### **a) What Are the Issues or Problems Facing the Organization?**

#### **1. Inconsistent Leadership Involvement**

Survey data shows varying perceptions of leadership (ratings from 1 to 5), indicating a lack of consistent involvement in addressing problems. Some employees rate leadership as highly involved, while others feel neglected.

In interviews,Employee 1 (Cashier) noted that leadership hasn't resolved a long-standing workload issue, rating leadership a 2 out of 5. Employee 3 (Deli Clerk) expressed frustration about leadership being unresponsive to staffing concerns, while Employee 2 (Floral Lead) stated leadership is only responsive during holidays when instructed by corporate.

#### **2. Communication and Culture**

While some responses suggest open communication, others indicate a need for clearer expectations and more responsive management. There is a noticeable gap between management intentions and employee perceptions.

Employee 1 criticized the lack of communication and exclusion from department meetings. Employee 3 shared concerns about language barriers and lack of clarity, while Employee 2 seemed more confident in communication due to being assertive in her needs.

#### **3. Resource and Tool Availability**

Survey responses such as "Maybe" to having necessary tools/resources suggest ambiguity and inconsistency. Open-ended feedback pointed to shortages in staffing and materials.

Employee 1 felt training was insufficient and noted the absence of a previously effective training center. Employee 3 stated they didn’t have the tools needed to complete tasks effectively.

#### **4. Workload Management**

Some employees said their workload was manageable, but others reported it was rarely manageable or not at all. This inconsistency hints at operational imbalances across departments.

Employee 2 described handling an entire department solo with inadequate assistance during peak times. Employee 3 regularly works overtime without help during closing shifts, which leads to burnout and errors.

#### **5. Employee Challenges and Their Frequency**

Common challenges include dealing with rude customers and physical strain (e.g., long hours standing). These occur from "sometimes" to "rarely" but have a cumulative effect on morale.

Employee 1 stated the dual role of cashier and bagger affects the body more than the work itself. Employee 2 highlighted physical pain from strenuous tasks during storms and holidays.

#### **6. Recognition and Feeling Valued**

While many employees feel "Highly" or "Moderately" valued, others feel only "Slightly valued," revealing inconsistency in recognition and appreciation.

Employee 3 specifically mentioned not feeling valued and being treated unequally compared to peers. Employee 1 felt only "moderately" valued, despite being satisfied with the job overall.

**b) What Course Concepts Can Be Applied to Understand Why These Problems Are Occurring?**

* **Equity Theory** – Employees perceive imbalance when they invest high effort (e.g., multitasking, overtime) and feel under-rewarded or unrecognized. This reduces motivation and engagement.
* **Expectancy Theory** – Lack of proper tools, training, and feedback diminishes employees' belief that effort will lead to desired outcomes, affecting performance and satisfaction.
* **Job Attitudes and Job Performance** – Negative job attitudes, such as low job satisfaction or organizational commitment, can lead to decreased performance and increased turnover. When employees feel disengaged or unmotivated, their productivity, quality of work, and willingness to go above and beyond are negatively affected.
* **Transactional vs. Transformational Leadership** – A transactional approach may dominate, with leadership only responding during crises (e.g., holiday rushes) instead of being proactively engaged like transformational leaders.
* **Psychological Safety** – When communication is unclear or judgmental, employees may avoid raising concerns, exacerbating issues.

### **c) What Recommendations Can You Offer to Help Improve Organizational Functioning?**

#### **1. Strengthen Leadership Engagement**

* Hold regular "pulse check" meetings to gather real-time feedback.
* Ensure visible leadership presence on the floor.
* Train managers in active listening, empathy, and employee engagement strategies.

#### **2. Improve Internal Communication**

* Standardize communication processes across all departments.
* Translate important materials and instructions for non-native speakers.
* Use anonymous feedback tools and share follow-ups from leadership.

#### **3. Invest in Training and Resources**

* Re-establish a formal training center to onboard and upskill employees.
* Provide multilingual and role-specific training.
* Audit resource allocation and ensure departments are adequately equipped.

#### **4. Reevaluate Workload and Job Design**

* Adjust staffing models to reflect peak hours and department needs.
* Introduce job rotation programs to reduce physical and mental fatigue.
* Provide ergonomic equipment and regular break periods.

#### **5. Enhance Recognition Programs**

* Launch personalized recognition initiatives (e.g., peer-nominated awards).
* Ensure consistent appreciation tied to specific contributions.
* Publicize positive feedback through internal newsletters or meetings.

#### **6. Customer Interaction Protocols**

* Offer conflict resolution and customer service training.
* Develop clear escalation policies for abusive customer behavior.
* Encourage a zero-tolerance stance on customer misconduct.

By addressing inconsistent leadership, communication gaps, and employee workload challenges—while reinforcing training, recognition, and customer interaction policies—the organization can foster a healthier, more motivated, and high-performing workforce.