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CREATING A MOTIVATIONAL ENVIRONMENT FOR THE PROFESSIONAL GROWTH OF RESTAURANT EMPLOYEES

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Abstract. *The article presents a detailed overview of the key elements of an effective motivation system, such as: a clear vision of the company, an individual approach to each employee, systematic training and development, career growth, financial and non-material motivation, feedback, comfortable working conditions and delegation of authority. Based on theoretical analysis and practical recommendations, specific measures were proposed for the implementation of an effective motivation system in restaurants. In particular, such tools as mentoring programs, professional skills competitions, a 360-degree assessment system and encouraging participation in specialized events are considered.*

Key words: *staff motivation, restaurant business, effective motivation system, professional development, employee satisfaction, productivity.*

Introduction.

Despite the importance of staff motivation for the success of a restaurant, many establishments do not have a clear and effective system for stimulating their employees. This leads to such negative consequences as: high staff turnover (unsatisfied and unmotivated employees are often fired, which leads to additional costs for finding and training new staff); low quality of service (disinterested employees provide lower quality service, which negatively affects the reputation of the establishment and attendance); low productivity (unmotivated employees work less efficiently, which reduces the overall productivity of the establishment); the presence of loyalty (employees who do not feel valuable to the company will not be loyal to it). The relevance of the study is due to the fact that the restaurant business is highly competitive, and in order to achieve success, it is necessary to create working conditions that attract and retain the best employees.

Main text.

Staff motivation in a restaurant is the key to the success of any establishment.



Satisfied and motivated employees work more efficiently, provide better service and promote customer loyalty. Professional development is not only learning new skills, but also an opportunity for employees to feel their value in the company and see growth prospects.

Key elements of an effective motivation system:

1. A clear vision and mission of the company. Employees should understand what the restaurant strives for and how their work contributes to achieving common goals. This gives a sense of involvement and motivation to work for a common result.

2. An individual approach. Each employee has their own goals and ambitions. It is important to hold regular conversations to understand their needs and develop individual development plans.

3. Systematic training and development. It is worth offering a variety of training programs, both internal and external. Managers should pay for courses, trainings and seminars that will improve the qualifications of employees [1].

4. Career growth. It is necessary to create a clear career growth system with defined stages and promotion criteria. Let employees understand that their work is appreciated and that there are prospects for the further development of the company.

5. Financial motivation. Competitive salaries, bonuses, and bonuses are important elements of motivation. It is necessary to link financial incentives with the achievement of specific results and the implementation of plans.

6. Non-material motivation. Recognition of merit, public praise, and words of gratitude are powerful motivators. It is worth organizing corporate events and celebrations to strengthen team spirit.

7. Feedback. Regularly provide employees with feedback on their work. This will help them understand that their work is noticed and appreciated.

8. Comfortable working conditions. Create a pleasant atmosphere in the team, provide comfortable workplaces and necessary equipment.

9. Delegation of authority. It is necessary to trust employees and give them more responsibility. This contributes to the development of initiative and independence.

Creating an effective motivation system for restaurant employees is an investment



in the future of the establishment. Motivated employees are the key to success, high quality service and customer loyalty [2]. Therefore, it is worth analyzing in detail the elements of an effective motivation system for the professional development of restaurant employees (Table 1).

Table 1 – Elements of an effective motivation system for the professional development of restaurant employees

Element of the motivation system	Description	Implementation examples
Material motivation	Financial incentives that strengthen the employee's desire to achieve better results	Bonuses for achieving plans, bonuses for improving qualifications, participation in the institution's profits, tuition fees, discounts on restaurant products or services for employees
Intangible motivation	Non-financial incentives that satisfy the psychological needs of the employee [3]	Public recognition of achievements, awards, career opportunities, delegation of responsibility, participation in decision-making, creating a positive atmosphere in the team, corporate events
Career development	Opportunities for professional growth and skill development	Individual development plans, mentoring programs, paid internships, participation in trainings and seminars, creation of an internal school for staff training
Feedback	Regular evaluation of employee performance, provision of constructive feedback	Individual interviews, formal assessments, 360-degree assessments, use of special programs to collect feedback
Comfortable working conditions	Favorable working conditions that increase employee satisfaction	Flexible schedule, comfortable workspace, provision of necessary tools, medical insurance, health support programs [4]
Recognition of achievements	Public recognition of employee successes	Honor roll, greeting cards, publications in the corporate magazine, awarding of certificates and thanks

Authoring



Table 1 provides a fairly comprehensive overview of the elements of an effective motivation system for restaurant employees. It clearly divides motivation into material and non-material, and also covers such important aspects as career development, feedback, working conditions and recognition of achievements. Examples of the implementation of each element are specific and understandable.

Table 1 correctly emphasizes the importance of a balance between financial incentives and non-financial factors that influence employee motivation. Although the data presented do not directly indicate an individual approach, examples of implementation (for example, individual development plans), but hint at the need to take into account the needs of each employee. Despite the fact that this aspect is not made into a separate element, it is traced in such items as “achieving plans” and “participation in decision-making” [3].

A separate element dedicated to the motivation of teamwork can be added to the table. This could include activities such as joint projects, team bonuses and recognition of team achievements. Since working in a restaurant can be physically demanding, it is worth considering the inclusion of programs to support the health and well-being of employees (e.g., fitness programs, psychological consultations).

Also important is the motivation of employees to participate in social projects of the company, which can increase their involvement and loyalty. To assess the effectiveness of the motivation system, it is worth developing a system of metrics that will allow you to track changes in productivity, employee satisfaction and other indicators [2].

Thus, a solid foundation for creating an effective motivation system in a restaurant is proposed. It covers a wide range of tools and approaches that can be adapted to the specific needs of each institution. Regular evaluation and improvement of this system are key to achieving long-term success.

Suggestions for practical steps to motivate restaurant staff:

1. Create a mentoring program. Experienced employees can mentor newcomers, passing on their knowledge and experience.
2. Organize professional skills competitions. This encourages employees to self-



improve and showcase new talents.

3. Implement a 360-degree evaluation system. Collecting feedback from colleagues, managers, and subordinates helps employees see their strengths and areas for development.

4. Encourage participation in specialized conferences and seminars. This allows employees to stay up to date with the latest trends and broaden their horizons.

Creating an effective motivation system is a long and complex process that requires an individual approach to each employee. Regularly evaluate the effectiveness of your system and make additional changes. Remember that motivated employees are the key to the success of your restaurant.

Summary and conclusions.

The results of the study confirmed that staff motivation is one of the most important factors in the success of a restaurant. An effective motivation system, which includes both material and non-material incentives, helps to increase employee productivity, improve the quality of service and, as a result, increase customer loyalty. Particularly important elements of motivation are an individual approach, opportunities for professional growth, recognition of achievements and creating a positive atmosphere in the team.

Further research can be aimed at studying the influence of different generations on motivation, as well as at developing tools for measuring the effectiveness of motivational programs.

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