

Case scenario: analysing motivation and getting opinions for problem solving

[Business](#), [Management](#)



The exercise being carried by the second group is very important in as far as problem identification and diagnosis are concerned in the hospital case presented above. Talk to doctors, nurses and ambulance crews to find out how they feel about working at the hospital and to ask those people for their opinions about where the problems lie can be a viable strategy that can help to improve the concerned people's understanding of the problem. First and foremost, it is imperative to understand the behaviour of the people in the organization before attempting to diagnose the problems that may affect their operations in the workplace. Huczynski and Buchanan (2013) suggest that people in organizations can affect their own environment in several ways hence, the need to understand the way they behave and perceive their environment.

In the above mentioned scenario, it can be observed that qualitative data can provide the best alternative solution in as far as understanding the problems of delays in the casualty department is concerned. Robbins (1993) posits to the effect that the best way to understand the behaviour of the employees in the organization is to engage them in dialogue so that they can air their views and opinions about their feelings. An individual feeling is reflects an internal state of the mind and the best way for the third part to understand this is through engaging that person in a dialogue. There are certain behaviors that cannot be observed physically and we can only understand them after interacting directly with the. Therefore, the qualitative approach of understanding the problem mentioned in the hospital case above is ideal.

The other advantage of engaging the major stakeholders in dialogue is that

first hand information can be obtained. According to Janssen et al. (2011), the advantage of this strategy is related to consensus building and there are likely chances of identifying the barriers for change. There are many chances of successfully implementing a change initiative that is consensual in the emergency department. The people involved share aspects such as work preferences, insights and skills and they are likely to use them for the betterment of the operations of the emergency department. In this case, it can be seen that doctors, nurses and ambulance crews in particular have first hand information about the activities obtaining on the ground in the Emergency Department. These people know exactly where the problem lies and given the opportunity, they can freely help the managers identify it. These people can also provide viable alternatives to address the problem identified since they know exactly what ought to be done in order to improve the performance of the department.

The other advantage of including the views of the doctors, nurses and ambulance crews in the decisions to be made is that these people are likely to be motivated and they will develop a sense of belonging to the organization. If employees are treated as valuable assets who can meaningfully contribute in the decision making process of the organization, they are likely to put optimum effort in their performance. Collective decision making is effective since it helps to create cohesion among all the employees (Schultz, 2007). This means that the efforts of the employees can be easily directed towards the attainment of the set organizational goals. Over and above, it can be observed that option two is ideal in as far as understanding the problem highlighted is concerned. Direct engagement of

the people involved in the department is effective since they have first hand information about the whole situation taking place on the ground. These people can provide viable solutions since they are close to the whole scenario. The other advantage is that this strategy enhances collective decision making which helps create mutual understanding among the members of the organizations. It's easier to find a viable solution to a particular problem if different people are involved in the decision making process.

References

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