Research Justification Report

ENG 315

May 9 , 2015

Transmittal Letter

The report is the outcome of a research conducted on the problem of incompetency in a company. The best possible alternatives to the problem are provided. The alternatives have been evaluated and the best feasible alternative identified after an analysis of the findings. The report can assist any particular organization, which is undergoing the same problem, as the alternatives recommended may be applied.

Table of Contents

[Executive Summary 4](#_Toc419058289)

[Justification Report 5](#_Toc419058290)

[Introduction 5](#_Toc419058291)

[Problem Statement 5](#_Toc419058292)

[Terminologies 6](#_Toc419058293)

[Overview of alternatives 6](#_Toc419058294)

[Criteria 7](#_Toc419058295)

[Research Methods 8](#_Toc419058296)

[Evaluation of Alternatives 8](#_Toc419058297)

[Criterion 1: Cost 8](#_Toc419058298)

[Criterion 2: Time 9](#_Toc419058299)

[Criterion 3: Practicality 9](#_Toc419058300)

[Criterion 4: Worker morale 10](#_Toc419058301)

[Criterion 5: Productivity 10](#_Toc419058302)

[Findings and Analysis 10](#_Toc419058303)

[Recommendations 13](#_Toc419058304)

[References 14](#_Toc419058305)

# Executive Summary

The problem identified in the organization is incompetency, which leads to the poor performance of the company. The researcher identified two alternative solutions to the problem, which are employee training and benchmarking. The researcher used the observation and interviewing data collection methods in order to get the correct information concerning the two alternatives.

The researcher used five different criteria to assess the viability of the selected alternatives: productivity, time, cost, practicality, and worker morale. After an analysis of the findings, the researcher recommended the use of the training method, in order to improve the company performance and remain competitive in the market.

# Justification Report

# Introduction

Problems are inevitable at a workplace and thus need to be understood and solutions found to address the problems. These solutions are however not too easy to find. Incompetence is one of the major problems in the company. For an organization to be successful, it has to look for ways and means of addressing the problems that it faces.

# Problem Statement

Incompetence is whereby some employees are not able to yield proper results according to the output and input analysis of the company. The problem may be as a result of poor allocation of the company resources, misuse of resources, or even lack of cooperation by the employees in the different departments. This is a major problem as an organization is not able to realize its set goals despite having the resources. The organization may have to spend much time and costs in supervision or to go through work done for a second time (Gaffney, 2005). The organization thus needs to find ways of dealing with the incompetent employees in order to improve the performance of the whole organization.

The researcher seeks to investigate on the problem of incompetency in other organizations in the same industry in order to implement the strategies that the companies implemented to eliminate the weakness. The report is essential because it will help the reader to grasp the different ways of dealing with the problem of incompetency

## Terminologies

**Benchmarking**- this is evaluating and checking the results of an activity by comparing two different outcomes. The employees are required to assess what other organizations do to be successful by comparing the practices of the two companies.

**Employee training**- It is an education session that is carried out to familiarize the employees with the skills that they ought to apply while undertaking their duties.

**Alternatives**- These are the solutions that the company have to put in practice in order to solve the identified problem. The solutions replace existing practices.

# Overview of alternatives

The researcher set to conduct a comprehensive research in order to get the required solutions for addressing the problem of incompetency in the organization. One of the solutions that was proposed and researched on is employee training. Training is key to obtaining better an improved performance in an organization. It was found that the employees ought to be trained to acquire the right skills on the usage of company resources, and the need to devote their efforts while performing their tasks. The

Another way of addressing incompetency according to the research is benchmarking with other organizations. The researcher found out that the employer needs to be very patience and tactful to be able to solve this problem. Other organizations which have had the same issue of incompetency and applied benchmarking on similar organizations were visited. The similar practices of the organizations were compared in order to identify what has to be improved. The selected organizations deal with the same products as the company with the problem of incompetency.

# Criteria

Different criteria was used to assess and judge the identified alternatives or solution. One of the criterion is cost, whereby each alternative was assessed in terms of cost effectiveness. That is the amount of money that ought to be used in order to attain maximum output by applying the alternative (Kennedy & Montgomery, 2002). The lowest cost would mean high profits, so the alternative that gives maximum productivity at the lowest cost possible has to be chosen.

Time was another criteria used to judge the alternative. It was used evaluate the time that will be required by the organization to go through an alternative before implementing it to yield the best possible results. The solution that would require the least time to implement and get good results was taken.

Another criteria is productivity where both alternatives were gauged in terms of the productivity or the end results that will be achieved after implanting either of them. The alternative that yield the highest products in terms of the profit gained was selected.

Practicality was used to gauge the worthiness of each alternative. It was essential to know how each alternative is applicable to the organization, and it practicability. The solution to be selected has to be feasible for the company according to the resources owned by the company.

The researcher also used worker morale criteria assess the effectiveness of the two alternatives. The solution that would best fit the company is one that motivate the workers in their work. Worker morale gauged the alternatives in order to ascertain the one that would motivate the workforce to devote their efforts and be able to work under minimum supervision.

# Research Methods

The researcher used the interviewing method to get information concerning the two alternatives that are possible solutions to the problem of incompetency. Employees in different organizations that offer the same products were interviewed to provide adequate information on the results they gained after implementing either of the two alternatives. Questionnaires were administered to both the management and employees of the selected organizations that have had the issue of incompetency in the past (Taylor, Lashman & Helling, 1994).

Observation is another method of collecting data, which the researcher used to gain adequate information pertaining the practices used by the employees in the other organizations. The researcher observed the practices that the employees now employed after either benchmarking or undergoing particular trainings to acquire knowledge. The observations were done after the researcher liaised with the management of the selected companies, to use them for their research.

# Evaluation of Alternatives

## Criterion 1: Cost

Cost was used to determine the effectiveness of the two alternatives. The cost of training the employees was assessed. Training the employees at the premises of work would be more efficient as the company resources would be used. Hence, cost will be minimized. The cost of training is minimal as there are no transport costs to be incurred by the management.

When benchmarking was assessed in terms of cost, it is evident that a lot of money will be used. Some of the employees have to be selected to visit another organization for the same. Transport costs would be incurred in the process as the selected employees visit the identified organizations several times. Again, the companies to be visited has to be paid for the use of their resources.

## Criterion 2: Time

Training was judged according to the time to be taken for the organization to train its workforce, and get best results from them. The employees can report work and then join the training session within the premises of the company. The time taken for a training session would be minimal and then the employees will be allowed to resume their duties after a break.

When assessed using time, benchmarking is effective but, it will hinder the employees from undertaking any of their duties. It takes a lot of the time of the visited organizations as the workforce has to pause and answer the questions posed by the benchmarking employees. Benchmark consumes time from the two parties, even though it is an effective way as employees learn what others do while they do it.

## Criterion 3: Practicality

Training was assessed according to practicality in the organization. The organization can easily train its workforce as they only require to invite a trainer from another organization so that the employees will easily take the training seriously. The training session involved reminding both new and existing employees on their duties and the skills required for each duty. Training of the employees was found to be practicable.

Benchmarking is also found to be practicable when the selected organizations agree to have the company see what they do to succeed. It will enable the employees to do exactly what their colleagues do in order to succeed. Through practicing what other organizations do, then the company will become competitive.

## Criterion 4: Worker morale

When assessed using worker morale, training is found to be highly effective as the employees will renew their strength in the duties they perform. The workforce will be motivated as they will be encouraged to use the new strategies that they are trained to use during the training.

Benchmarking again improves worker morale as it helps to break work environment monotony. Also, the employees will gain motivation after interacting with the employees from other organizations. The employees will be motivated to work like their colleagues to achieve the best for their company too.

## Criterion 5: Productivity

The productivity criteria was used to assess the training solution to gauge its yield in terms of profit yield to the company. When the employees are trained within the company premises, they will be more productive because they will practice what they are trained n during the training session. It is essential as it would be difficult to forget what they learnt in the training session. Training is therefore important and highly productive to the company.

Benchmarking was also assessed in conjunction with productivity to the company. The productivity of the organization will improve in the long run after the employees visit the selected organization. It was found to be costly alternative but effective at the same time. Again the employees would not be allowed to practice what they learn in the new organizations even though the solution is effective.

# Findings and Analysis

The researcher conducted the research on the two alternative solutions to incompetency in an organization. When the alternatives were evaluated, training is found to be highly cost effective as it can be carried out within the company premises. The company resources will be utilized for training and therefore employee training is a cost effective solution. In terms of productivity, training leads to an increase in profits and company performance as the employees are allowed to put into practice what they learn. Employee training will also utilize minimum time as they will enter into training sessions after reporting for their normal duties. It does not waste time in having to travel to other premises. The employees may not be highly motivated by trainings as they do not break work and environment monotony. Even though the employees are encouraged by the trainers, it may be difficult to be more motivated as they are in the same environment where they undertake their duties. Employee training is a practicable solution as it can be easily applied by an organization that requires to be more competent.

The research found benchmarking to be a costly solution to the competency of an organization. The employees has to travel to the identified organizations to mark what they do to remain competitive. The identified companies for benchmarking may demand some payment for the observation of their practices. Also, a lot of time is utilized during benchmarking as the employees will hardly have any time to report to their duties in their company. Benchmarking is not too practical as the company may or may not be allowed by their competitors to identify what they do to succeed. Competitors may fear competition from the company. The solution highly improves worker morale as they break their work environment monotony, and would also like to be resourceful when they see what other employees do to remain competitive. Again, benchmarking may or may not be practical because the company may not have the resources to sponsor their employees and again it is not a must that the identified organizations accept to be benchmarked.

Figure 1: Alternatives Analyzed by Criteria

|  |  |  |
| --- | --- | --- |
| Criteria | Training Results | Benchmarking Results |
| Cost | Cheap | Expensive |
| Time | Lowest | Moderate |
| Productivity | High | Moderate |
| Practicality | High | Moderate |
| Worker morale | Moderate | High |
| Total Feasibility | High | Moderate to High |

Figure 2: Alternatives in Figure 1 Broken Down Further by Feasibility

|  |  |  |
| --- | --- | --- |
| Criteria | Training Results | Benchmarking Results |
| Cost | HIGH | MODERATE |
| Time | HIGH | MODERATE |
| Productivity | HIGH | MODERATE |
| Practicality | HIGH | MODERATE |
| Worker morale | LOW | HIGH |
| Total Feasibility | HIGH | MODERATE-HIGH |

# Recommendations

After an analysis on the findings of the research, the researcher recommends implementation of the employee training solution. It is essential because it works well according to the criteria used to gauge its feasibility

# References

Gaffney, S. (2005). Honesty works!: Real-world solutions to common problems at work and home. Arlington, VA: JMG Pub.

Taylor, J. C., Lashman, R., & Helling, P. (1994). Practical problem-solving skills in the workplace. New York: American Management Association.

Kennedy, G. E., & Montgomery, T. T. (2002). Technical and professional writing: Solving problems at work. Upper Saddle River, N.J: Prentice Hall