**Student activity- Problems at JD Airlines**

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JD Airlines is a large airline who are based in Manchester. In 2022, the airline carried over 4 million passengers, whether this was for business or leisure, to many worldwide destinations.

JD Airlines recently had a meeting to discuss the new direction of the company; they must become more competitive, as other airline companies are cutting prices to gain more market share, developing new routes, and focusing more on customer service.

JD Airlines is aware that some passengers may not enjoy flying and are considering being the first airline to use virtual reality headsets in the aircraft which will enable passengers to watch movies, play video games or just enjoy beautiful scenery but will this strategy by enough to enable the company to become the first choice in airlines for passengers?

**The baggage handling department**

There are five employees and one manager who are part of the baggage handling team employed by JD Airlines in Manchester airport. Two employees are located in the airport and load the electric float/truck with the luggage which is then transported to the aircraft. One employee is responsible for driving the electric float/truck from the airport to the aircraft with passengers’ luggage. The two remaining employees are based on the tarmac and will load the luggage onto the aircraft. The five employees work shifts which are from 05.00am to 13.00pm; 13.00pm-21.00pm and a short (half) shift 21.00pm to 1.00pm. However, there are occasions when employees will have to work additional shifts, for example, during the holiday season or when another employee is off sick or there may be occasions when the electric float/truck breaks down. During peak business periods, the manager may have to work alongside their employees.

The job is monotonous, is poor in job design which has resulted in many physical injuries for the baggage handling team. Training is only provided to the baggage handlers when they first join the company and employees openly admit that they have no job satisfaction and do the job just for the money.

In recent months, a work study investigation revealed that:

* Staff morale and motivation is at an all-time low.
* High levels of job dissatisfaction existed within the team.
* Communication was poor between team members.
* Absenteeism had increased from 2% to 8%.
* Labour turnover has increased from 4% to 17%
* Damaged baggage claims have increased by 15% which has caused customers to complain. In some cases, the airline is having to provide customers with financial compensation.

**Student activity**

You are a group of work study consultants and have been employed by the Director of JD Airlines to analyse the problems that are affecting the baggage handling department. You need to provide the Director with some recommendations that will improve efficiencies in the department.

1. **Use this space to produce a Fishbone diagram to identify some of the root causes that are causing problems in the baggage handling department.**

**Make some recommendations that would improve efficiencies in the baggage handling department.**

3