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Problem Solving and Decision Making Term 3(BMSW4004_LON)

WORK-BASE COMPLEX PROBLEM

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1.- INTRODUCTION

This essay has the purpose of identifying and solving the complex problem of a high percentage of job resignation in a restaurant of a four-star hotel; different problem-solving tools will be used to analyse this situation.

It will begin with the description of the problem and its impact on the business. Starting from this problem, an analysis will be carried out to obtain information related to this fact; this analysis will help in the decision-making process.

Once the problem has been studied, different solutions will be proposed. Using decision-making techniques, the most appropriate solution will be identified. An implementation plan will be developed and communicated to stakeholders.

Finally, in order to ensure a correct implementation and success of the solution, this essay will propose techniques for its monitoring and evaluation.

2.- PROBLEM DESCRIPTION, SCOPE & IMPACT

The problem that has been detected in this medium-sized hotel company refers to the high percentage of turnover in the hotel restaurant workers. With data provided by the company, 57% of employees leave work during the first year; raising this percentage to 89% if the first two years, from the initial hiring of the worker, are taken into account. These percentages have a great impact on the structural organization of said department.

The employee turnover process is made up of a series of stages. The initial stage begins with job dissatisfaction, followed by a clear intention to leave, which eventually ends in job resignation (Bannister & Griffith, 1986). This process should not always end in job resignation, a worker can take a step back from their dissatisfaction or intention to leave or, in other cases, remain at that border for long periods of time (Tham, 2006).

Employee turnover is one of the biggest challenges that companies are facing and it can become one of the most costly and difficult problems to solve. To analyse the scope and impact of this fact, the internal implications that may occur in the company must be evaluated. (Surji, 2013).

There is no doubt that this fact causes the need to keep a continuously open selection process. Employee hiring can become even more pronounced in times of high demand (Christmas and summer holidays), taking into account the greater difficulty and competitiveness for hiring during those dates. This process involves an investment of time and regular financial resources over time.

Furthermore, the above fact causes a chain of impact in the company. All workers need time to adjust their selves to their new job and training to initiate them in the working methods used. During this adaptation period, the quality of services may be reduced and, consequently, customer satisfaction. (Curtis & Wright, 2001).

In addition to these factors, high employee turnover may affect the personal relationships of the department's workers; being subjected to continuous mixed feelings and causing a possible job dissatisfaction linked to this fact (Gawali, 2009).

From an internal point of view of the company, the main impacts of this problem are the quality of service offered, financial resources and human resources. Therefore, this problem has a considerable effect on the way the company operates.

It should be noted that employee turnover can positively affect the growth of the company, but only in particular cases (Lau & Albright, 2011). For instance, if an employee who is not productive leaves the company, there is a productive growth of the company. In addition, we must also assess the opportunities for internal professional growth and motivation that occur in the company with this employees turnover.

Along with these internal problems, it is convenient to describe the impact of external factors associated with this fact (Abdullah Al Mamun & Md. Nazmul, 2017). The pestle analysis allows an assessment of the 6 main factors that generally influence the operation of companies.

The study of political, economic and legal factors is key at this time for the management of an economic activity in UK (Zaidi, et al., 2017). The imminent departure of UK from European Union may involve changes in hiring employees (GovUK, 2020). A point system will be established to control the migratory flow. This fact directly influences the current problem of the company; it is continually nourished by non-British workers. The fact of being continuously in a process of selection and training of employees could be a handicap after the departure of UK from the European Union, as the hiring of non-national employees becomes complicated.

Regarding social, technological and environmental factors, no possible consequences have been found for the problem of the high percentage of resignation in the company.

3.- APPLICATION OF ANALYSIS TECHNIQUES

Complex problems are those that affect various disciplines and social factors, involving multiple actors and stakeholders. (Beers, et al., 2006). This nature of unstructured problems means that a single statement of the nature of the problem cannot be made, several perspectives of the problem have to be considered and solutions sought accordingly. (Nutt, 2002). This is why resignation in restaurant employees is a problem that must be analysed from several perspectives. This type of problem, being difficult to identify its nature, entails a difficulty in obtaining data and information.

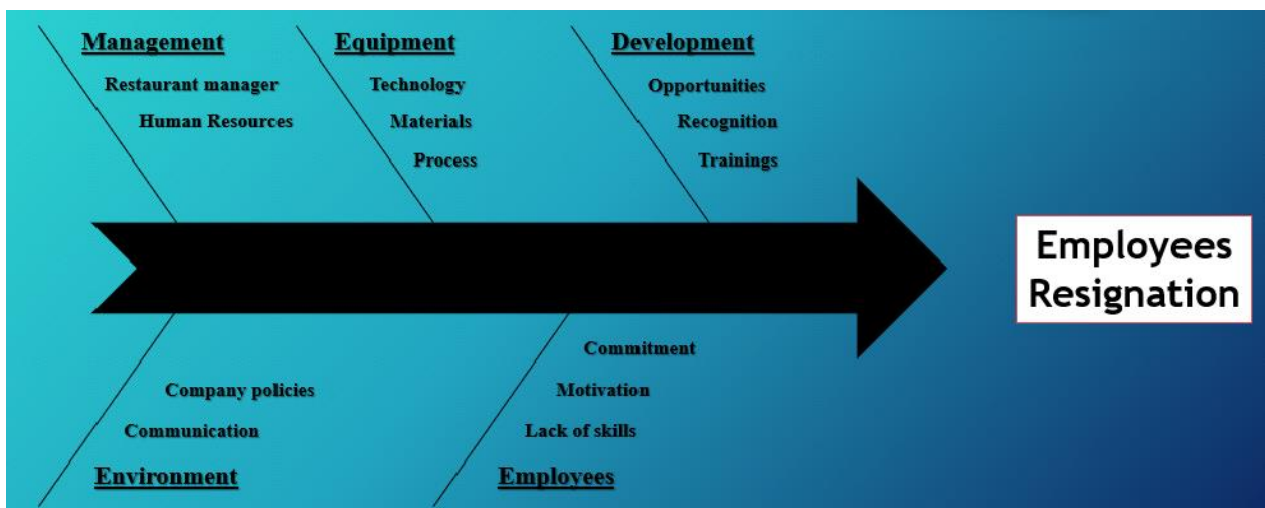
This essay will take a creative structured approach to the process trying to create a robust solution to the problem.

The objective factors available are the human agents involved in this conflict. Generally speaking, these agents are the human resources manager, the restaurant manager and the restaurant employees.

To solve this problem, the cause and effect diagram of Dr. Kaoru Ishikaya is used. One of the possible uses of this diagram is to identify all the areas that need a boost to reach a successful solution to the problem. This diagram will facilitate the stimulation of ideas of the possible causes of the problem, providing a connection between them and creating an organizational framework for the collection of relevant data. (Liliana, 2016). That is why this essay considers correct the use of this technique for the analysis and solution of the conflict.

4.- FISHBONES ANALYSIS

To carry out this diagram, the problem is divided into five fields that could be directly related to the problem. The following figure shows its decomposition:



The next stage of the analysis consists of brainstorming causes in the aforementioned fields for further study.

Management. -

Two of the agents directly related to employee resignation could be the restaurant manager and the human resources manager. Regarding the restaurant manager, one of the factors that can influence the problem would be poor management skills: failure in communication between the employee and his employees, lack of interest in their work, the failure to offer solutions to the problems presented or to different crude attitudes that may cause dissatisfaction in the worker.

Regarding the human resources department, there could be a failure in the personnel selection process, this would cause the hiring of a worker without skills for the position or with other motivations other than professional development and contribution to the company. The hiring of employees for the restaurant should be developed in a completely professional interview and giving it the same importance as hiring in other departments. This may be the root cause of all the subsequent complexity in this problem

Equipment. -

This is one of the connecting factors between employees and restaurant manager. The distribution of tasks and the non-availability of the necessary equipment to carry them out can lead to internal conflict within the department. It will be necessary to take this factor into account in the study of the problem and its solution.

Development. -

This group of factors is very present in job dissatisfaction. Recognition for a job well done, options for professional growth in the company and the delegation of responsibilities without excessive supervision are clear factors influencing job resignation (DeBruyne, 2001).

Employees. -

This study group is closely related to the previous section. The main causes that can lead workers to resign from their job can be a low salary, an excessive workload, conflicting personal relationships with colleagues, a large number of hours worked, incompatibility of work with family life or jobs that are too complex for their skills (Talukder, et al., 2014).

Environment.-

This section contains the factors related to company policies and clear internal communication of possible incidents with workers.

It seems clear that there is a lack of detection and communication of problems between the different agents that influence the process.

5.- DISCUSSION.BATTERY OF SOLUTIONS

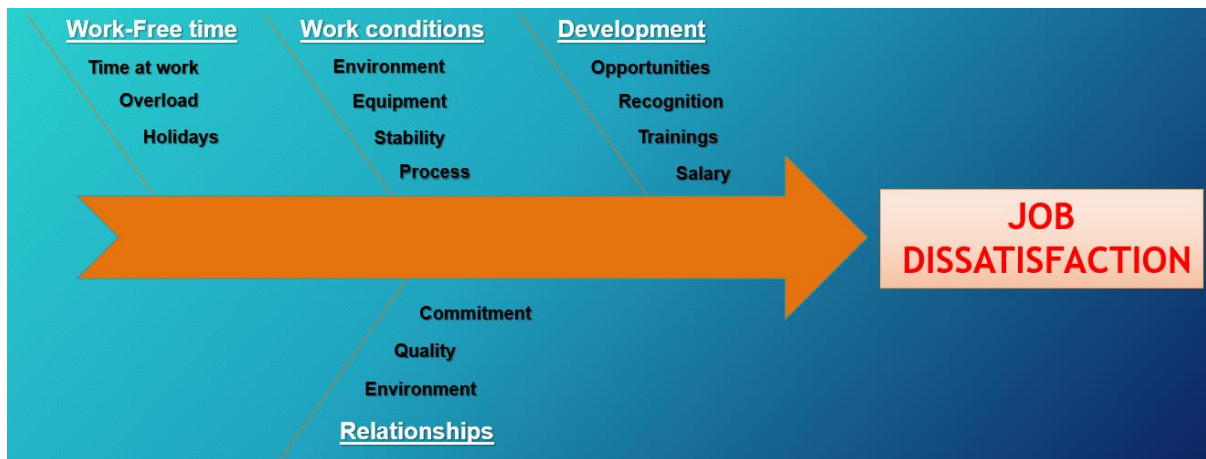
After reflecting on the different causes outlined above, and not having a large amount of data and information, the main key to solving this problem must be the creation of tools that allow the early detection of job resignation. For this reason, a structure will be created to detect possible resignation from the initial stage of job dissatisfaction.

This structure will be based on 3 fundamental pillars: selection process, management skills and employee satisfaction surveys. Once this structure is created, the aspects that influence the high percentage of employee turnover can be detected in an efficient and orderly way.

The structure of the restaurant team is totally correct; it is made up of 1 department manager, 4 supervisors and 16 employees. In the recruitment process, more professional interviews will be created focused on the position required for the restaurant. For this reason, the interviews will focus on the experience of the candidates, their expectations for professional development and professional skills. Another important factor will be the exhaustive verification of the candidates' references.

In addition, surveys will be created about the management skills of the restaurant manager and supervisors. They will be carried out every 6 months and it will be focus on aspects such as communication with employees, solutions to the problems raised, interest in the work carried out by the employees and possible suggestions. At the same time, the manager will be in charge of carrying out a professional development report for each employee every 4 months.

The third pillar of this new structure will be focus on the job satisfaction of restaurant's workforce. Surveys will be created an it will be carried out every 6 months. These surveys have already been studied through the following fish analysis and they will try to discover the employees' feedbacks in the following fields:



The aim of these surveys is to detect problems in the different areas outlined above, achieving high quality in the work environment and minimizing the risks of high turnover.

6.- IMPLEMENTATION PLAN AND MONITORIZATION

The implementation of this structure will be immediate, training will be carried out to the human resources department about the personnel selection processes for restaurant staff. Surveys are also carried out about the management of the department manager, supervisors and the satisfaction of workforce.

Communication to stakeholders will take place in separate meetings. A meeting will be held with human resources department in which they will be informed about the importance of the staff selection process and the date on which they will have this training. They will also be informed about the need to create job satisfaction surveys and the periods in which they will be carried out. The results of these surveys will be transferred to top company management.

Another meeting will be held with the manager and supervisors to explain this new survey about their work and the need to carry it out. This department must carry out an individual report of the professional development of each employee every 4 months. They will be given the guidelines and the aspects to write about in the report.

The last meeting will be held with all the components of the restaurant team, they will be informed about introduction of these new measures, satisfaction surveys every 6 months. The advantages, purposes and causes of this new measure will be explained.

6.1.- Possible implementation problems

The solution regarding the improvement of the personnel selection process does not imply any abrupt change that would lead to problems; it is a quality improvement measure through specialized trainings.

Regarding manager and supervisor's evaluation surveys, problems could arise during their implementation due to personal interests from employees in discrediting their bosses. To mitigate these negative effects, the surveys will have blank spaces after each question to put real examples that have motivated the answer, not taking into account those answers without comments that justify them. Comments after the question will be mandatory if the feedback to the question is negative.

In terms of reports on employee development, in order to avoid a possible flow of non-relevant information within the company, these documents will be standardized creation. Three key employee actions will be required during the evaluation period; reporting its temporary location, action and consequences for the department and for the employee's development. Before delivering this report to human resources, it must be signed by the employee. The manager will expose in a meeting with the employee his/her development during last 4 months.

The conduct surveys of job satisfaction will give the company an idea of the different areas in which they should work to avoid possible job dissatisfaction. This point will not generate problems for its implementation since these surveys will be carried out during working hours and will be scheduled.

The monitoring of these measures will be carried out every 4 and 6 months respectively. This will allow the correct modification and correction of possible conflicts.

7.- CONCLUSION

The proposed solution will be a routine decision. The problem detected is a complex problem due to the lack of data and the non-existent structure of this part of the company. Through the control of employee turnover, the aim is to improve the quality of the services provided by the company, improve the quality of processes and optimize the economic resources of the business

The strategies that have been used to solve the problem are: fishbones analysis and brainstorming. They are systems that allow organizing and connecting the different parts of a complex problem. The main weakness of this systems is the lack of different points of view in solving a complex problem (Beers, et al., 2006)

With the proposed solution, the bases for the detection of future problems are laid and, at the same time, immediate solutions are provided to the high employee turnover.

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