

PROBLEM SOLVING AND DECISION MAKING.

Task2

Student Name: Veronica-Daniela Floria

Student ID:2115140

Module name: Problem Solving and Decision Making

Module code: BMSW4004

Lecture name: Hossein Shokri

Submission date:03.08.2022

Table of Contents

Introduction.	3
Overview of D&D London.	3
Definition, scope and impact of the problem.	4
.....	6
Range of alternative solutions to lack of enough staff.	7
Decision-making technique in evaluation of range of solutions to identify the most appropriate option.	8
Implementation of the solution.	9
Communication of the plan to stakeholders.	10
Monitoring and reviewing techniques to ensure successful implementation of solution.	10
Reflection on the presentation.	11
Conclusion.	11
References.	13
Appendix.	15
Presentation.	15

Introduction.

In problem solving, solution paths are identified and evaluated while decision making helps in navigating different situations that might come up at work. This study will apply recognised problem- solving tools and techniques in identifying and proposing solutions to work-based problem, including possible solutions. The problem to be solved is lack of enough employees in a restaurant which has resulted Ashfak Miah it is dissatisfaction. The report will therefore define this problem in the workplace and its scope and impact. The information will then be analysed on the identified problem to help in decision-making process. A range of alternative solutions to the problem will then be suggested and decision-making technique will be used for evaluating a range of those solutions for identification of the most appropriate option. The process of appropriate monitoring and reviewing techniques will finally be carried out to ensure successful implementation of the solution. D&D London will be used as a case study to make sure the solution is successfully implemented.

Overview of D&D London.

D&D London is a restaurant group based in London. Ashfak Miah works as a waiter for D&D restaurant, he been working at this restaurant for 4 years and lately the restaurant has not had enough staff, he tried to talk to the restaurant manager and he keeps promising him that he will solve the

problem but no solution. Ashfak Miah is a very hard-working and motivated employee who makes the best of his work to finish the task on time. The restaurant has been experiencing stifled growth due to staff shortages which is forcing the venues to cap opening hours and covers. The restaurant has been looking for up to 400 recruits for it to fully cube the problem of understaffing. This has been as a result of the laid off of thousands of staff less than a year ago due to Covid-19. The restaurant has experienced various problems due to this problem of understaffing including dissatisfied employees (Manchester Evening News, 2021).

Definition, scope and impact of the problem.

Lack of enough employees which also referred to as understaffing in a workplace can result to put in extra hours, over-tiredness, high employees stress levels and physical exhaustion. When employees are tired and distracted, they become less productive (Bufquin, et al., 2021). Understaffed workplace may also result to reduced customer service, higher rate of employee turnover, expansion difficulties. increased error rates and employees' dissatisfaction which is the major one as stated above. In the D&D, lack of enough staffs has resulted to guests waiting longer for the service and are also receiving less individual time from their server. A server has to cover for extra tables and they are not able to be everywhere at once no matter how much they may want to. This may cause conflict between the customer and the server as the customer may feel they are not being valued enough (Chen and Qi, 2022). Employees

are hustling every moment of every shift thus risking burning out quickly. Fatigue and stress are wearing them out thus being dissatisfied and less productive.

PESTLE analysis of the macro-environmental factor can be used to further discuss the scope of lack of enough employees at D&D restaurant. PESTLE stands for political, economic, social, technological, legal and environmental (Wage, 2021). From the discussion in the role play, the **Political factors** that have affected D&D restaurant is the government regulatory frameworks such as cleanliness of commercial kitchens and ensuring that consumers are not exposed to poor quality of food. On matters concerning staffing, the government is regulating the salary that the restaurant is paying its employees. This may have contributed to understaffing so as to have the number of employees whom the restaurant is capable of paying above the minimum wage (Price, 2021).

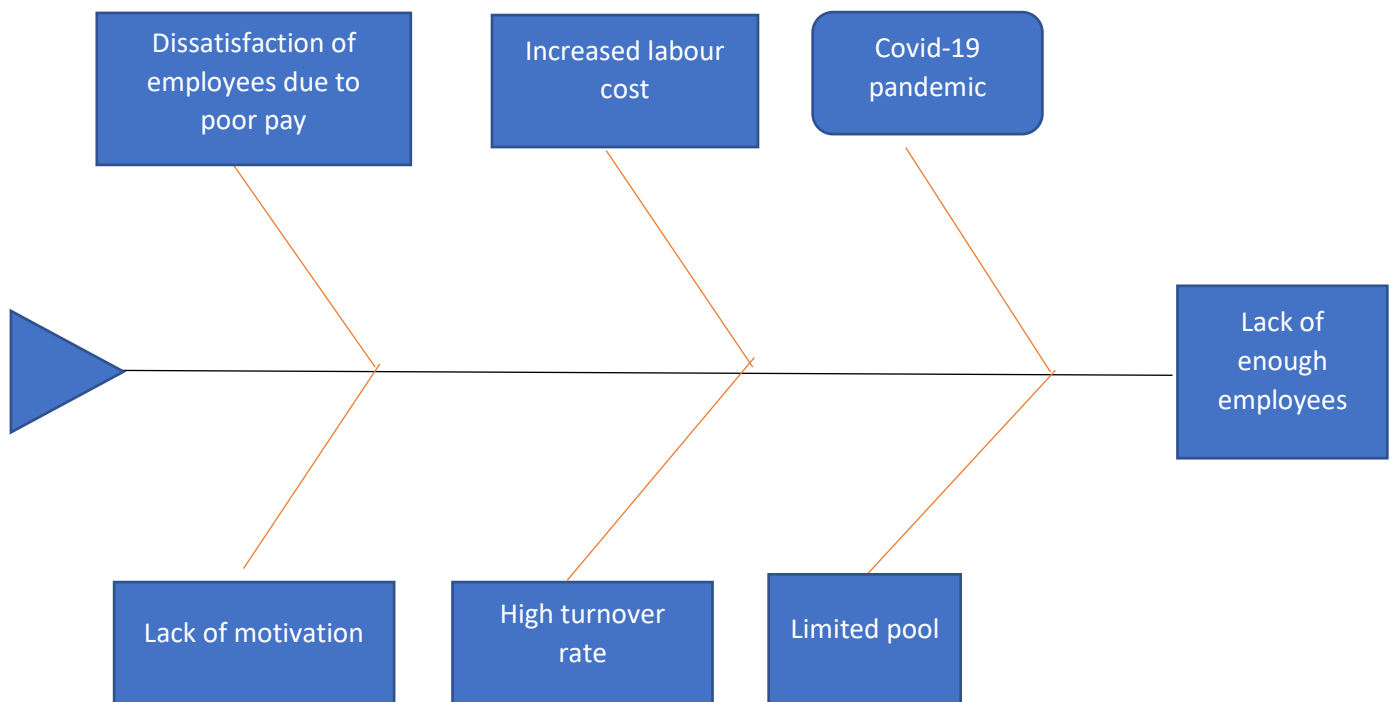
Economic factors that may have resulted to lack of enough employees at D&D restaurant is the increasing labour costs as explained in the role play. There is a growing demand for employees in the hospitality industry as well as higher government expectations for minimum wages (Bufquin, et al., 2021). This has resulted to D&D restaurant having less margin thus less profit. To increase the profit, the restaurant has therefore opted on understaffing to reduce the labour cost.

Social factors contributing to lack of enough employees at D&D restaurant is the changing tastes and preferences of customers. They are becoming more health conscious hence the restaurant has to adapt to the healthier ways which include moving away from for example high-calorie foods to healthier alternatives like salad (Chen and Qi, 2022). However, the employees in the restaurant are not skilled enough to meet these needs as explained in the role play.

Dissatisfaction of employees as an impact of lack of enough employees has affected the overall performance of D&D restaurant. This is because dissatisfaction has reduced the motivation level of employees translating to low productivity as explained in the role play.

Analysation of the information on the identified problem to help inform the decision-making process

Fishbone diagram it used hire to analyse the processes of the company.



Range of alternative solutions to lack of enough staff.

D&D restaurant can make of different solutions to curb the problem of understaffing. Some of these solutions include offering more hours to current employees. Though this is the easiest and fastest solution to shortages of staffs, it led to Asfak's dissatisfaction. This is because some of these employees are not interested in working additional hours (Chervoni-Knapp, 2022). However, the restaurant can adopt this strategy by paying them overtime. D&D can also hire temporary employees through a staffing agency which will take much of the existing employees burden off.

The D&D restaurant may also post the job openings on their social media so as to reach the people who may be looking for new opportunity and they are qualified. The company can also make use of technology which can help in streamlining the entire workflow, keeping up with staff reliability thus enabling the organisation to succeed (Liu, 2014). This may include flexible job sharing, weekend flexibility and hiring part-time or temporary workers as suggested above to cover shift when the restaurant is busiest as well as pre-preparation. This may help in ensuring that the Ashfak Miah are happy and satisfied in his workplace (Manchester Evening News, 2021).

Decision-making technique in evaluation of range of solutions to identify the most appropriate option.

SWOT analysis can be used to further discuss in decision making.

The strength of D&D restaurant is having loyal customers; however, lack of enough services in the restaurant has resulted to them being less satisfied.

The weakness of the restaurant is high staff turnover due to high level of employees' dissatisfaction.

The opportunities that can be enjoyed by D&D include employing temporary employees to solve the problem of lack of enough staffs.

The Threats facing D&D restaurant include COVID -19 pandemic as well as shortage of labour as many employees prefer resigning to avoid being infected.

There are various decision-making techniques used in evaluating and improving outcomes. They include affinity diagrams which are used for brainstorming and mind mapping. They help decision makers to visually organise numerous ideas and data points in a simplified visual form. Decision making trees are used for assessing multiple outcomes prior to tough decision making. They outcomes however are not usually clear when business decisions need to be made (Morosan and Bowen, 2022). In this case, D&D can multiple criteria decision analysis. This decision-making technique will enable the restaurant to assess and evaluate various

options against a set of defined criteria. The criteria to be used will include cost, customer satisfaction and high returns.

Using the multiple criteria decision analysis, the solution to lack of enough staff at D&D restaurant is hiring temporary employees. This is because as suggested in the role play, flexibility will be enabled. This is because the restaurant will be able to stay current with their daily need. Thus, enabling more efficient workplace hence improving productivity. The solution is mostly suitable for a designated short-term position when the existing permanent employees will be given the long -term positions (Stanujkic et al.,2019). Hiring of temporary employees will also be an efficient way of recruiting and testing the abilities of new workers before signing them on full-time. The temporary employees will enable pre-preparation before arrival of customers, thus speeding up the serving process and for up time for the staff thus increasing the satisfaction of the customers Manchester Evening News, 2021).

Implementation of the solution.

The method that will be used by D&D restaurant to hire employees will determine the quality of the applicants. The restaurant will draft a compelling advertisement to attract as many employees as possible. After acquiring a decent pool of prospects, they will then filter and determine which ones will be interviewed (Alemayehu and Tveteraas, 2020). Before hiring the most suitable candidate, legalities will be figured out, salaries will be determined where by the candidates will be offered a wage that is

competitive. Finally, the temporary restaurant staffing hires will be trained to take up the roles they have been hired for. This will solve the problem of understaffing which has resulted to dissatisfied employees.

Communication of the plan to stakeholders.

Stakeholders' analysis is used to identify the people that are being affected by lack of enough staffs in the restaurant. They include owners of D&D, managers, employees and customers. The plan will then be communicated to the stakeholders.

Keep satisfied (customers)	Engage closely and influence actively (owners and managers).
Monitor (minimum effort) (suppliers).	Keep informed (employees).

Monitoring and reviewing techniques to ensure successful implementation of solution.

D&D will use observation method as a monitoring and reviewing techniques. High number of tables covered will mean the restaurant is performing well and the hiring of temporary employees is successful. Tracking of responsibilities will also be carried out to observe whether employees are diligently performing their daily cores. This will help to monitor whether the solution is effective because understaffing has been causing the existing employees to not fully carry out their responsibilities (Akhundov, Tahirov and Glock, 2022). Finally, customer feedback as

well as employee feedback will be used to determine the effectiveness of the solution. Repeat customers will mean high performance and effectiveness of the solution as well as satisfied and happy employees.

Reflection on the presentation.

I am among the dissatisfied employees at D&D restaurant. Before the presentation I felt that the restaurant was experiencing high staff turnover which resulted to lack of enough staffs. This also caused us to work for extra hours thus being overtired and being overstressed. However, the presentation helped me to gain an understanding of the problem of dissatisfaction as a result of lack of enough employees. The fishbone diagram in the presentation has helped me to better understand the causes of understaffing including poor pay and Covid-19 pandemic. After completion of the presentation, I have learnt the different techniques used to solve problems and make decisions. I have learnt the different ways of evaluating different solutions to find the best of them. In the presentation, multiple criteria decision analysis has been used. I have also learnt that when implementing the plan, it should be SMART for it to be successful.

Conclusion.

In restaurants, lack of enough staffs results to guests waiting longer for the service and are also receive less individual time from their server. A server has to cover for extra tables and they are not able to be everywhere at once no matter how much they may want to. This may cause conflict

between the customer and the server as the customer may feel they are not being valued enough. This can also cause employees to be dissatisfied with their workplace and their morale reducing which may affect the overall performance of the restaurant. To solve this problem, the restaurant may hire temporary employees through a staffing agency which may take much of the existing employees burden off. This will help them in filling in positions for a few shifts or a temp to hire situation. The restaurant may also train the existing staffs to do more. If the staff shortage is in a specific skill set, the other frontline staff may be trained to do that job.

References.

- (Akhundov, 2022) Alemayehu, F. K., and Tveteraas, S. L. (2020). Long-run labour flexibility in hospitality: A dynamic common correlated effects approach. *Tourism Economics*, 26(4), 704-718.
- Bufquin, D., Park, J. Y., Back, R. M., de Souza Meira, J. V., and Hight, S. K. (2021). Employee work status, mental health, substance use, and career turnover intentions: an examination of restaurant employees during COVID-19. *International Journal of Hospitality Management*, 93, 102764.
- Chen, H., and Qi, R. (2022). Restaurant frontline employees' turnover intentions: three-way interactions between job stress, fear of COVID-19, and resilience. *International Journal of Contemporary Hospitality Management*, 34(7), pp.2535-25.
- Hudson, C. K., and Shen, W. (2015). Understaffing: An under-researched phenomenon. *Organizational Psychology Review*, 5(3), 244-263.
- Jenkins, R. (2022). *More than one third of UK employees are unhappy in their jobs*. Available at: <https://www.independent.co.uk/life-style/uk-adults-job-satisfaction-poll-b2000198.html> Accessed by: [26th January 2022].
- Liu, Y. (2014). *A study on employee turnover in Shanghai's fine dining restaurants*. Oxford University Press. Oxford.
- Manchester Evening News. (2021). 'Get in the sea'-restaurant workers struggling with staff shortages hit out at negative reviews. Online. Available at: <https://www.manchestereveningnews.co.uk/whats-on/food-drink-news/get-sea-restaurant-workers-struggling-20765924> Accessed by: [8th June 2021].
- Morosan, C., and Bowen, J. T. (2022). Labor shortage solution: redefining hospitality through digitization. *International Journal of Contemporary Hospitality Management* 8(7), 287-345.
- Nijkamp, P., and van Delft, A. (2017). *Multi-criteria analysis and regional decision-making* (Vol. 8). Springer Science & Business Media.

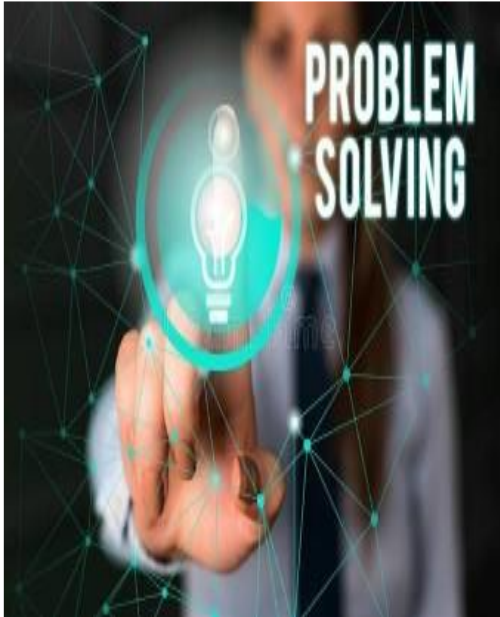
Price, K. (2021). *The caterer: Staff shortages hindering growth at D&D London*. Online. Available at: <https://www.thecaterer.com/news/staff-shortages-hindering-growth-dandd-london> Accessed by: [18TH October 2021].

Stanujkic, D., Karabasevic, D., Zavadskas, E. K., Smarandache, F., and Cavallaro, F. (2019). *An approach to determining customer satisfaction in traditional Serbian restaurants*. Infinite Study.

Wage, O. F. (2021). *No Rights, Low Wages, No Service*. Food Labor Research Center: UC Berkley.

Appendix.

Presentation



PROBLEM-SOLVING AND DECISION-MAKING

- Student Name:Veronica -Daniela Floria
- I.D.2115140
- Module:BMSW4004
- Lecturer names:Hossein Shokri

Introduction.

- ❖The presentation aims at gaining an understanding of the complex problem of job satisfaction as a result of lack of enough employees at D&D restaurant.
- ❖A plan to implement a chosen solution has been incorporated in the presentation.

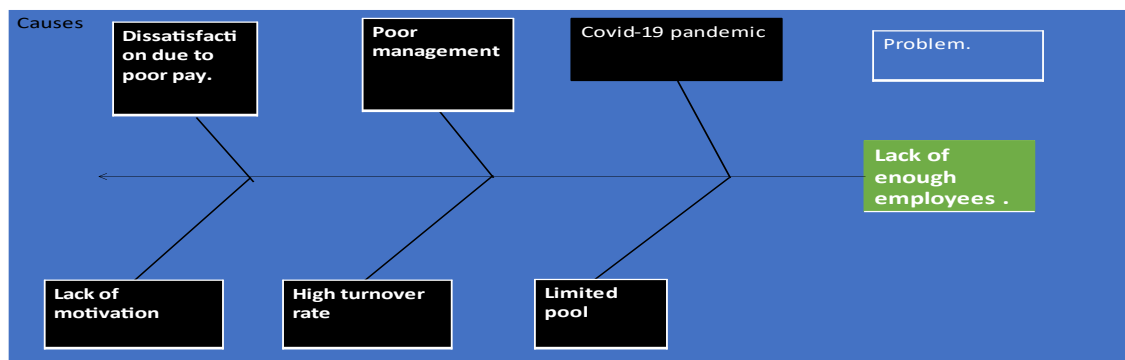


Nature and impact of understaffing.

- ❖ Employees-being overworked this suffering from high levels of stress
- ❖ Risk of accidents such as cuts, punctures, burns from hot surfaces and muscle strains from mostly standing in the same place for long periods.
- ❖ Over-tiredness, and physical exhaustion.
- ❖ A tired and distracted employee is not only less productive but also more prone to workplace injuries
- ❖ Understaffing has also caused the restaurant to experience higher employee turnover.



Fishbone analysis of understaffing at D&D restaurant.



Fishbone diagram.

- Dissatisfaction of employees as an impact of lack of enough employees has affected the overall performance of D&D restaurant.
- This is because dissatisfaction has reduced the motivation level of employees translating to low productivity

- The fishbone diagram shows the problem affecting D&D restaurant which is lack of enough employees and the causes. The causes include dissatisfaction of employees due to poor pay, increased labour, Covid-19 pandemic.

ALTERNATIVE SOLUTION

Hire a temporary employees Increase wages Offer benefits

Swot analysis off D&D Restaurant

Strengths. ▪ D&D restaurant has loyal customers. • The restaurant is located in a highly populated place that easy to attract customers.	Weaknesses. • Lack of enough services in the restaurant has resulted to customers being less satisfied.
Opportunities. • D&D is capable of employing temporary staffs to solve the problem of lack of enough staffs.	Threats. • COVID -19 pandemic as well as shortage of labour as many employees prefer resigning to avoid being infected.



Stakeholders analysis .

- ❖ Stakeholders analysis is used to identify the people that are being affected by lack of enough staffs in the restaurant.
- ❖ They include owners of D&D, managers, employees and customers. The plan will then be communicated to the stakeholders.

Keep satisfied (customers)	Engage closely and influence actively (owners and managers)
Monitor (minimum effort) (suppliers).	Keep informed (employees).



Best solution.

- In the case of D&D can multiple criteria decision analysis.
- This decision-making technique will enable the restaurant to assess and evaluate various options against a set of defined criteria.
- The criteria to be used will include cost, customer satisfaction and high returns.



Implementation of the plan.

S	M	A	R	T
Hire temporary employees	Observe the number of tables covered to determine daily.	Tracking the number of tables served by each employee during their shifts .	The plan will help reduce the level of understaffing at D&D.	Two months.



Monitor progress.

- Monitor work hours and attendance
- Tracking of responsibilities will also be carried out to observe whether employees are diligently performing their daily cores
- Customer feedback



Conclusion.

- ❖ Understaffing do not only affect the employees by making them dissatisfied and unhappy, but it also has a negative impact on customers.
- ❖ To solve the problem, the restaurant may work on offering flexible work schedules thus meeting ramp up demands.
- ❖ This may include flexible job sharing, weekend flexibility and hiring part -time or temporary workers to cover shifts when the restaurant is busiest as well as pre -preparation. This will help the employees to be happy and satisfied in their workplace.
- ❖ The management should also honestly study and recognize the accomplishment of their employees thus bringing in new ideas of how to work effectively be beneficial and productive as well as retain those employees.

References

- Akhundov, N., Tahirov, N., and Glock, C. H. (2022). Optimal Scheduling of Waitstaff with Different Experience Levels at a Restaurant Chain. *INFORMS Journal on Applied Analytics*, 52(4), 324-343.
- Alemayehu, F. K., and Tveteraas, S. L. (2020). Long-run labour flexibility in hospitality: A dynamic common correlated effects approach. *Tourism Economics*, 26(4), 704-718.
- Chen, H., and Qi, R. (2022). Restaurant frontline employees' turnover intentions: three-way interactions between job stress, fear of COVID-19, and resilience. *International Journal of Contemporary Hospitality Management*, (ahead-of-print).
- Gordon, R. (2021). Is Restaurant Management an Extreme Job? How Restaurant Managers are *Motivated to Work Intense and Excessive Jobs*.
- Jenkins, R. (2022). *More than one third of UK employees are unhappy in their jobs*. [online] Available at: <https://www.independent.co.uk/life-style/uk-adults-job-satisfaction-poll-b2000198.html> [Accessed on 26th January 2022].
- Morosan, C., and Bowen, J. T. (2022). Labor shortage solution: redefining hospitality through digitization. *International Journal of Contemporary Hospitality Management*, (ahead-of-print).