

University of Wales Trinity Saint David

Module: Problem Solving and Decision Making (BMSW4004_LON)

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Problem Solving and Decision Making

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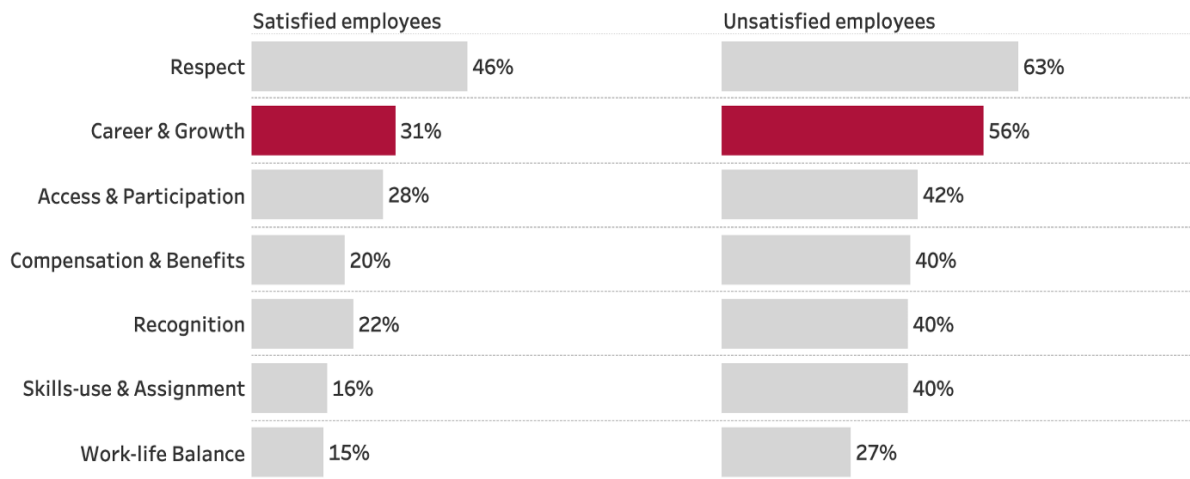
I . Introduction

1. Definition of complex problems in the restaurant industry

Motivating professional, skilled, or unskilled employees is a significant issue in all service organisations. Restaurants face a major challenge when it comes to employee motivation. In this industry, motivating employees to stay on the job and offering efficient, good service to guests is challenging. Employee motivation is a function of human resources management. Keeping employees satisfied is another function of human resources management; the dissatisfied employee will not perform to expectations. The factors that demotivate workers are the low pay, the wrong attitude of the customers and, in general, the working environment in which there have been no changes for years.

2. Satisfied and Unsatisfied Employees chart statistic

% Satisfied and Unsatisfied Corporate Employees Impacted Within Each Category of Inclusion



Source: (<https://medium.com>, 2022)

3. The scope and impact of complex problems in the restaurant industry

According to a Deloitte survey conducted in 2021, only forty-six per cent of employees are satisfied with their jobs. Low job satisfaction has a negative impact beyond high turnover rates. In a company, employees are its most valuable asset; in the absence of meeting their expectations, they may lack the motivation to perform at their best and excel in their positions. (Deloitte, 2021)

Unfortunately, unsatisfied employees hurt the bottom line and make it harder for businesses to grow. Employee morale is affected by several factors, including work conditions and low and self-demotivation salary. Still, regardless of the reason, disengaged workers can lead to future issues for restaurant owners. The cost of unsatisfied employees is high for businesses. Businesses of all sizes, from small to large, are affected by actively disengaged employees. (Gallup, 2022)

4. Analysis of the complex problem in the restaurant industry

Employee turnover in the restaurant industry is often caused by dissatisfaction at work and poor performance. Four hundred thirty million pounds a year is estimated as the cost of turnover in the United Kingdom, with male turnover being higher than female turnover.

The first factor is the opportunity for advancement, but the second is good pay, according to employees of UK restaurants. Employees will match their goals to the organisation's goals when managers provide a motivating approach that understands the employee's needs. The benefits will extend to the employees and the whole organisation. (According to a Hotel and Catering Training Company, 2022)

Motivation is a complex internal process in which three key factors operate: what drives the behaviour, what steers the behaviour, and what maintains the behaviour. Employees have different characteristics that affect their behaviour, so fulfilling their needs is difficult. In addition to self-concept and attitudes, organisations should also consider values, interests, feelings, personality, and life experiences. A positive organisational climate that motivates employees is the key to encouraging them.

4.1 PESTEL Analysis

These all factors influence the business, and we must delegate money between employees and customers.

Political factors

- The business collapses, and still restore after covid. As part of health and safety guidelines, businesses must maintain cleanliness and hygiene during cooking, packaging, and delivery operations
- Changing scenarios and policies in the business environment in which this industry occurs alter government policies over time

Economic factors

- In the restaurant industry, rising labour costs can be a source of concern. For the owners, it will result in less profit

Social factors

- Restaurants suggest increasing awareness about organic food is a social factor. This could affect the growth of the restaurant industry in the future

Technological factors

- Mobile payments, online ordering of food, and remote control of CCTV cameras have opened up new revenue streams for restaurants

Environmental Factors

- In the restaurant industry, the most important criterion is cleanliness. Additionally, businesses need to develop strategies for recycling and waste management
- Government and the restaurant industry must work together, as a result, environmental damage will be reduced

Legal factors

- Hygiene and food quality criteria are two crucial factors that should be considered in assessing product safety
- Keeping minimum wage standards and employees' welfare are crucial aspects of the restaurant industry's growth in any environment, aside from safety standards

5. How Important is Job Satisfaction for the business?

The work environment makes it easier to recruit high-quality talent. Generally, satisfied employees leave less frequently. The number one resource of any organisation is its employees. It benefits a company in many ways to keep its workers happy.

- Reducing turnover

Low employee retention can have a detrimental effect on the HR department. The retention of employees creates a better. Increasing Productivity – High job satisfaction contributes to higher productivity regardless of job title and pays grade.

- Profit Increases

A safe and satisfied workforce leads to higher sales and lower costs, which improves the bottom line.

- Employee loyalty

Employees who feel their employers care about them are more likely to support the company's mission and work hard to help it achieve its objectives. They may also tell their friends about it, spreading the good word.

II . Main body

1. Alternative solutions to the problem

a. Communication

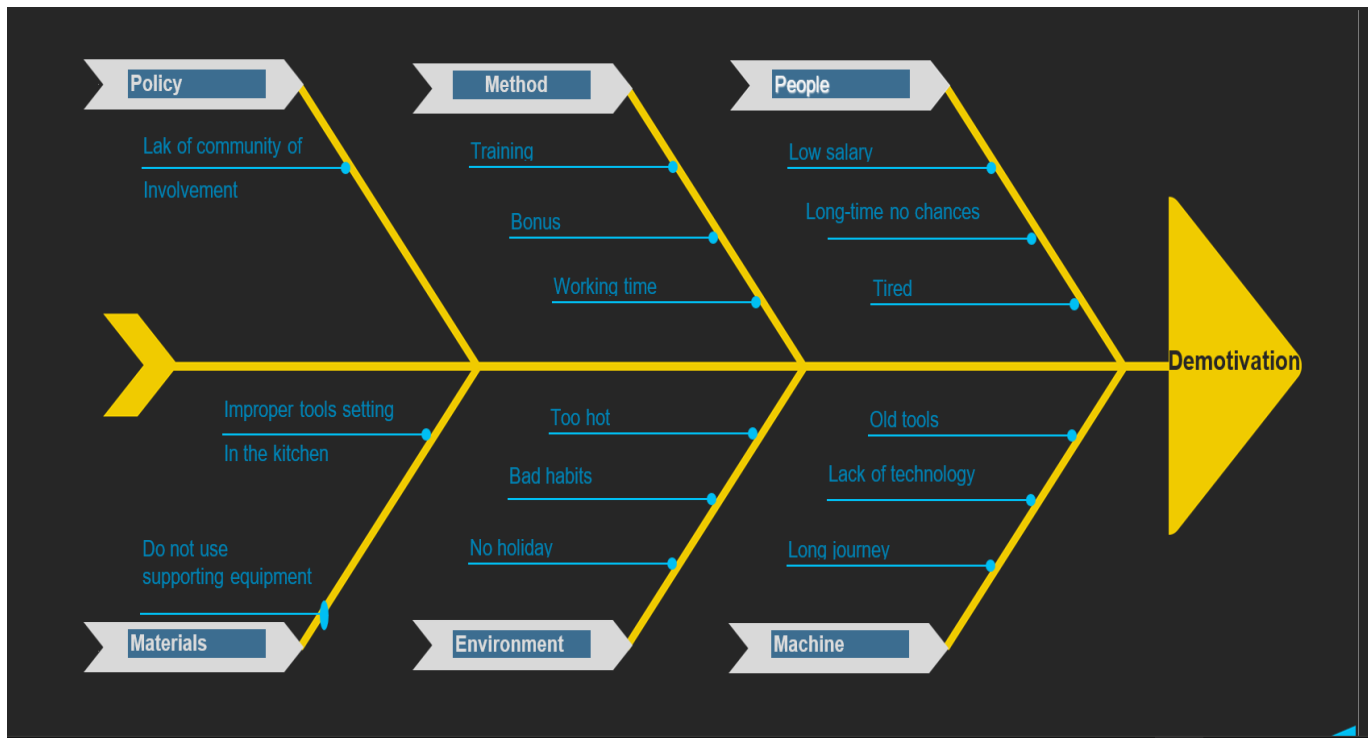
By communicating honestly and transparently about the company's health and long-term viability, organisations can promote a sense of security for their employees. The importance of open communication between employees and managers cannot be overstated. Ensure all managerial decisions are transparent and employees are kept in the loop at regular staff meetings, be a role model for the employees; their attitude will reflect yours.

b. Creating a healthy environment

A healthy and positive climate can be achieved in the workplace by eliminating stress, morale problems, harassment, and discriminatory practices.

2. Decision-making technique

2.1. Fishbone diagram



a. People/employees

Employees in the restaurant industry feel unmotivated and demotivated. The first factor most workers face is the **low salary**, which has not changed much over the years. **Old equipment** and tense and **stressful environments** contribute more and more to the demotivation of workers. Due to the reduced staff, workers have to work on more things that are not in their job description, which makes them **tired**.

b. Machine

Outdated freezers, refrigerators and ovens often break down and slow the work of cooks and other staff. **The outdated kitchen** in general and **the lack of modern technologies** such as a mobile application for online ordering slows down the development of the brand. The **long journey** to work and use of public transport also contributes to the demotivation of workers.

c. Method/Solution

Many managers in the food industry offer **training** to their workers to solve the problem of demotivation. Various refresher courses are incredibly successful, and many workers find

them useful (according to the training company,2022). Encouraging loyal workers with various **bonuses** for good work completed is a temporary solution that can ease the tension. The third solution is to **change working hours** or more time for the lunch break, so workers will not feel so tired.

d. Environment

A tense environment between colleagues or between a manager and workers can adversely affect the quality of work. **Incomprehension** or **disrespect** can also demotivate workers.

The **too hot** working environment in the kitchen is also a factor that can hinder the motivation of the cooks. Due to the high workload, most chefs do not have enough **breaks for lunch** or **annual holidays**, accumulating fatigue and making some of them think of leaving their jobs.

e. Policy

Lack of community engagement and participation. Lack of communication and interest from restaurant owners can be demotivating and frustrating for workers.

f. Materials

Very often, in most small restaurants, the kitchens do not have professional equipment, which makes it difficult for the kitchen workers. Kitchen appliances often break down and do not have a warranty, which may be due to the modest budget of the owners. Lack of modern kitchen equipment can be a factor in worker motivation.

3. Plan for implementing the solution

1. Objectives/outlining goals	Restaurant owners and managers set clear and purposeful goals for their employees to be satisfied. Good pay, more staff, and motivation are among the goals that come first to workers.
2. Assign responsibilities	Responsibilities will be distributed between the restaurant manager and the kitchen manager. The restaurant manager will oversee the execution of all tasks that need to be completed outside the kitchen, responsibilities such as welcoming guests and making sure everything is in order at the bar. He will not be responsible for the cooks and their distribution; the kitchen manager will only fulfil this responsibility. The kitchen manager will monitor the execution of orders, the cleanliness of the kitchen and the generally friendly atmosphere in the kitchen. The areas are delegated, and the back areas are distributed according to the competence of individuals.
3. Implementation schedule	A detailed schedule will be prepared with the exact and precise duties of all workers; this will have to oblige the stakeholders to complete their tasks on time and hold them to their daily responsibilities.
4. The allocation of resources	The restaurant will provide the necessary resources to implement the plan. The owner will provide an additional budget for higher pay and investment in more staff. Investments will be redirected from the restaurant's advertising campaign (posters, flyers, billboards) to providing a healthier environment for workers because good advertising for any business satisfies employees.
5. The definition of a matrix	Every month a meeting will be held between the owner, managers and workers of the restaurant to monitor the progress of the set goals. The meeting will discuss how effective the problem-solving methods are. The other tool that can be used to monitor the success of the set goals is the launch of an anonymous survey among the workers.
6. Plan for contingencies	Emergencies like covid can happen again and make or break the business. The resolution plan is to keep excess costs to a minimum to cut the means for marketing and advertising. Ultimately, financial assistance will be sought from the bank.

4. Communicate the plan to stakeholders

Stakeholders	Description/purpose If communication	Preferred communication	Project planning meeting
Owner	Worry about the future business and his image	Over the phone/Video chat	Once monthly
Managers	Worry about the work habit	Face to face	Once weekly
Employees	Demotivation	Face to face	Once weekly

The communication plan to address the issue will be presented to all parties. The owner, concerned about his business and workers, will control and monitor the plan's implementation through video meetings. Every month he will have meetings with managers and workers to be informed of any progress or stagnation in implementing the plan.

Managers will meet with workers weekly to monitor how the work environment is going and whether workers feel motivated after changes have been made.

5. Monitoring and review techniques

The olive tree is an Italian restaurant in London facing new challenges. All workers feel demotivated to come to work because of low wages and lack of staff, which makes their work even more challenging. Nothing has changed in the restaurant for years; the equipment in the kitchen is old and often breaks down. These facts lead the workers to talk to the manager and the owner and find a solution to the problem.

The owner promises that things will change after the restoration of the restaurant. He decides to cut costs in half and cut much of the advertising. In the coming months, the owner and managers will monitor the implementation of the set goals and how the changes affect the work environment. The owner will hold monthly meetings and surveys with the staff to ensure things are going in the right direction. The goals are to motivate workers and satisfy their needs. The goal is to retain staff, achievable within a year.

III. Conclusion

Restaurant owners and employees face challenges that can negatively impact their day-to-day operations and put their future at risk. A blueprint for anticipating and solving restaurant issues can be found in these problems and solutions. In order to keep employees happy, it is not necessary to go the extra mile. Respect and trust are essential to their well-being and a safe and well-paid work environment. Developing ways to meet these needs can satisfy the employees and help the company grow and become more successful.

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