

Effective Recruitment Model for Small Businesses

An Internship Report for

Course code and course title: MBIR002 Final Internship Report

Credits: 8 Credits

Submitted in Partial fulfilment Masters Degree

MBA in (Human Resource)

by

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GOA UNIVERSITY

DATE: APRIL 2023

Examined by:

A handwritten signature in blue ink, appearing to be "Shw".



Seal of the School

DECLARATION BY STUDENT

I hereby declare that the data presented in this Dissertation / Internship report entitled, "Effective recruitment model for small businesses" is based on the results of investigations carried out by me in the (Management Studies) at the Goa Business School, Goa University under the Supervision/Mentorship of Dr. Suraj Pavto Velip and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the dissertation.

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Place: Goa University

COMPLETION CERTIFICATE

This is to certify that the dissertation / internship report “**Effective recruitment model for small businesses**” is a bonafide work carried out by **Mr. Saiesh Sanjeev Naik** under my supervision/mentorship in partial fulfilment of the requirements for the award of the degree of **Master of Business Administration** in the Discipline of Management Studies at the Goa Business School, Goa University.



Dr. Suraj Pavto Velip
Management Studies

Date: 26/04/2023



Prof. Jyoti Pawar
Dean,
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Date: 26/04/2023
Place: Goa University



Spicy Cottage
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Email: spicycottage14@gmail.com

Date: 28/04/2023

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr. Saresh Sanjeev Naik has completed his internship in our organization in the Human resource department from 26th February 2023 to 28th April 2023.

During his tenure he was found to be hardworking and honest in the discharge of his duties and responsibilities.

We wish him all the best in his future endeavours.

For, Spicy Cottage


SPICY COTTAGE
St. Inez, Panaji

Authorized Signatory

ACKNOWLEDGEMENT

At the outset of this internship report I would like to thank the department of Masters of Business Administration, Of Goa Business School for giving me this opportunity to do my internship at a prestigious Restaurant in the field of Human Resource which helped me enhance my knowledge in human Resource specialisation.

I would like to thank Prof. Dr. Suraj Velip for his continuous support. I also thank all the faculty members and my colleagues who helped me in completing my internship training and compiling the report.

I also extend my heart filled gratitude to the management of Spicy Cottage for giving me the opportunity to work with them and widen my spectrum about the field.

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COMPANY PROFILE

Spicy Cottage is a Vegetarian restaurant that is dedicated to providing high-quality, hygienic, and delicious North Indian food in the heart of Panaji. The company uses only the finest ingredients, including refined oil, pure ghee, and fresh produce, to ensure that every dish is bursting with flavor and nutrition.

At Spicy Cottage, every dish is made with love and attention to detail, ensuring that each customer has a satisfying and memorable dining experience. The company is especially committed to meeting the needs of vegetarian customers, offering a wide range of vegetarian options that are sure to satisfy even the most discerning of palates.

In addition to its commitment to quality and hygiene, Spicy Cottage also prides itself on its warm and welcoming atmosphere, friendly service, and affordable prices. Whether you're looking for a quick bite to eat or a leisurely meal with friends and family, Spicy Cottage is the perfect destination for anyone who loves authentic and delicious North Indian cuisine.

INTRODUCTION ON PROJECT TOPIC

Project Topic : Effective recruitment model for small businesses.

The project topic chosen by me was “Effective recruitment model for small businesses” in order to hire talented employees in some unique ways and also by making a research about how other small restaurants hire new workforce.

Finding the appropriate employees is crucial for any restaurant business, but it may be particularly difficult for small restaurants. Small businesses may have few resources and a narrow pool of available expertise. Yet, small restaurants may find and keep the greatest talent available while staying within their means and budget by using the appropriate recruitment strategy. Creating a clear job description, promoting the company's values and culture, using multiple channels to advertise job openings, conducting structured interviews and assessments, offering ongoing training and development opportunities, and fostering a supportive and inclusive workplace are all components of an effective recruitment strategy for small businesses.

With the help of my research, I used it in order create a strong team of qualified and motivated employees who can support the restaurant in achieving their objectives and expanding their business by putting these and other innovative hiring techniques into practise.

Literature review

Recruiting for Small Business Growth: Micro-level Evidence

Date: 6/1026

Anton Gidehag and Magnus Lodefalk researched that the role of white-collar recruitment for productivity growth in small and medium- sized enterprises (SMEs) has not been thoroughly studied, despite the importance of tacit knowledge spillovers for economic growth. This paper fills this gap by analyzing the impact of recruiting managers and professionals on the productivity of SMEs using comprehensive employer-employee panel data and state-of-the-art algorithms. The study finds that hiring an additional manager or professional is associated with a 0.2% increase in subsequent firm productivity, and that professionals generally contribute the most to firm productivity. The strongest impact comes from recruiting leading personnel from international firms and enterprise groups. The study suggests that mobility of senior personnel is key for the growth of SMEs, and that policymakers should facilitate their recruitment by removing unnecessarily restrictive firing regulations and enabling SMEs to offer favourably taxed employee stock options.

Recruitment in small businesses (Examples from the Finnish service sector)

Date: 5/2017

Jaakko Koskinen did a research on The small Finnish service sector companies researched rely heavily on cost-efficient e- recruitment channels and informal recruitment methods such as personal connections and word-of-mouth. Social media, particularly Facebook, is also popular for recruitment purposes. However, some entrepreneurs had a critical view of the Work and Economic Development Office (TE- Services) as a recruitment channel. The entrepreneurs themselves are responsible for recruitment, with personality and attitude being the key factors in selecting suitable candidates. While professional skills can be taught, the right fit personality-wise is essential for the work environment. The lack of formal job analysis is noted, and premeditated job specification activities could be beneficial for these small companies. Outsourcing recruitment to head-hunters or recruitment services is not seen as necessary at this stage.

Current hiring practices in the restaurant industry: An example of California restaurants

Date: 2013

Amir Shahzad Durrani study aimed to evaluate the current hiring practices in the California restaurant industry and identify potential challenges in maintaining ethical hiring practices. Although some objectives were not met, the findings are useful for human resource professionals seeking to improve ethical hiring practices. The study suggests that California restaurants use similar hiring practices to those in the United States. Unit managers perceive ethical hiring as important and use various methods to ensure ethical practices. However, job applicants sometimes perceive unethical behavior during interviews, such as ambiguous questions or personal comments. Organizations adopting ethical hiring practices can benefit from reduced employee turnover, increased productivity, and financial gains. The study recommends better communication between human resource managers and unit managers and training for consistent policies and procedures. HR organizations can rely on this study's findings to reinforce best practices in the industry.

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A STUDY ON EFFECTIVENESS OF RECRUITMENT ORGANIZATIONAL

**SUPPORT IN ITeS (by Dr. V. Vijay Anand, Dr. M. Shanthanlakshmi, Dr. G. Uppili Srinivasan,
V. Arunkumar, G. Icewarya, S. Nandhu, S. Monisa Kamatchi)**

Date: 2018

In every organization, recruitment processes play a vital role. The study reveals that the recruitment process offered in TCS is very much effective. The HR manager of the selected organization has to focus on selecting the right persons through other sources like campus, placements, sourcing, walk-in, consultancy etc. The selection is done by evaluating the candidate's skills, knowledge, and abilities which are highly required for the vacancies in the organization. Even the Organization Support the Recruiters well at the time of recruitment.

Research Gap

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it.

In order to sustain in this market, the restaurant is looking for woman employees who have experience in the cooking line and waiters who treat the restaurant as their own. Irrespective to the various skilled jobs or opportunities available, there's still a very negligible amount of workers who will prefer to work at the restaurant where passion and hard work plays an important role towards service and delivering the same. As compared to the various other poor skilled jobs like domestic work or any household work for that matter will earn them more as it would include working at various and earning on multiple times. In this case there is abundance of opportunity for the locals to showcase the true taste of their region through this service yet falter lack of knowledge and value about the service could be a possible factor in such situations.

With the help of this research study I will further figure out what kind of model of recruitment and strategies will be the to be suggested to the restaurant and organization to meet their need of highly skilled employees.

Project questions

1. What is main criteria each employee must fulfil?
2. What kind and what is the minimum past experience you'd expect?
3. What is your main value you'd want your workforce to deliver?
4. What kind of facilities do you provide to your employees?

Project objective

Project objectives are basically divided into two parts Primary and Secondary objective.

Primary Objective

- To hire new woman employees at the restaurant and unique recruitment models to hire the right talent.
- Making the employees feel a part of the restaurant business family by offering various benefits.

Secondary Objective

- To find out what are the problems faced by employees in the restaurant business and organization.
- What are the traditional ways of hiring new employees at a restaurant.
- What the employees expect from the work place.

Project Methodology

Primary data

This will be done with the help of the various research papers that I have read. This research papers will help me in order to avoid recruitment models and strategies that do not work well. But at the same time I will be able to pick strategies from a few models to add in my recruitment model and also help me to generate various and unique ideas on recruitment.

Secondary data

For the secondary objective a questionnaire will be sent to various restaurant owners via Google forms in order to know what are the different strategies and conditions they use to hire employees.

As a part of primary objective I have created a effective business model in order to higher new employees at Spicy Cottage restaurant.

Recruitment model

In addition to demonstrating the organization's expertise, the hiring process helps to draw in the right candidates and saves time and money on talent identification, attraction, engagement, recruitment, and retention.

Below attached is the format and terms we used in order to higher new candidates.

Name of the Restaurant: Spicy Cottage takeaway and more

Job Title: Cook / Waiter

Location: Panaji, Goa

Type: Full-Time

Job Description:

In order to grow our staff at our vegetarian restaurant in Panaji, we are looking to hire 4 skilled and enthusiastic female cooks as well as 2 amiable and helpful female servers. Team players with a positive outlook, exceptional communication skills, and a love of food and providing good customer service will make the best hires.

Duties and Responsibilities (Cooks):

- Create a variety of vegetarian foods using standard recipes and instructions.
- Ensure that all food items are prepared and cooked in accordance with restaurant standards.
- At all times, adhere to food safety and sanitation regulations.
- Keep the kitchen area tidy and organised at all times.
- Assist with inventory management and supply ordering as needed.
- Work with other team members to guarantee prompt and effective service.

Duties and Responsibilities (Waiters):

- Greet clients and take their orders quickly and politely.
- Follow established guidelines when serving food and beverages.
- Work well with the culinary staff to ensure prompt and accurate serving.
- Deal professionally with consumer complaints and problems.
- Keep the eating space spotless and well-organized at all times.
- Work as a team to provide customers with a satisfying dining experience.

Qualifications:

Cooks:

- Knowledge of vegetarian cooking methods and ingredients
- Capability of working in a fast-paced atmosphere and multitasking
- Capability of working in a team
- Knowledge of food safety and sanitation rules
- Previous experience as a vegetarian cook with at least of one year of expertise

Waiters:

- A requirement of one year of experience as a waiter or waitress who can prove it.
- Proficient communication abilities.
- The capacity to multitask successfully and work in a fast-paced workplace.
- Expertise in food- and drink-service guidelines.
- The capacity to work a variety of hours, including late at night and on weekends.

Compensation:

- A good wage depending on skills and expertise.
- Paid vacation days and sick days.
- Drink and food offers for employees.

Please send your CV and cover letter for review if you are a motivated and experienced cook or waiter searching for a new position in a bustling vegetarian restaurant. Please get in touch with us soon.

The next step involved was posting the job opening.

We shared a few conditions on our social media accounts in order to accomplish this. with some of the fundamental prerequisites.

To get things going, we made visually appealing graphics and visuals that highlighted the distinctive features of our restaurant, such the delectable vegetarian food you serve, your warm and welcoming ambiance, and our dedication to sustainability and ethical practises. These graphics needed to be eye-catching, simple to read, and have clear messaging regarding the employment positions we were presenting.

When the graphics were prepared, we uploaded them to your Facebook and Instagram stories along with a succinct message outlining the positions we currently have open and the kind of applicant we were seeking.

We didn't get a decent reaction using the above method. As a result, we had to change our approach and start attending regional cultural events.

As a brand-new start-up that hasn't yet made a name for itself in the market, we realised from our previous strategy that employees wouldn't come to us. So we made the decision to see our possible candidates.

Going to several food booths at that cultural event was one element of this technique. Asking several questions will help you learn even more about such cooks and waiters.

Some of them were:

1. What all do you prepare for this cultural festival?
2. From which part of Goa do you come?
3. Are such events the only time you are busy or getting yourself involved in business?

And the next step was to get a point of contact to them in the future.

The other place of this strategy included meeting the owners of such food stalls. To which we received 10 references for cooks and helpers for our restaurant. The next step was going to meet the references provided. But before that we contacted the cooks that we had met of the food stalls visited by us. The interview was done via telephonic conversation. The questions asked were from the job description and the ones who met most of our conditions. It was a pool of 6 candidates out of which 3 were short-listed.

Furthermore to get in touch with the referred candidates we made a team of 2 people in order to get the work done faster and visited their place of work or homes to conduct personal interviews. Which led us to explain our restaurant what are we looking for and also asking them questions to meet the objective of our job description. Out of which 6 candidates were short-listed as they met the conditions we had planned to hire on.

Here 2 candidates as waiters/helpers were directly hired based on experience and qualification.

Pre-employment test

Pre-employment testing describes the kinds of exams a candidate does before being employed for a position. It is a methodical strategy to evaluate applicants for prospective job performance by asking questions about their knowledge, expertise, and possible fit. Trial Shift was the test that we employed. We put up a group of two employees and assigned them various shifts during the candidate's 4-hour trial shift so we could assess how they performed in a real-world kitchen environment. Additionally, their interpersonal skills, capacity for stress under pressure, sense of teamwork, and ability to impart the taste we want to impart to our customers were evaluated. This was carried out during the early stages of the restaurant's operation, when there weren't many patrons and it was simple for us to keep an eye on how our staff members were moving. We then had the opportunity to choose 4 more workers to work as cooks.

Making a job offer

A formal call to work at the employer's restaurant is extended to a prospective employee through a job offer. Our vegetarian restaurant "Spicy Cottage" is offering the post of either a Cook or a Waiter in this instance.

A strong benefits package, including paid time off, prospects for growth and advancement within the restaurant, and monthly salaries of 15,000 for cooks and 11,000 for waiters are all part of the employer's offer.

I provided the necessary information to the company as a recruiter, and they used it to analyse the applicant's application, perform interviews and evaluations, and come to the conclusion that the applicant is the most suitable applicant for the position. The job offer contains details on the duties, requirements, and salary offered for the position. We responded to the possible

employee and asked that they confirm their acceptance of the post by responding to the offer by a certain date.

All things considered, making a job offer is a crucial stage in the hiring process since it establishes the conditions of employment for the new hire and serves as a formal contract between the employer and the employee.

On job training

A training programme for the cooks will comprise of 4 days focusing and analyzing major aspects that play key role in customer satisfaction. Right from menu planning to having same ready every time a customer places a order for it.

Day 1

Setting the kitchen up

This often comes off as all fun and games until the actual show time begins. In this the kitchen staff will have to set the kitchen up. Where they would be assessed on sanitation and hygiene. The team will be given 50 minutes for getting their performance area all tidied up. And first 10 minute for discussion and assigning the roles. This will make the manager aware of the keys points of improvement and current status and capabilities of each prospect.

Day 2

Day 2 will consist of orientation and its effective functioning.

A room full of ingredients grocery supplies etc must be placed on the table once this is done the team will be given roughly two to three hours altogether for the same. In the initial hour the team must first decide a significant category for example groceries; dairy products; spices etc. In the next one hour each member will have to stack and organize each product in its place of choice keeping in mind the future scenario of conveniences and inconveniences and thus decide the most appropriate place or compartment for the same. In the next hour the cooking team will be divided into two. One will be in charge of the cutlery and serving units. And the other will be required to keep packaging and takeaway material organised along with the major utensils that actually cooks the deliciousness.

Day 3

Time plays an important role in a restaurant especially in the kitchen as all work must be carried out in a systematic manner as to deliver the food not just on time but also with the quality taste and hygiene that you first envisioned the restaurant to be in. There in above activities a common factor that keeps recurring is time. And its same time that can only be achieved by practice and discipline. On this day the team will be given a list of a full main course items that they will be required to prepare for certain quantity of people in a given time.

Key takeaway from this program would be that the now in an interesting twist the team of the cooks will now have to prepare a full main course for a decent moderate quantity of people

not just at a minimum waiting period but also with proper hygiene using the same utensils ingredients and other products also comprising the serving dishes that the team themselves had Put in so much of efforts in cleansing and organising.

Day 4

Successive completion of day three training cooks will have to prepare a short report based on how day 3 was performed and study it thoroughly. Based on the same report the kitchen wonders will be asked to make effective changes in the kitchen based on their learnings, and rearrange the few items or products that they found were not placed correctly or there had to be any other necessary change aur reorganising of items.

As a part of my secondary objective/data a questionnaire via Google forms was circulated with the owners of restaurant in the city of Panaji. To understand the different strategies and conditions they use to hire employees.

Questionnaire has been attached below.

Questionnaire

Effective recruitment model for small scale businesses.

Greetings, I am a student of MBA Part II, Goa Business School, Goa University. And as a part of **Final** Internship project I am doing a research study on **Recruitment for Restaurant Business in Goa**.

Please spare few minutes of your time to fill my questionnaire. It will be a great help to my project.

Thank you.

Section 1

1. Name of the restaurant

Short answer text.

2. Type of restaurant
 - Indian
 - Local
 - Multi cuisine
 - Other...

Section 2

Cook

Section based on the Recruitment for a cook /chef

1. Location of interest of the prospects.
Short answers only.
2. What is the minimum training period made compulsory for the cooks at your restaurant.
Short answers only.
3. Total no. of working hours put in by the chefs/cooks in a day.
 - 5 to 7 hours
 - 8 to 10 hours
 - More than 10 hours
 - Other:

4. Modes of recruitment.

- Interview
- Competitions
- Campus recruitment
- Ads

5. Criteria of selection

- Experience
- Specialisation
- Other:

6. Ease of selection of suitable candidate. (rate on the scale from 1-5 where 1 is easy and 5 is difficult)*

Easy

- 1
- 2
- 3
- 4
- 5

Difficult

Section 3

Waiters/Helpers

Section based on the recruitment for a waiter/helper.

1. Categories of workforce required

- Helpers
- Waiters
- Other:

2. Qualities expected from the workforce.

- Etiquettes
- Communication Skills
- Presentation Skills
- Punctuality
- Other:

3. Factors considered to be the most to least importance in the work performance. (Rate on the scale from 1-5 where 1 is the least important and 5 is the most important)

Very unimportant Unimportant Neutral Important Very important

Hygiene

Customer friendly behavior

Maintenance

Dedication for the service

Hygiene

Customer friendly behavior

Maintenance

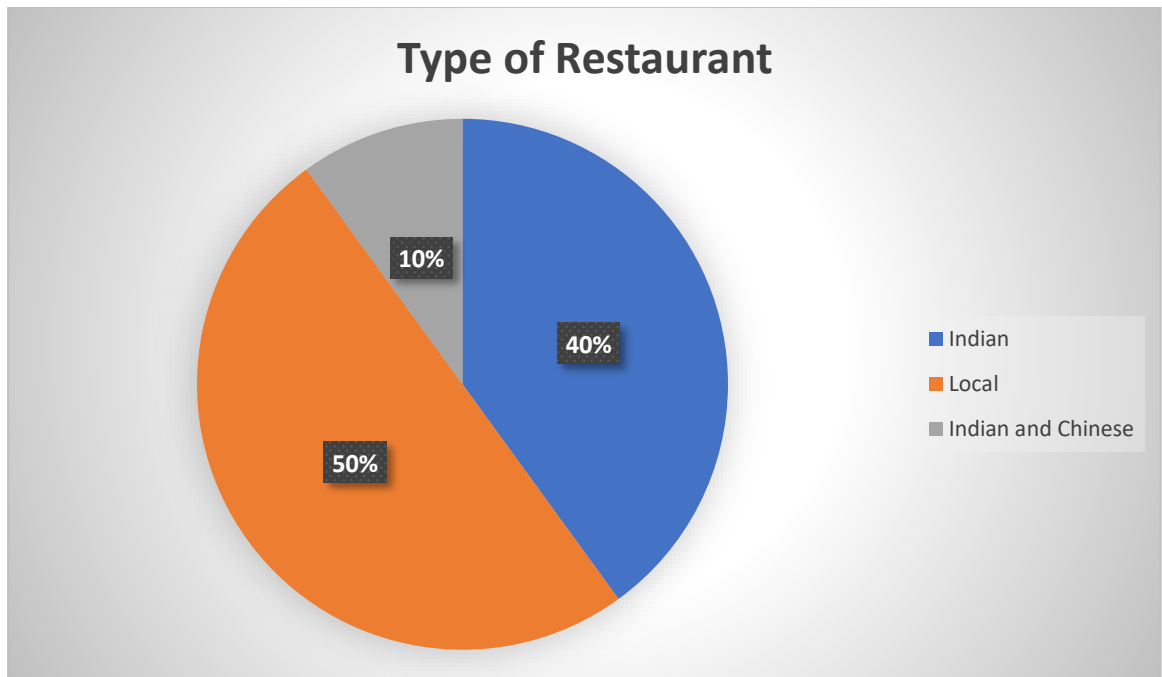
Dedication for the service

4. Kindly share your experience as a recruiter.

Long-answer text

Data analysis and discussion

1.

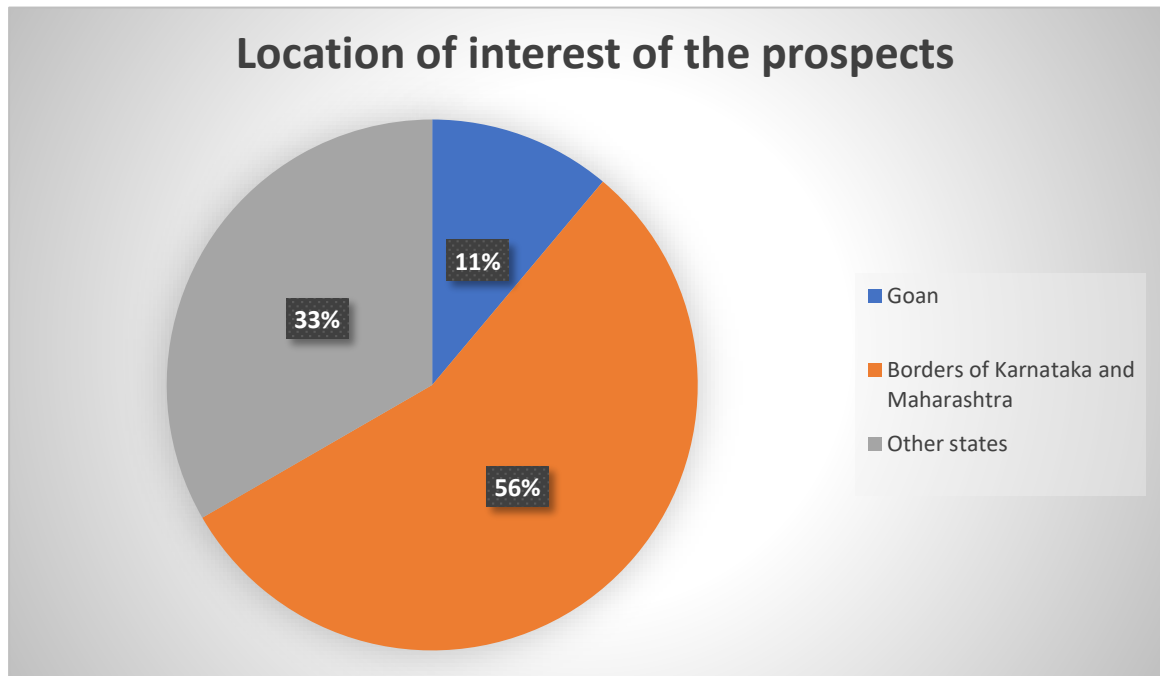


The above pie chart shows a percentage of the commonly available restaurants in the city of Panaji. 50% of the restaurants are the ones who have Goan local food which includes the famous Goan Bhaji pao, buns and other Goan delicacies. If we look at the non-vegetarian local restaurants it mainly includes places that serve fish, curry and rice. Which is a go to meal for every Panajimite. Looking at 50% of the restaurant business as local my analysis say that these is a obvious percentage cause every person in this state has grown up eating this which also indicates that most of them who have got into this line are confident of what they get on table and being locals they also understand the taste every customers of theirs would like.

In the pie chart it shows that the remaining 40% restaurants that prepare Indian delicacies. This percentage includes vegetarian as well as non-vegetarian restaurants. When the questionnaire got circulated it came to my notice that these restaurants are either owned by people from neighbouring states or north Indians. These is mainly because that kind of food is not prepared by locals and the expertise of those delicacies only lies in the hands of people from those states as for them it is a local dish. The remaining 10% of restaurants responded saying that they prepare Indian as well as Chinese which becomes a part of the 40% restaurants present in Panaji.

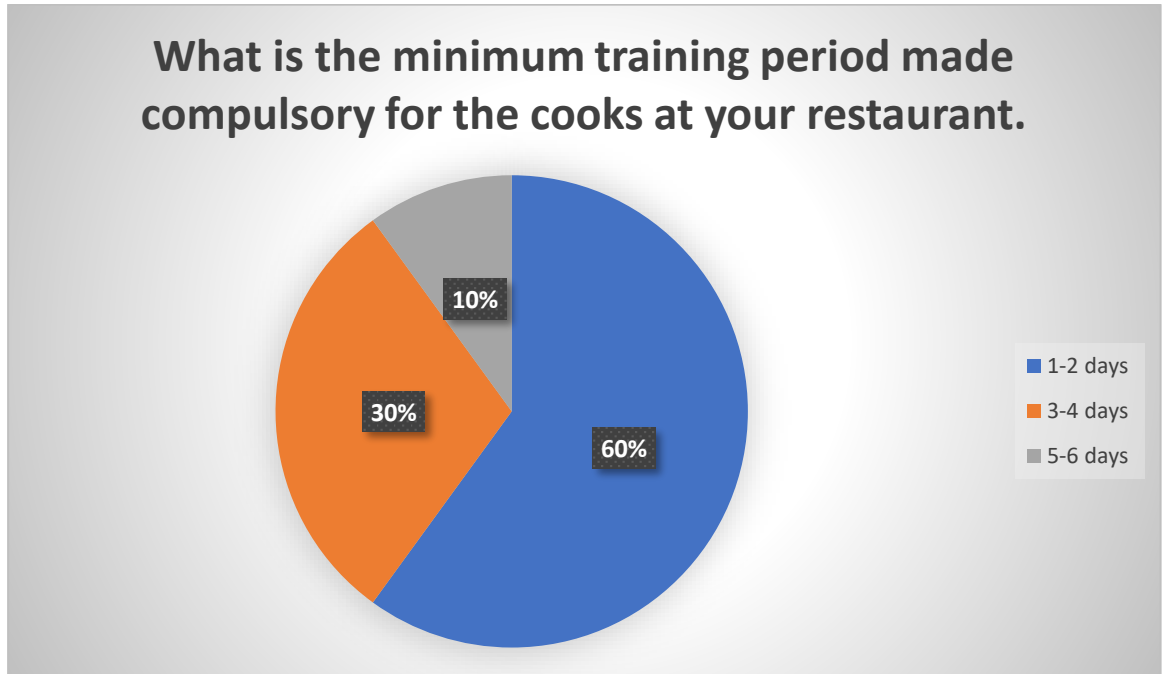
2. Data analysis for cooks

I.



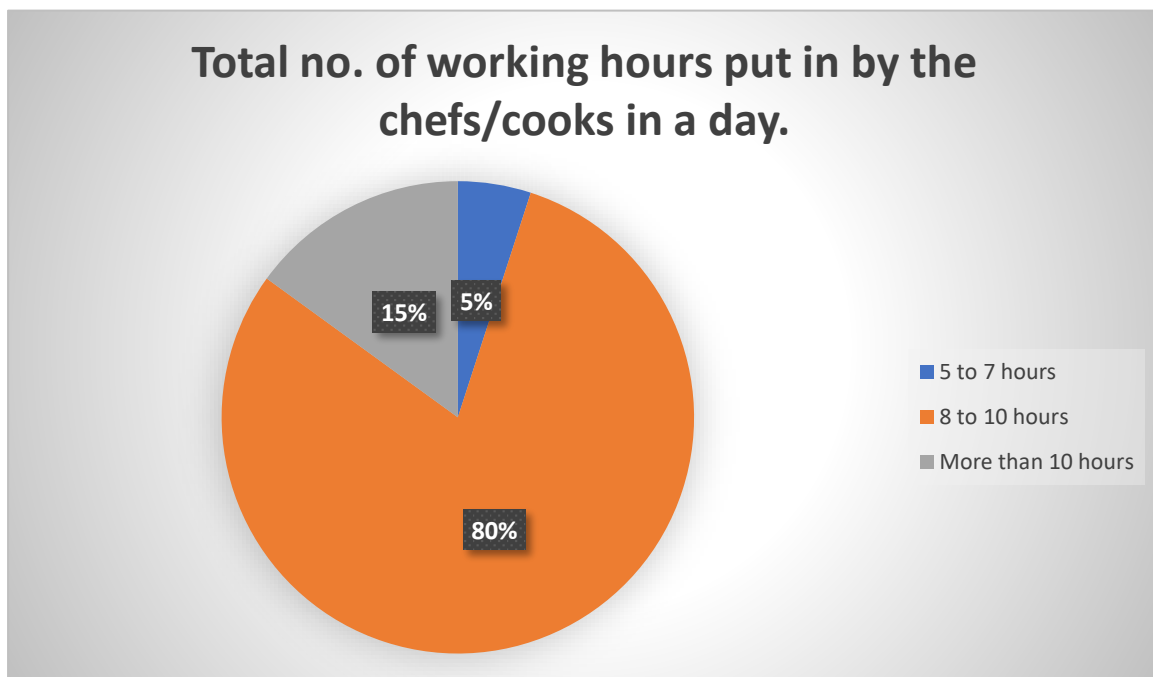
In the above pie chart we get to see a few percent of Goan employees being hired this is because the employers of restaurant business believe that when they hire Goan employees the amount of salary to be paid is more as compared to employees from the other. So the restaurants end up going to hire non-Goans is what is indicated in the pie chart. Also the availability of Goan youth is way lesser in such kind of jobs. This could be mainly because desk jobs are more preferred as compared to others.

II.



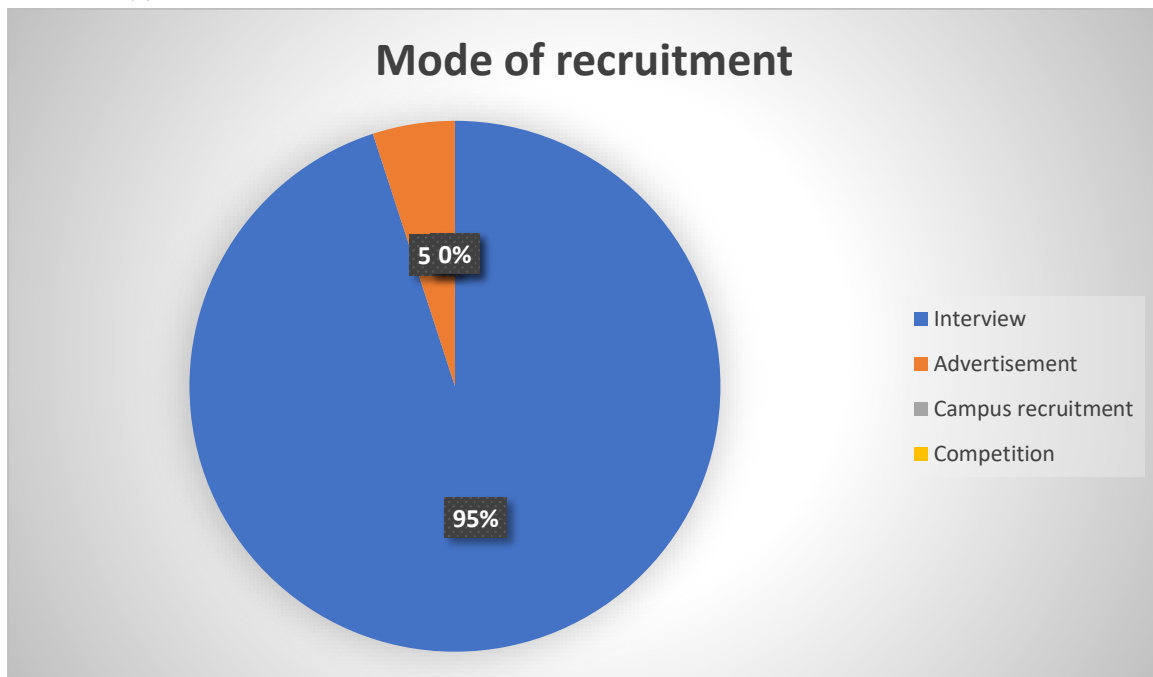
Training is a crucial part of the restaurant especially for the cooks of the restaurant. But while this cooks are hired it was noticed that the restaurants hire experienced and specialised candidates according to the need of the restaurant. This is mainly done so that the restaurants doesn't have to spent more money and time in training their employees. That's the reason the minimum days used to train new employees are mainly 1 to 2 days and 60% of the restaurants follow it. Whereas the remaining are 30% for 3 to 4 days of training and 10% for 5 to 6 days.

III.



80 percent of cooks put in 8 to 10 hours per day at their jobs. This shows that the majority of restaurants and other eating places have set working hours for their chefs. 15% of cooks put in more than 10 hours a day at their jobs. This can mean that some chefs are obliged to work longer shifts because of their position's responsibilities or the needs of the restaurant. Only 5% of cooks work from five to seven hours a day. This might imply that some cooks have part-time jobs or work fewer hours because of other commitments or scheduling issues. Overall, the data indicates that cooks work a wide variety of hours, the bulk of which are between 8 and 10. The difference in work hours can be a reflection of the variety of jobs and duties found in the cooking industry as well as the requirements of various kinds of restaurants.

IV.

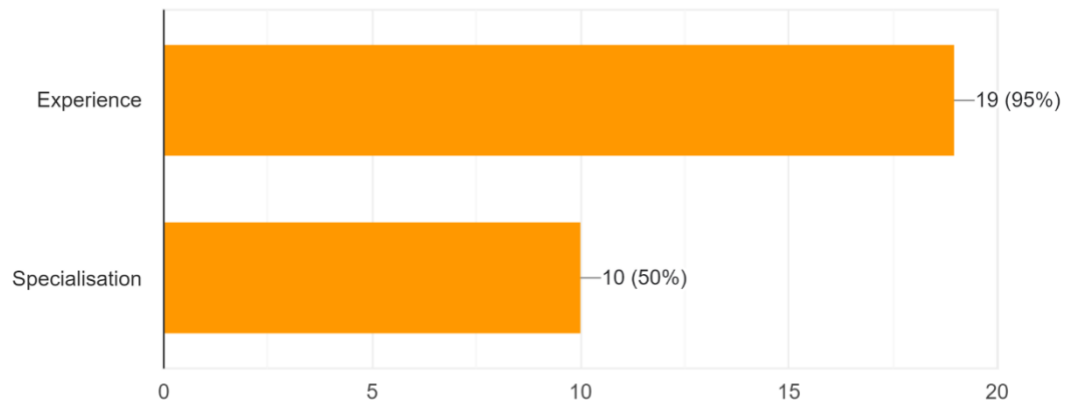


With personal interviews accounting for 95% of all interviews, they are the most popular way of hiring. This implies that the company places a high priority on interpersonal relationships and face-to-face interaction when making hiring decisions. Only 5% of hiring is done through advertisements, showing that the company does not rely substantially on advertising to draw in potential employees. It is possible that the restaurant does not actively engage with educational institutions or public events to source individuals because there are no competitions or campus recruitment efforts. The data as a whole indicates that the company mainly uses personal relationships and word-of-mouth recommendations to hire new personnel. This could be an indication that the company prefers to hire people with particular qualifications or expertise and that it wants to keep its workforce together. To increase its candidate pool and reach a larger audience, the company may, however, gain from investigating different recruitment strategies.

V.

Criteria of selection

20 responses

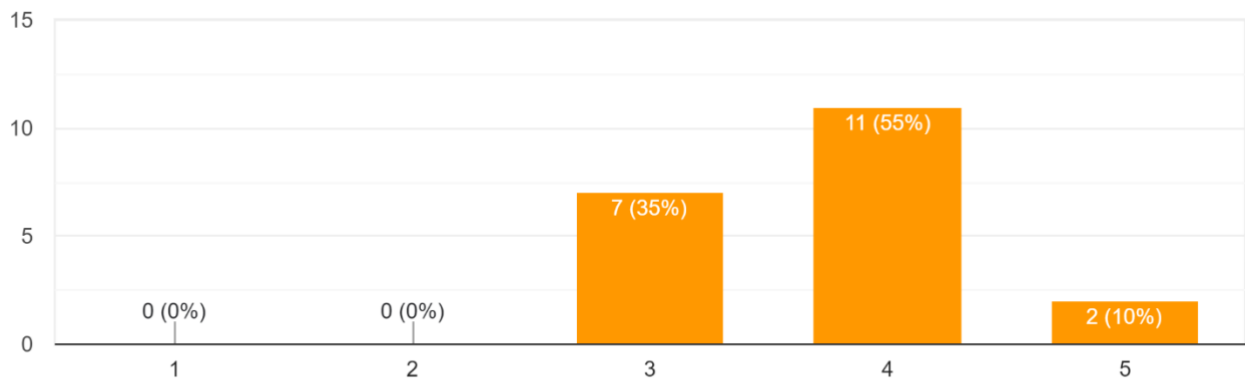


We can see from the data that experience is the main factor considered when hiring cooks for restaurants. In particular, 95% of the cooks are hired based only on their prior cooking experience. This suggests that the restaurant prioritises experience when choosing its cooks over all other factors. The study also indicates that a sizeable majority (50%) of cooks are employed based on both their experience and culinary specialisation. This suggests that in addition to a cook's total cooking experience, a restaurant may emphasise a cook's proficiency in a particular style of cooking, such as Indian or Goan cuisine.

VI.

Ease of selection of suitable candidate. (rate on the sale from 1-5 where 1 is easy and 5 is difficult)

20 responses



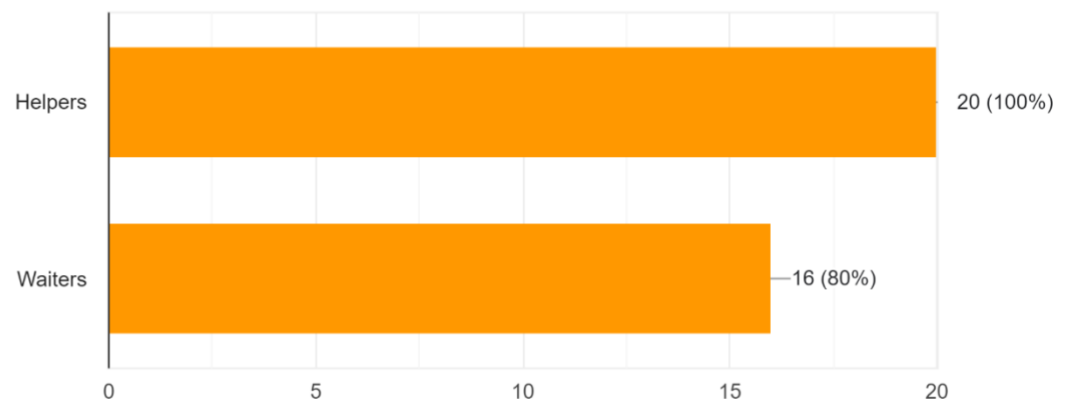
No respondents, specifically, gave the selecting procedure a 1 or a 2, suggesting that none of the respondents thought it was simple. Instead, 35% of the respondents gave the selection process a 3 out of 5, suggesting that it was a little demanding but not extremely so. The majority of responders, 55%, gave the selecting procedure a 4 out of 10, indicating that it was quite tough. Finally, 10% of respondents gave the selecting procedure a 5 out of 10, indicating that it was very tough. The data as a whole suggests that choosing a qualified applicant for the post is a difficult endeavour, with the majority of respondents perceiving it to be at least moderately challenging. This might be the result of a number of things, like a dearth of competent applicants or intense rivalry for the job.

3. Data analysis for waiters and helpers

i.

Categories of workforce required

20 responses



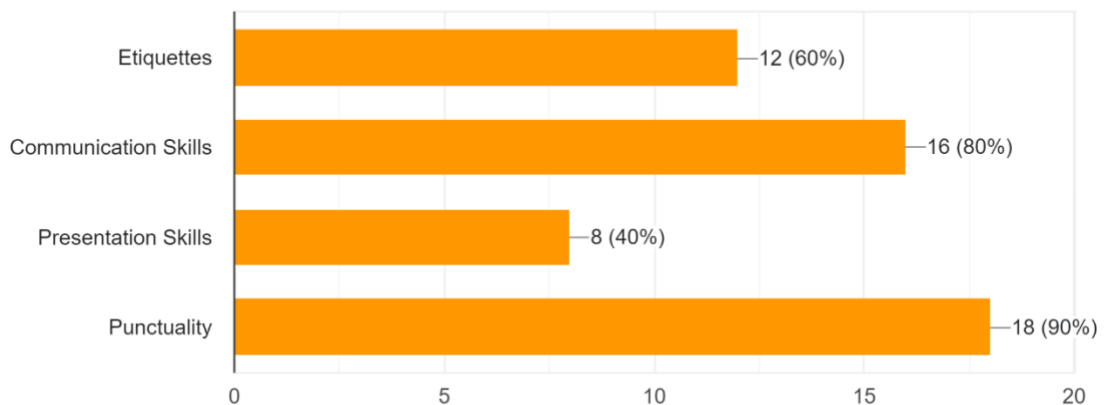
Based on the data, we can see that each restaurant employs both waiters and assistance for their institution, indicating that both positions are necessary for the smooth operation of the eatery. This might be because there needs to be wait staff to serve customers and take orders, as well as support workers to help with cleaning, dishwashing, and meal preparation.

Additionally, the research shows that 80% of restaurants exclusively employ waiters, proving the importance of having an experienced waitstaff to a restaurant's profitability. This shows that waiters are essential to providing top-notch customer service and making sure that diners enjoy their meals. Overall, the data suggests that having a mix of helpers and waiters is essential for the operation of the restaurant, but having experienced waitstaff is particularly important for ensuring customer satisfaction and the success of the establishment.

ii.

Qualities expected from the workforce.

20 responses



We can infer from the information provided that Panaji restaurant owners place a high priority on a variety of abilities for their servers. Particularly, 80% of business owners think that communication skills are crucial, indicating that waiters who can properly interact with clients and coworkers are highly regarded. This can entail having the ability to accurately accept orders, describe menu items, and respond to consumer inquiries.

Additionally, 60% of the business owners agree that manners are crucial, showing that they reward servers who treat clients with respect and professionalism. This may involve actions like smiling and making eye contact with clients and using suitable vocabulary and tone, among other things.

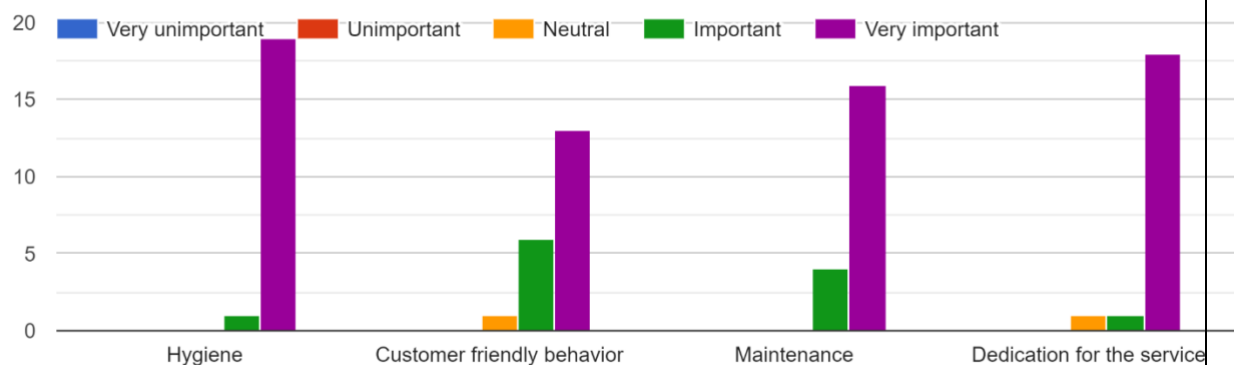
Additionally, 40% of business owners think presentation skills are crucial, indicating that they respect servers who are well-groomed and presentable. This may involve things like dressing in clean uniforms, keeping one's hair and makeup in place, and practising basic hygiene.

The fact that 90% of business owners think timeliness is crucial shows that they reward servers who show up on time for their shifts and are dependable and consistent in their performance. Overall, the information points to the fact that restaurant owners in the city of Panaji place a premium on a mix of trustworthiness, personal grooming, and

interpersonal skills in their waitstaff. Restaurant owners may guarantee that their patrons have a satisfying eating experience and that their business works efficiently by giving priority to certain abilities and characteristics.

iii.

Factors considered to be the most to least importance in the work performance. (rate on the sale from 1-5 where 1 is the least important and 5 is the most important)



We can infer from the provided data that restaurant owners regard particular elements that are crucial to the success of their business a high value. Particularly, 19 business owners place a high value on hygiene, demonstrating their commitment to keeping their establishments clean and comfortable for their patrons. This could involve things like handling food properly, cleaning surfaces and utensils, and keeping the kitchen and eating area clean.

Additionally, 13 business owners believe that acting in a customer-friendly manner is highly important, indicating that they value giving their clients a great experience. This could entail actions like giving consumers a warm welcome, paying attention to their requirements, and professionally responding to any complaints or issues they may have.

Furthermore, 16 owners place a high priority on maintenance, showing that they care about maintaining their business in good shape. This could involve things like fixing broken equipment as soon as possible, keeping things tidy and organised, and making sure the physical environment is appealing and useful.

Finally, 18 business owners believe that commitment to service is highly important, indicating that they value waitstaff who are dedicated to providing their clients with exceptional service. This may entail things like understanding the menu, attending to

patron demands, and going above and above to guarantee a pleasurable dining experience.

There are some differences in opinion on the significance of these criteria, despite the fact that the majority of restaurant owners in this data set have strong sentiments about them. For instance, just one owner considers hygiene to be significant (rather than very important), and another owner is undecided on the significance of service commitment. Additionally, it's vital to remember that other considerations can also be at play when recruiting or making management decisions, even though this data gives insight into the values of these specific restaurant owners.

4. Kindly share your experience as a recruiter. (The data analysis below are based on the feedback given by restaurant owners.)

Feedback by restaurant owners: -

1. It gets difficult to know if it is the right choice of employees at starting days.
2. Due to having 4 branches of restaurant Panaji it gets easy to recruit employees with the current staff.
3. It gets difficult to get recruit for any Job.
4. Have to rely on non Goans for workforce.
5. We have had Goan cooks and helpers stay with us over the years. So recruitment for staff doesn't take place much time in a year.
6. Finding Goan cooks to cook Goan authentic fish curry rice comes as a problem in the process of recruitment.
7. It is difficult to find new employees in Goa.
8. As a recruiter we have had staff working for us over a long period of time. So hardly any recruitment takes place.
9. We find new workforce with help of our present employees as and when required.
10. Our staff has been with us for a really long time. So there is no need of frequent recruitment.
11. We try to employee as much as Goan people at our restaurant and at times its difficult to employee them. As there is hardly any Goan staff available for such kind of jobs.

12. Hiring cooks become a problem as a recruiter because we want to mention the same taste of food throughout when it come dishes related to fish.
13. With other job opportunities it is difficult to get workers or waiters to work. whereas we have had our working for us for a longer duration of time.
14. It is difficult and expensive to higher Goan staff. so thats the reason higher staff from out of Goa.
15. Maintaining the same employees overtime gets difficult because look for new jobs.
16. In recruitment we find it hard to find cooks who are good at making authentic Goan fish curry and rice.
17. Being a new restaurant, we are facing a difficult time in hiring new employees.
18. It gets difficult hiring Goans as the salary expected by them is higher than the rest. Although we still have some Goan citizens working for us.
19. Finding experienced employees is difficult as they are not easily available and often taken by other restaurants offering higher pay.
20. The only problem we faced was hiring people who are good cooking authentic biryani.

My analysis on the feedback given above by restaurants.

When it comes to finding and keeping staff, the restaurant industry in Panaji has a number of difficulties. The challenge of determining if new personnel are a good fit, especially in the early phases of a restaurant's operation, is one of the main problems. However, the city's various divisions make it simpler to hire new employees from among the existing workforce.

Finding qualified individuals for available positions is another issue that restaurants in Panaji deal with. As a result, hiring non-Goans as workers is common. Finding new employees can still be difficult, especially when it comes to employing cooks who can prepare real Goan fish curry and rice, even if some Goan cooks and helpers have remained with restaurants for long periods of time.

In Goa, it is generally tough to locate new personnel, which makes it difficult for recruiters to keep up a steady flow of new hires. However, despite doing little recruitment, several restaurants have been successful in keeping their workers for extended periods of time. In some circumstances, current workers assist in recruiting new workers as needed.

It can be challenging for restaurants in Panaji to hire as many Goans as possible because there is a lack of Goan workers available for such positions. Additionally, it's challenging to hire Goan citizens due to their high compensation demands. Some restaurants have had to hire workers from outside of Goa as a result, which may be costly and logistically difficult.

Finally, it can be challenging to hire experienced workers because they are hard to come by and frequently accepted by other restaurants with higher pay. The hiring of individuals skilled in making real biryani was the only issue specifically noted by one of the eateries. Finding qualified candidates, keeping workers, and ensuring consistent food quality are just a few of the recruitment and retention issues the restaurant sector in Panaji must deal with.

Project findings and conclusion

In the data collected and analysed in the earlier heading I found the following findings.

- Cooks are highly recognised for their experience. The results show that 95% of restaurants recruit cooks based on their experience, suggesting that restaurant owners give priority to applicants with a track record of success in the field.
- Cooking specialisation is appreciated as well, though to a lesser extent. The majority still place a premium on experience alone, even though 50% of restaurants recruit cooks based on their experience and specialisation.
- Most restaurants employ servers as well as assistants. All restaurants hire workers, but only 80% of them hire waiters. This implies that these positions are crucial to a restaurant's efficient operation.
- In Panaji, owners of restaurants place a high emphasis on specific characteristics in their staff members. Particularly, the majority of owners place a high value on cleanliness, customer service, upkeep, and commitment to quality.
- Even more significant than presentation skills are communication abilities. According to the survey, 80% of Panaji restaurant owners think that communication skills are highly important, whereas just 40% think that presentation abilities are crucial.

Overall, these results indicate that when it comes to employing and managing workers, the restaurant business in Panaji places a high emphasis on experience, cleanliness, customer service, and communication skills. By giving these things top priority, restaurant owners can create a warm and effective space that caters to patron requirements and promotes business success.

Conclusion

To have a business plan or a model for your restaurant is one thing and to effectively use it with help of your potential workforce is another according to my study, questionnaire, recruitment model and experiences that I have gained is that it takes an individual to read between the lines at the location where I conducted my research anticipation from the locals to apply for the vacancies was next to negligible as compared to the few but interested migrants. Based on which a recruitment model was also framed for easy understanding and learning of how recruitment actually works on ground level.

Therefore, it is the leader who will face various twist and turns and implementation of the same for his team to make this service-oriented business master plan a success.

Recommendations to the company

- ❖ Over the period of time the restaurant organization should start giving bonuses to its employees on festivals in order to keep them happy and also to work which leads the restaurant to succeed. Because a happy employee is a happy customer.
- ❖ The restaurant organization will have to provide room facilities to its employees in order hire good employees and make them stay. As over the process it lost some candidates due to this facility not available.
- ❖ They should focus on giving overtime pay to employees who work for beyond the working hours in the restaurant.
- ❖ Special days should be celebrated with the employees for eg. Women's day. To show the employees that the restaurant organization cares and values them.
- ❖ Also the restaurant needs to start maintaining a register for employees to mark their attendance and the time they come in for work and leave. This will be necessary when the workforce is increased.

Work done and learning derived

- ❖ Designed a recruitment model for employees. To hire new employees for the restaurant startup.
- ❖ Understood that the typical methods of recruiting don't always work and rather than employees approaching we have to approach the candidates to hire good quality employees.
- ❖ Hiring the right amount of workers and contractors to establish a restaurant is a difficult task. From painters, carpenters and electrician learned that getting this work done with a certain budget in hand can be difficult. Also accomplishing this tasks within a certain period of time is a crucial job.
- ❖ Understood why many Goans don't prefer such jobs and the employee market in this business is scarce in Goa. That's the reason we see many non Goans employees working in this line.
- ❖ Also listening to employee grievances is a crucial task if not given attention can lead lesser productivity and success of the business is what I learned.
- ❖ Learned to use some of the key aspects of Negotiation and communication skills a subject taught to us in the course of MBA which I used for hiring of new employees and also while agreeing on terms while creating a restaurant setup with the contractors.

