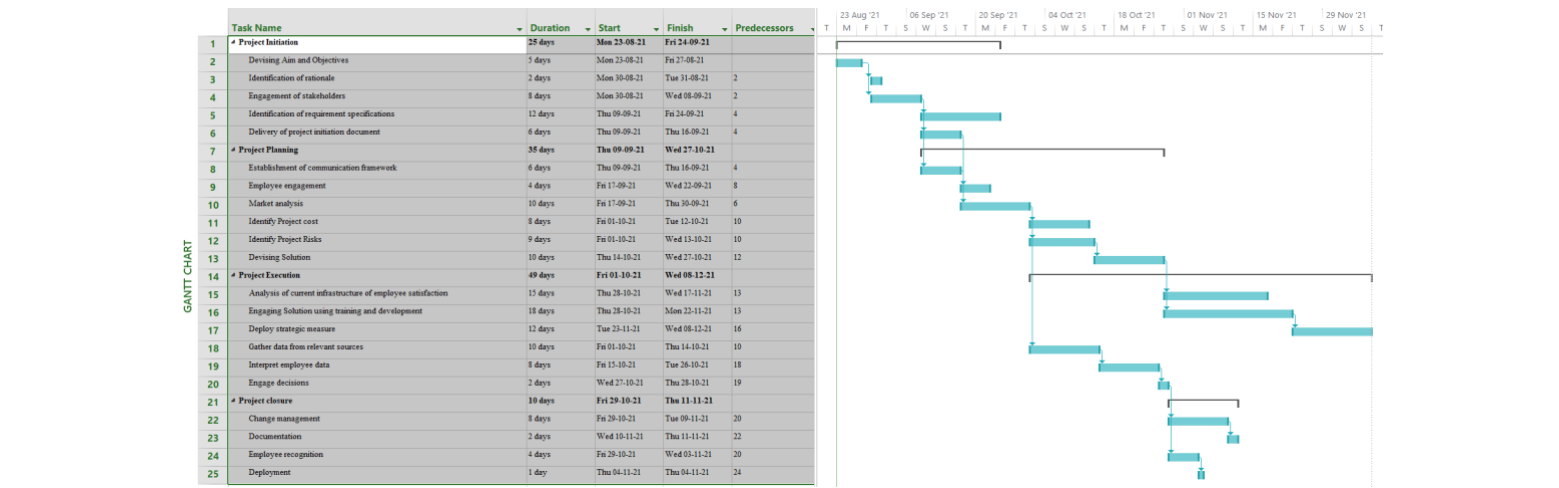
1. Introduction – The problem of Asda’s dissatisfaction of employees due to existence of Covid 19 has been considered here in this assessment.

Management Overview – Some of the proposed solutions which have been taken into consideration in this analysis includes of training and development, reward distribution and more. Through all of these development of subordinates has been considered here in this assessment.

2. Major Tasks – Planning for training and developing, managing experts and resources, assessment of candidates, feedback and improvement endeavours.
3. Implementation Schedule

Task Name	Duration	Start	Finish	Predecessors
Project Initiation	25 days	Mon 23-08-21	Fri 24-09-21	
Devising Aim and Objectives	5 days	Mon 23-08-21	Fri 27-08-21	
Identification of rationale	2 days	Mon 30-08-21	Tue 31-08-21	2
Engagement of stakeholders	8 days	Mon 30-08-21	Wed 08-09-21	2
Identification of requirement specifications	12 days	Thu 09-09-21	Fri 24-09-21	4
Delivery of project initiation document	6 days	Thu 09-09-21	Thu 16-09-21	4
Project Planning	35 days	Thu 09-09-21	Wed 27-10-21	
Establishment of communication framework	6 days	Thu 09-09-21	Thu 16-09-21	4
Employee engagement	4 days	Fri 17-09-21	Wed 22-09-21	8
Market analysis	10 days	Fri 17-09-21	Thu 30-09-21	6
Identify Project cost	8 days	Fri 01-10-21	Tue 12-10-21	10
Identify Project Risks	9 days	Fri 01-10-21	Wed 13-10-21	10

Devising Solution	10 days	Thu 14-10-21	Wed 27-10-21	12
Project Execution	49 days	Fri 01-10-21	Wed 08-12-21	
Analysis of current infrastructure of employee satisfaction	15 days	Thu 28-10-21	Wed 17-11-21	13
Engaging Solution using training and development	18 days	Thu 28-10-21	Mon 22-11-21	13
Deploy strategic measure	12 days	Tue 23-11-21	Wed 08-12-21	16
Gather data from relevant sources	10 days	Fri 01-10-21	Thu 14-10-21	10
Interpret employee data	8 days	Fri 15-10-21	Tue 26-10-21	18
Engage decisions	2 days	Wed 27-10-21	Thu 28-10-21	19
Project closure	10 days	Fri 29-10-21	Thu 11-11-21	
Change management	8 days	Fri 29-10-21	Tue 09-11-21	20
Documentation	2 days	Wed 10-11-21	Thu 11-11-21	22
Employee recognition	4 days	Fri 29-10-21	Wed 03-11-21	20
Deployment	1 day	Thu 04-11-21	Thu 04-11-21	24



Task	Duration	Resources required
Present your proposal to the management	4 days	Laptop, office room
Arranging a meeting to explain your solution	3 days	Laptop, projector, digital screen and a office room
Propose your the budget	5 days	Contact retailers and get estimates for hardware components and estimate for manpower for installation of hardware components

Training required	4 days	Laptop, office room
Installing machines	5 days	Location, Technical support
Arrange review meetings	5 days (one day per week)	Laptop, projector, feedback forms for company stakeholders, office room

5. Security and Privacy : In order to make sure that security is being undertaken, focus upon Data Protection through and privacy measures are being implemented. In order to reach this in Asda emphasis upon monitoring o training activities are being emphasized upon through computer software supervision.

6. Implementation Support/Resource List

Task Name	Resources
Project Initiation	
Devising Aim and Objectives	Company stakeholders
Identification of rationale	Company stakeholders
Engagement of stakeholders	Company stakeholders, Office room, projector, Digital screen
Identification of requirement specifications	Manpower for installation of hardware components
Delivery of project initiation document	Project Manager
Project Planning	
Establishment of communication framework	Technical support
Employee engagement	Company stakeholders
Market analysis	Retailers
Identify Project cost	Company stakeholders
Identify Project Risks	Technical support
Devising Solution	Technical support
Project Execution	
Analysis of current infrastructure of employee satisfaction	Company stakeholders
Engaging Solution using training and development	Company stakeholders
Deploy strategic measure	Manpower for installation of hardware components

Gather data from relevant sources	Retailers
Interpret employee data	Laptop
Engage decisions	Company stakeholders
Project closure	
Change management	Company stakeholders
Documentation	Company stakeholders, Laptop, Feedback forms
Employee recognition	Company stakeholders, Laptop
Deployment	Company stakeholders

7. Documentation – Several types of documentation such as signing a data protection contract is important for the business through which leak of company information in the market would be prevented.

8. Monitoring Performance – In order to monitor process working closely with the internal managerial and older employee stakeholders is an essential aspect that would help in making it easier for there to achieve improvement in employees.

9. Acceptance Criteria – In order to help employees train and improve use of brainstorming, Increased product line selection and elevation level of consumer will be all assessed through which development in product and service selection will be provided

11. Plan Approval – The submission of the document to the board of directors will be performed to get approval.

Review your implementation process

Multiple monitoring techniques are present through which a supervision of the effectiveness of Asda individuals can be assessed. Some of these methods can be observation through camera, talking to peer-members in teams, assessing better work performance in training and development.

Throughout this research, it can be illustrated that focused training and development questionnaires can be prepared as well. This would help in understanding if conceptual learning of new information in retail selling, product development and other aspects is being achieved (Bhargava, 2016).

Moreover, bench marketing against one another must be conducted as well through which comparative analysis of all the Asda employees can be assessed. This will help in evaluating the different methods through which a personalised training regime can be produced again on a consist basis. The margin of improvement in performance is another aspect that is presently enabling the scope of new skills to be acquired, higher focused to be maintained and more mindset growth to be explored (Chevallier, 2016).

Conclusion

In the above study for problem solving for Asda the problem of employee dissatisfaction has been taken into consideration. This research has been performed in the pandemic context through which focus has been given upon evaluating the multiple problems that have raised. Some of the issues that have taken place includes of isolation, inability to cope with working alone, no management support and new working environment. All of this facilitated in exploring different types of solutions such as rewards distribution, focus upon more management and other aspects. Through all of the different types of solutions in the case of Asda, training and development has been selected in this assessment for help employees become much more capable to perform in the pandemic situation.

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