

Student name: Shelina Jaigirdar

Student ID: 2235135

**Programme: BA Dip CerteHE International Gastronomy
Management**

Module: Specialist placement: Consultancy

Module code: BMGM6005

Lecturer: Jemma Smith

Assignment title: Consultancy Report

Contents

- Introduction page 3
- High staff turnover at Orangegrass Thai restaurant page 4
- Causes of staff turnover.....page 5
- Staff retention challenges in restaurants.....page 6
- Staff training on the job.....page 7
- Cost of turnover.....page 9
- Staff retention.....page 10
- Why restaurant employees are searching for other opportunities.....page 11
- Improving retention.....page 12
- Conclusion.....page 13
- Reference.....page 14



Introduction

Orangegrass in South Shields, is a family run, small business. It is an authentic, Thai restaurant.

High staff turnover at Orangegrass Thai restaurant

This report analyzes the challenges of staff retention at the Oranegrass Thai restaurant and proposes strategies to improve retention rates.

This report looks at the main causes for employee turnover and recommends interventions to reduce turnover.

- High staff turnover. It is the rate at which staff are replaced at an organization.
- Very high turnover rate would usually suggest there is an issue somewhere causing this.
- Toxic work environment, (Thakur, 2024).
- High turnover can result in high costs for the business in training, (Bengfort, 2024).
- High staff turnover is a problem in the food and beverage industry, (Team, 2023).

Causes of staff turnover

- Employee being treat poorly
- Feeling unappreciated
- Poor management support
- Career growth opportunities are limited
- Low wages and benefits
- Toxic work environment
- Excessive work could cause burnout
- Lack of work/life balance, (Marialena Kanaki, 2024)



Staff retention challenges in restaurants

Frequent staff changes disrupt the quality of the service and increases training costs.

Lack of motivation and recognition leads to dissatisfaction and turnover.

Inadequate benefits

Limited career development opportunities

Poor management and stressful work

It became apparent that staff turnover was an issue whilst on placement at the Thai restaurant. There were new faces most weeks, and they had different staff in on different days as most of them worked part time.

Staff training on the job

- It was quite apparent that the new staff needed training as they did not have prior experience of working in the hospitality industry.
- At Orangegrass, the staff did not get external training, instead they had to watch others work to understand what their roles and duties were and to join in.
- This technique of shadowing staff members was used to keep costs low and it was believed new staff would learn quickly on the job rather than bringing in external costly training programmes.



Image (Stock, 2021)

- **Training is costly, and to avoid these costs, the technique of trial shifts and learning by shadowing has been used here. In some places it does work when there are experienced full-time workers, and they know they are able to make the time to train up staff. However, in small places like Orangegrass where it gets busy and staff do not get spare time to explain or answer questions during the shadowing process, it can get difficult and demotivating for the new starters, (Cross, 2022). Many of their staff are new and need a**
- **It was witnessed clearly this was not working, and staff turnover was quite frequent. This affected the customer experience as staff changed often therefore guests did not witness familiar faces and there were no consistencies, (Orangegrassthailand.co.uk, 2015).**
- **Acquiring a new customer is significantly more expensive than retaining an existing one, (Amaresan, 2023).**

Cost of turnover



The costs of turnover adds up. Every employee that leaves, takes the knowledge and skills that they acquired from the training at the company. The recruitment and onboarding cycle starts again, shifts become harder to fill, and the smooth service gets interrupted and tougher to deliver, that the guests expect, (Zellis, 2025).

Personally, it has been witnessed by myself that this style of shadowing staff and learning does not work as the staff that is shadowed usually has a lot of work to do and will do it without explaining how it is done.

Staff retention

30% of workers leave within the first 90 days because the job doesn't match their initial expectations.

Underlying causes:

- **Public perception** – 20% of UK adults consider it to not be an unappealing sector.
- **Working environment** – can be poor.
- **Unsocial hours.**
- **Bullying within the work.**
- **Limited career prospects.**
- **Poor training.**
- **Low pay** – the Low Pay Commission estimates that 46% of hospitality workers are on the National Minimum Wage, (Mitchell, 2024).

Why Restaurant Employees Are Searching for Other Opportunities



28%

to receive
higher pay



23%

want a more reliable
schedule & income



17%

want more promotion
opportunities

(Office.com, 2019)

Improving retention

- Concentrating on an environment that is positive
- Offering benefits
- Offering development and opportunities for growth
- Rewarding staff efforts
- Flexibility in work/life
- Good communication between manager and employee.

Conclusion

Strategies for improving long term staff retention

- Respect
- Trust between employees and management
- Job security
- Opportunities for employees to use their skills and abilities

Employees will want to remain with a company when they are treated with respect, are paid well, have good management, feel valued and secure, challenged and feel useful and appreciated, (bristolassoc, 2023)

References

- Amaresan, S. (2023). *7 undeniable reasons customer service is important to your business*. [online] Hubspot. Available at: <https://blog.hubspot.com/service/importance-customer-service>.
- Bahoosh, T. (2024). *Restaurant Employee Benefits: The Key To Winning The Talent War — Fourth*. [online] NOAM. Available at: <https://www.fourth.com/article/restaurant-employee-benefits>.
- Bengfort, H. (2024). *Employee retention - The real cost of losing an employee*. [online] PeopleKeep. Available at: <https://www.peoplekeep.com/blog/employee-retention-the-real-cost-of-losing-an-employee>.
- bristolassoc (2023). *5 Proven Strategies for Long-Term Retention of Food & Beverage Employees*. [online] Bristol Associates, Inc. Available at: <https://www.bristolassoc.com/blog/5-proven-strategies-for-long-term-retention-of-food-beverage-employees/>.
- Cross, G. (2022). *Blog - Why training is key to employee retention | Redline Group Recruitment News and Blogs*. [online] Redline Group. Available at: <https://www.redlinegroup.com/insight-details/why-training-is-key-to-employee-retention>.

References

- Gates, J. (2023). *5 Tips to Strengthen Post-COVID-19 Restaurant Staffing Labor and Protect Your Brand*. [online] Gallagher. Available at: <https://www.ajg.com/news-and-insights/tips-to-strengthen-post-covid-19-restaurant-staffing-and-protect-your-brand/>.
- Marialena Kanaki (2024). *11 Reasons Employees Leave Their Jobs & How to Prevent It*. [online] TalentLMS Blog. Available at: <https://www.talentlms.com/blog/why-employees-leave/>.
- Mitchell, N. (2024). *Staffing issues still holding back UK hospitality - Opus*. [online] Opus Business Advisory Group. Available at: <https://opusllp.com/staffing-issues-still-holding-back-uk-hospitality/>.
- Notch. (2023). *Employee Turnover and Your Restaurant's Bottom Line: Here Are The Numbers You Need to Know*. [online] Available at: <https://notch.financial/blog/employee-turnover-cost/>.

References

- Office.com. (2019). *Sign in to your account*. [online] Available at: <https://www.office.com/?auth=2>.
- Orangegrassthai.co.uk. (2015). *Orangegrass Thai Restaurant – Authentic Thai Food in South Shields*. [online] Available at: <https://orangegrassthai.co.uk/>.
- Stock, R. (2021). *Cartoon illustration of a crowded restaurant*. [online] iStock. Available at: <https://www.istockphoto.com/vector/cartoon-illustration-of-a-crowded-restaurant-gm1311122218-400315783> [Accessed 10 Jun. 2025].
- Thakur, N. (2024). *How toxic work environment contributes to employee turnover*. [online] Great Place to Work. Available at: <https://www.greatplacetowork.ca/en/articles/how-toxic-work-environment-contributes-to-employee-turnover>.
- (Team, 2023)
- Zellis. (2025). *From pressure to progress: The state of restaurant HR in 2025 - Zellis*. [online] Available at: <https://www.zellis.com/resources/blog/from-pressure-to-progress-the-state-of-restaurant-hr-in-2025/> [Accessed 10 Jun. 2025].