

**How human resource management (HRM) is enacted in the restaurant industry: An exploratory study of managerial mental models, HR partnerships and enacted human resource practice in New Zealand**

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### **Attestation of Authorship**

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

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## **Abstract**

The New Zealand hospitality industry opens the areas of exploring the human resource management (HRM) mental models (MM) in restaurants connected to HRM practices in the companies. HRM can be identified as a vital aspect in the hospitality sector in studying discrepancies in the intended and enacted HR practices in the restaurant industry while looking into the HR partnership role in such small-medium entrepreneurial restaurant setups in New Zealand. This research focused on exploring how HRM is translated into the restaurant industry, exploring managerial mental models, HR partnership, and enacted HR practices in New Zealand. Since this study explores how HRM is translated in the restaurant industry, including how managers enact HRM, it is an area for a more significant study. Insights into these topics can benefit the hospitality industry, influence policymakers, and develop labour conditions and managerial solutions to employee turnover within the industry. As a significant popular industry that provides enormous employment opportunities in New Zealand, this study aims to address HRM and management issues associated with the industry.

The case study method has been used to collect rich qualitative data on HRM practices of the restaurant industry by conducting semi-structured interviews with employees, HR personnel and restaurant owners and collecting documentation and archival data. This exploratory study used three cases by conducting interviews at three different restaurants in Auckland. As a qualitative study, the case study methodology used in this study compares and contrasts the managerial MMs against the HRM practices implemented in three restaurants selected in the Auckland region. The data analysis utilised triangulated method and cross-case analysis methods (Gioia, 2013).

The findings showed that two cases (Robata and Thalís) have similar HRM enactment from their managerial MMs. In one case (Taj), only the control/ coordination element differs from HRM and MM of the management. The findings demonstrate that managerial MM affect the implementation of HRM practices in the firm. Additionally, the findings showed the factors that influenced the gaps between MM and HRM, and how SME sector can develop effective HR practices in the restaurant industry. This thesis will discuss the theoretical and practical implications of these findings in detail.

## **Chapter 1– Introduction**

### **1.1-Background**

Human resources management (HRM) in entrepreneurial activity in the hospitality industry performs a main role in impacting the employees and business at a greater level. In this context, investigating HR mental models and the gap between intended and enacted HR practices is important for preserving the hospitality industry's sustainable competitive structure. The key objective of our research is to contribute to the literature on hospitality industry by presenting a better understanding and knowledge of the HRM practices, HR partnership and MM of small-medium scale restaurants in terms of management and HR interaction, by providing practical suggestions to all the sectors.

### **1.2-Problem Statement and Objectives**

According to the Restaurant Association of New Zealand (2018), the business growth in the hospitality sector has increased by 6.8% from 2016 – 2017. For the past five years, there has been an increase in restaurants of more than 2000 and more than 72,000 people are employed in restaurants and cafes (Restaurant Association of New Zealand, 2018). With this continuous growth, higher requirements of labour input, wage pressures, and recruiting workers with the correct skillsets have become a challenge to the management of the organisations (Restaurant Association of New Zealand, 2018). Additionally, there is increasing employee turnover and weak employee engagement, which could have a negative impact on the hospitality industry's service quality (Williamson, Harris, & Parker, 2008). The New Zealand hospitality industry has a high level of voluntary staff turnover due to unsocial working hours and small profit margins (McCabe, 2017). Moreover, a lack of leadership skills in management has become another key influence on the increase in labour turnover in the hospitality sector in New Zealand (Williams, 2018).

With the escalating growth in the small-medium businesses in the sector, effective HR management skills and knowledge have become an essential aspect of implementing and developing the workplaces to retain a skilled workforce. With the research conducted by Williams (2018) on the employee retention of small – medium-sized enterprises in New Zealand, leadership and management issues that arise in the hospitality sector tend to increase employee turnover. While much existing research focuses mostly on performance implications of HR, implementation of the practices has differed from the intended HR practices, and it is neglected in the literature (Makhechaa et al., 2018; Paauwe & Boselie, 2005; Woodrow & Guest, 2014). According to Hartog et al. (2013), there is a perceptual difference between managers and employees on HR practices in organisations. In this scenario, it is important to investigate the gap



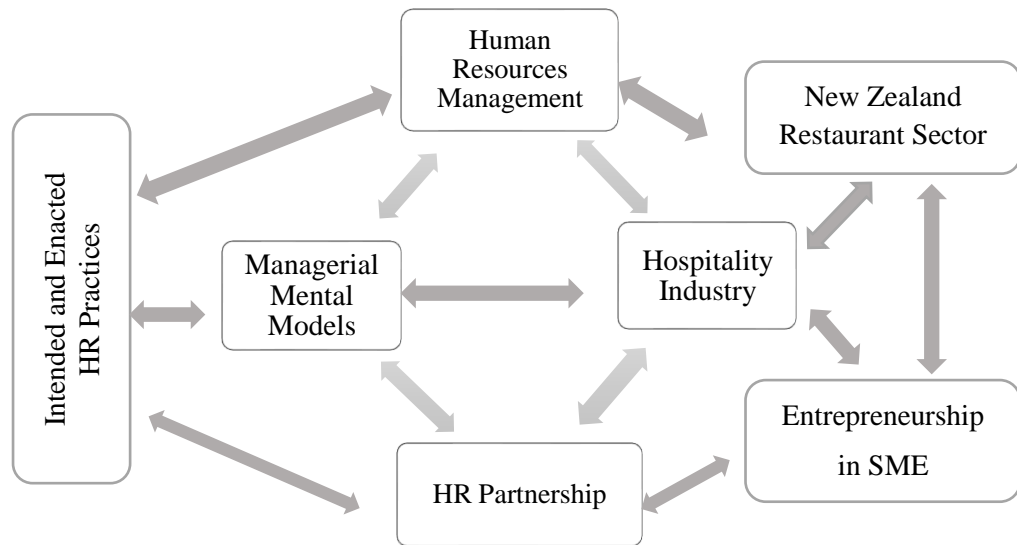
between the intended and enacted HR practices in the restaurant sector, as the research findings will help identify the development areas of the existing HR practices. There are tensions between the intended HR practices of the organisation and its implemented practices in the HRM literature that employee experience is seen as fundamental to understanding the reactions of employees to HR procedures and consequently the HRM-performance link (Piening et al., 2014; Arthur & Boyles, 2007; Khilji & Wang, 2006). Therefore, understanding the implemented HR practices of the restaurant managers are important in this research to examine how their existing HR knowledge and practices concerning the MM that are used to manage the workforce and operations at restaurants.

In this study, it is expected to explore how managers in the restaurant sector implement their MM of management and the process through which HRM is translated into implemented practice. Studying the factors influencing the decisions for the management will look at how restaurants' MMs of line managers will explicate and how HR partnerships are practised in the organisation. HR partnership of line managers will be studied in this research to understand managers' MM and the process through which their practices emerge and evolve.

With very little research done on this area of how HR partnership translates in small-medium businesses in the hospitality sector, this research will help to understand the gaps between intended and enacted HR practices in restaurants and unique partnership between line managers and employees, and how it affects the perception of the employees and their behaviour as employees within the organisation. Practical and theoretical implications will be developed for HRM practice to maximise the efficiency and productivity of the HR functions and business operations in the restaurant sector.

### 1.3-Conceptual Map

Figure 1.1-Conceptual Map



The conceptual map was created for the research as above (Figure 1.1). In this diagram, HRM comes as the major theme of this research, derived from two areas of intended and enacted HR practices. Managerial MM and HR partnership will be specified within the hospitality industry in New Zealand, selecting entrepreneurship in small-medium scale businesses. Under the main topic of HRM, all the other titles are interconnected and elaborate on the areas of the study in one diagram. Hence, the selection for the study is encouraged and focused on the fields of enacted HRM practices and MM of small-medium restaurants in New Zealand.

### 1.4 – Research Questions

The following are the key research questions of this research:

1. What are the managers' mental models of human resource management in the restaurant industry?
2. How do managers utilise their mental models of human resource management to implement HR practices in their organisation?
3. What is the role of the HR partnership of the line managers in the restaurant industry, and how does this relate to their mental models of HRM?

This study is based on a qualitative method, with collected information from the restaurant managers and employees using a multi-case research design. The research was conducted with a qualitative study based on multiple case studies focusing on the managers, HR practitioners, and

employees in the New Zealand restaurant industry. With the rich qualitative data gathered, the gaps and relations between intended and enacted HRM practices, MM of the restaurant managers, and HR partnership of the line managers were understood and addressed with the development areas of HR functions based on findings of this research. The case study method was preferred as the research required in-depth, rich information to generate new insights into the research area. This method helped to understand how and why the MM of the firms operated and practised, including the process through which practices become implemented. Additionally, the different sources of data helped to support the triangulation of data and gain an objective insight into the HRM practices in the organisation.

### **1.5-Potential Contribution**

Potential benefits to the participants include increased knowledge of HR implementation, which should be used by restaurant managers and owners of the businesses. The participants will learn about the employment benefits, labour practices, and HR procedures used in the restaurant sector in the hospitality industry in New Zealand.

The wider community will benefit from this project in several ways. This study will enable a better understanding of people management through HRM to improve performance in organisations. The potential findings may offer restaurant managers or HR personnel insights on important employee outcomes such as employment relations, job satisfaction, organisational commitment, employee engagement, and trust in organisations.

### **1.6-Overview of the Thesis**

This study comprises six chapters. Chapter one introduces the research topic by reviewing the background of the study area with the justification for conducting the study. The problem statement and the objective of this are clearly defined with an explanation of the importance of conducting this study. The conceptual map in this chapter shows and clarifies the structure and the building of the themes of the study with interconnected topics for the research. Key research questions have been discussed, which have been used to develop the research areas of this thesis. At last potential contributions received for this research are discussed along with the beneficiaries from the outcomes of this study.

Chapter two consists of the literature review with related titles that are discussed under theoretical means. This section discusses overall HRM and Strategic HRM in organisations. Under sub-sections, it is explained about intended and enacted HR practices, gap between intended and enacted HR practices, HR mental Models, HR Partnership, Hospitality industry, SME in the hospitality industry, and HRM in the hospitality industry.

The third chapter explains the research methodology that is used in this research. The paradigm, ontology, epistemology of the study is described, and the research methodology is explained under the theoretical aspect. The case study method used in this research is explained with the semi-structured interview method applied to collect qualitative data. The use of archival records is discussed, along with data collection describing how the data analysis is done in this research. Credibility, transferability, and trustworthiness applied in this study were explained as qualitative research. The latter part of the chapter provides ethical considerations and how the ethics were implied and acts upon the AUTECH procedures to make the research an ethical bind.

Chapter four to six consist of the data findings resulting from the research data collection, with the analysis of each case under separate chapters. Describing how well the MM and HRM met in the restaurants, exploring HRM practices of each firm, and the outcomes of the enacted HRM with the MM of management of the restaurants. Both HRM and MM of the firms were discussed under three categories according to the founder's employment model of Burton (1995), such as attachment, selection, and coordination/ control (Baron, Burton & Hannan, 1996). Chapter seven concludes the research analysis with a cross-case analysis. The final chapter provides a summary of key findings and suggestions of the findings. This chapter also discusses the limitations of the study and the implication of this research for future studies.

## **Chapter 2- Literature Review**

### **2.1 – Introduction**

Modern approaches to people management are consistent with several philosophies and thinking. Ancient ideas about principle-based leadership and methods of management are still applicable in today's modern organisational practices in the world (Kennedy, 2007). By comparing these ancient philosophies against the writings of management gurus in the western mainstream, the call for acknowledging and valuing individual roles in business organisations and society is similar to 3,000 years of human history (Kennedy, 2007). Although the union movement is focused on by labour historians, they provided corporate personnel function by merely giving the attention, hence to that time. There was no written scholarly analysis of the early years of HRM by any business historian (Kaufman, 2019).

Peter Drucker (1954) had addressed management as a social art that required better communication and respect for the organisation's employees, stressing that the organisation is concerned with accountability rather than control or power. Drucker further emphasises that any organisation has a human and a social aspect with more weight on customer service than profit concerned management ideas (Drucker, 1967). The functional management practices have started with the crisis-ridden economic and political events that took place after the First World War, highlighted the development of HRM due to internal and external pressures upon labour from trade unions. Hence Jacoby and Nelson (1880–1920) traced the emergence of HRM as a genuine field of practice (Kaufman, 2019). Eilbert claims that it has to do with certain elements of scientific management, clerical functions, and welfare. In general, writers in the HRM field tend to underline the role of sociology and psychology in the early development of Personnel Management. According to Kaufman (2019), the efforts of Munsterberg and Mayo (the 1910s–1930) introduced new management practices to meet the social and psychological needs of the employees. Additionally, a functional perspective that emphasizes the organisation and HRM practices outweighs this largely 'internal' viewpoint on early HRM (Kaufman, 2019).

Truss and Gratton (1994) introduced HRM Practices as a development tool to enhance organisational culture and employees' skills that promote entrepreneurship. In 1994, Follet stated that management is the art of getting things done by inspiring people, not setting power over people. According to Watson (2002), HRM is described as an approach that manages the people in the workplace (Torrington, Hall, & Taylor, 2017). Management is essentially bringing people together to achieve the desired goals and objectives of any business or human organisation operation. So, on the exterior, management is about people management (Gomez-Mejia, Barkan,

and Cardy, 2008). As HR becomes the major focus in management, it can also be discussed as the people who perform the act(s) of management, as Zheng (2012) explains. While Kennedy (2017) observes that the focus of the management is both those who manage and is managed, further to the practices such as staffing, leading, controlling, directing and organising, which are done by one or more entities or group of people to accomplish the goals of the organisation.

HRM facilitates the management of work and the management of employed people in a workplace. It also refers to a collection of procedures and policies to organize the employees' work in a workplace (Torrington et al., 2017). Value addition to the organisational standards, upholding ethical aspects in employment is given more importance in HRM today with the developments in the social standards, international labour regulation, employer-employee relationships, and the increased value given to the safety and health in the labour industry in the world today. Simultaneously, when the policies and procedures are uplifted, it appears challenging to get modern managers to execute adequate management theories and interpret them into practice in industrial organisations (Zheng, 2012). This translation of practices focuses on Strategic Human Resources Management (SHRM) studies in academia today.

Strategic Human Resources Management (SHRM) shows how HR acts in a competitive ground of a business organisation with chances of survival and its relative success, and it varies with different industrial and societal contexts. As an analytical approach, SHRM can be considered an essential tool for translating theoretical and empirical HRM concepts into real-life practices, especially in keeping sustainable business organisations. With the dramatic development of regulatory reformations, business leaders, technology, and competitive change, there has been a movement from business policies to strategic management. With the demand of academic focus on the same, integration of theory and practice happened successfully with SHRM (Boxall & Purcell, 2011). The conceptual foundation of SHRM emerged in 1970 and early 1980, where many academic outcomes were presented that brought value to HRM systems, and the role of business strategy was discussed. In most human capital literature, HRM practices were identified as levers between human capital resources and sustainable competitive advantage (Delery & Roumpi, 2017). As it clearly shows that SHRM plays a better role in the transition process, it is also an important area to understand the practice of HRM in an organisational setting and how HR practices are being made and translated in the restaurant sector through a strategical perspective.

## **2.2- Intended and Enacted HR practices**

Wright and Nishii (2006) were the first to conceptualise the three-level distinction between HR practices: actual, intended, and perceived. Previous researchers instituted the distinction between intended HR strategy and realised HR mediations (Truss, 2001; Truss & Gratton, 1994) and the gaps between intended HR practices and actual HR practices (Wright & Snell, 1998). To clarify the relationships between expected, actual and experienced HR activities, Wright and Nishii (2013) have used the existing theories and mechanisms. However, except for a study by Piening, Baluch, and Ridder (2014), there has been no practical investigation of the model.

Wright and Nishii (2013, p. 101) describe that the firm's decision-makers intended HR practices to produce the required employee responses needed for organisational success. They demonstrate that intended or planned HR practices are a product of HR approaches that aim to develop an HR program to inspire workers to increase efficiency and performance in the organisation. HR, middle management, and top management involved in designing HR policies in any organisation, as decision-makers proactively evaluate the situation and induce the desired results to be generated by such planned activities as a reaction of the employees for organisational success, and the model assumes that extraneous factors may decide certain policies (Suhail & Steen, 2018).

Enacted HR practices are defined as the working systems that are implemented in the organisation in real. While much existing research focuses mostly on performance implications of HR, implementation of the practices has differed from the intended HR practices, and it is neglected in the literature (Makhechaa et al., 2018; Paauwe & Boselie, 2005; Woodrow & Guest, 2014). Actual HR practices may vary from intended practices, as some are implemented differently, and some practices will not be implemented (Wright & Nishii, 2013).

Khilji and Wang (2006) argue that only through operationalised HR practices the organisational performances can be increased. HR strategy implementation seeks to institutionalise intended HR activities in the organisation, resulting in stable employee performance in the organisation. (Wright and Nishii, 2013). The HR department does translation and communicates the intended HR practices in an organisation and the line managers of a company to implement such practices and bring them to action. Although the traditional way of implementing HRM practices was a primary responsibility of the HR department, line managers are formally involved in modern HRM due to their close association with employees (Larsen and Brewster, 2003) and the ability and potential to influence employees' behaviour, and this is identified as HR devolution (Poole and Jenkins, 1997; Andersen, Cooper and Zhu, 2007). Different line managers have acknowledged in recent studies, such as top management, middle and front-line management, which help implement the organisations' HR practices (BOS-Nehles, 2010; Op de Beck, 2017).

By taking the responsibility to do so, the synergic effect of HR and line managers' efforts eventually improves the organisation's performance (Papalexandris, 2005; Chen, Hsu and Yip, 2011). Therefore, the importance of reviewing the implemented practices, is to discuss which ultimately affects the perception and reaction of the employee (Suhail & Steen, 2018).

### **2.2.1 – Gap between Intended and Enacted HR Practices**

There are tensions between the intended HR practices of the organisation, and it is explained in the HRM literature that employee experience is viewed as understanding the reactions of employees to HR practices in the organisation and, therefore the HRM-performance (Piening et al., 2014; Arthur & Boyles, 2007; Khilji & Wang, 2006). The empirical evidence provided for the disparities between the intended and enacted HR practices (Keenoy, 1999; Khilji, 2002; Legge, 1995; Purcell, 1999; Schuler et al., 1993; Truss, 2001) understanding the HR-performance relationship is required according to Khilji & Wang (2006). According to Piening et al. (2014), the differences between intended and implemented HRM can happen due to factors like job fatigue, lack of interest, the lack of training of line managers in implementing HR procedures, self-serving conduct, and conflicts between HR and line managers. Hence, line managers and middle/ front-line managers will reinterpret and renegotiate HR practices, resulting in differences in the implementation of HR practices (Piening et al., 2014; Currie & Proctor, 2001; Purcell & Hutchinson, 2007; Stanton, Young, Bartram, & Leggat, 2010).

In their SHRM model, Wright and Nishii (2013) clarify that intended HR practices formulated by the HR department are often different from the actual practices employed in the workplace. Many studies evident several factors causing these changes such as lack of engagement and people-oriented skills, management skills, participative leadership, time capacity, leadership style, insufficient responsibility to execute procedures, and staff red tape, inconsistency in the execution efforts are just some of the issues (Wright and Nishii, 2007; Lansbergen, 2010; Fahrenholz, 2011; Gilbert, Winne and Sels, 2011; Piening, Baluch and Ridder, 2014 and Makhecha et al., 2016). Due to a gap occurring between the policymakers' (government) intentions and the implementation of practices (organisation), the execution of standardised policies has always been difficult in public sector organisations (Nasi, 2011). Due to the lack of participation, implementers in policymaking, there may be a significant gap between intended and enacted HR practices. Thus, the assumption of more HR autonomy in the organisation with less outer control directs more internal HR devolution can be reviewed (Nasi, 2011). Furthermore, internal HR decentralisation is expected to narrow the distance between planned and actual HR activities. Even though there is a scarcity of empirical evidence on the subject, current studies are encouraged to explore qualitatively HR autonomy, internal HR decentralisation, external control, and the difference between intended and implemented HR practices (Suhail & Steen, 2018).



According to academics in SHRM, there is a disconnection between management's HR practices and employees' interpretations (Liao & Chuang, 2007; Nishii, Lepak, & Schneider, 2008; Sanders, Shipton, & Gomes, 2014). Individual perceptions of the organisation can be influenced by the gap between managerial objectives and individual reactions, affecting employees' performance and working mindset (Bednall, Sanders, & Runhaar, 2014). Research conducted by Li and Frenkel (2017) shows that the relationship between supervisors and workers influences employee engagement among hospitality workers. They also suggest that the role of employee expectations in the HRM-performance relationship is highlighted by the distortion of HR distribution between implementers and recipients (Bowen & Ostroff, 2004; Nishii et al., 2008). Further, they explain that supervisors are the final connection in the power chain employing HR policies and procedures, translating the policies across the actions and messages to subordinates (Chen et al., 2015; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Sanders & Frenkel, 2011; Zohar, 2000). According to the research of Hartog et al. (2013), there is a perceptual difference between managers and employees on HR practices in organisations.

Walton's (1985) argues that organisations can benefit from implementing HR programs that promote trust, collaboration, and communication. Some authors have stated that employee behaviour is the key to achieving organisational objectives, and that HRM can either encourage or discourage employee behaviour. If the management employ practices motivating them, improved performance, and higher satisfaction can be expected from the employees. But if the practices demotivate the employee behaviour there is less likelihood of success (Delery and Doty, 1996; Jackson and Schuler, 1995). This discrepancy denotes much more than a particular method of HRM. HRM's ability to inspire workers is a prerequisite for organisational efficiency. As a result, different research should ensure that HRM results in acceptable outcomes rather than appropriate HR activities. Some study results suggest that the positive behaviour of the employee is linked to expression of commitment, loyalty and that happier workers are more likely to work harder to accomplish an organisation's goals than unhappy employees (Khilji & Wang, 2006).

### **2.3- Human Resources Mental Models**

Discussing above the gaps between the intended and enacted HR practices in organisations, it is a question of how the founders of the organisations put their intentions towards the organisational HR processes. Entrepreneurs at the start of a business embody various assumptions about the working nature, strategies to manage and retain its workers, organising, controlling, and coordinating the work and people, intentionally or unintentionally. This will lead entrepreneurs to build different employment forms and relationships that develop organisational authority relations, culture, and work processes (Burton, 2001; Hannan and Freeman 1984). Different types of business models and business formats are widely used. Apart from simple owner-operated businesses, other forms of operation include franchising, management contracts, branded

reservation services, voluntary chains or consortia, management services agreements, joint ventures, and combinations of two or more of these are possible modes of operation. Subcontracting, offshoring, and outsourcing also have a huge impact on traditional business models. With the evolvement of hospitality as a business, consumer access has developed as they may have relied on categorised systems in the past with leading brands and enhanced quality of products and services (Boella & Goss-Turner, 2020). Differences in the educational and employment experiences of the founders can produce diversity in their understanding of what the normative job models are. By accident, new models may arise, invented by either inexperienced or disconnected or both (Burton, 2001; March & Olsen 1976; Hannan & Freeman 1989). Instead, due to unhappy experiences, founders may deliberately deviate from the normative models. They may also avoid these models strategically, assuming that an atypical job model will lead to competitive advantages. Thus, new models can emerge when leaders think they can succeed by deliberately choosing a distinctive approach to organisation and management (Burton, 2001; DiMaggio 1988; Fligstein 1987; Schein 1983).

Although much of the literature and studies on business start-ups and entrepreneurship focused on developing competitive advantage, best market opportunities with countless guides on legal structures, there is relatively little guidance on how these entrepreneurs should organise and operate their business strategies, designing and financial planning (Burton, Colombo, Rossi-Lamastra & Wasserman, 2019; Purnam, 2018). Burton et al. (2019) introduce three entrepreneurial endeavours: organisational structure, decision systems, and managerial practices. The organisational structure focuses on the hierarchical relationship between employee and employer, role differentiation, and labour specialisation. The Decision-making process, mechanisms, communication, and coordination of the decisions taken, and decision-taking rights were discussed in the second venture. Managerial practices emphasised the policies and procedures to establish career progress, recruitment, training, and employee turnover based on the intrinsic and extrinsic systems (Burton et al., 2019). According to Burton et al. (2019), two literature reviews recently show that the empirical evidence of organisational design choices made on entrepreneurial endeavours based on the qualifications and results is mixed and limited, and there is still much to be learned. This gap of knowledge links to the well-established firms' organisational design determinations. As the key asset, HR plays a vital role in an effective organisational design, relating to the performance of the entrepreneurial firms (Burton et al., 2019; Colombo, Rossi-Lamastra, & Matassini, 2016; DeSantola & Gulati, 2017). This study also helps to identify the decision-making trends, how managers or owners will build policies and procedures according to the nature of the business and industry, and provides an opportunity to reduce the knowledge gap in SHRM in entrepreneurship.

Burton (2001) explains five mental models: Star, Engineering, Commitment, Bureaucracy, and Autocracy. The star model is based on science and academia, where there is more professional control and organising. Employees will be selected based on their long-term potential. The engineering model involves practices like peer-group control, challenging work, resembles a task-focused project team, and selection based on specific task abilities. The commitment model relies on employees' emotional attachments to the organisation, where the employees will be selected based on peer-group control and cultural fit. Modern, rationalised organisations are involved in the bureaucracy model, and the relationships will be based on development opportunities. Employee selection will be based on qualifications. In the autocracy model, employment is motivated purely monetary-based, close personal oversight will be used to coordinate with the employees, and employees are selected on the competency levels (Burton, 2001). This research will help to understand how particular choices of the restaurant managers or owners may relate their MM to develop the HR policies and to identify the most commonly used models in the restaurant industry to maximise the performance of employees or develop the business through various influencing factors.

#### **2.4- HR Partnership**

MM of the managers can be interrelated and impact the HR strategies practices and, especially with the HR partnership of the line managers. HR partnerships, where HR professionals and line managers share an organisation's HRM responsibility, are thought to be the critical juncture for the effective delivery of HR activities. A recent study highlighted that the effects of the HR partnership have a lack of clarity about the exact role of line managers and cooperation in HRM (Op de Beeck, Wynen, & Hondeghem, 2016). This has led researchers to comment that there may be a perceptual discrepancy between both parties on how best to deliver and actualise the HR partnership in organisations (Maxwell & Watson, 2006). The benefits of improved understanding of the relationships and their process can lead to greater organisational synergies, increased social capital, effective implementation of HR activities and, improved organisational performance in terms of improved employment relations, wellbeing, and profitability (Chen, Hsu, & Yip, 2011; Papalexandris & Panayotopoulou, 2005). There are essential skills required in translating HR partnership from intent HR practices to implemented ones, such as analysing problems within the business operations and employment, designing and implementing collective processes of development, and effective measure of results. Talent management and organisation design, culture and change stewardship, and strategy architecture are all competency areas that depend on the line-managers' HR relationship skills, according to studies (Younger, Younger, & Thompson, 2011). Because of the importance of HR in the hospitality industry, managers at all levels, especially those who develop and execute business plans and planned HR practices, bear a great deal of responsibility for personnel management (Luo & Milne, 2014; Li, Sanders, & Frenkel, 2012).

Although several studies have shown that line managers play an important role in implementing HR practices, the understanding of their role in HR implementation is still limited (Yang & Arthur 2019; Bos-Nehles, Van Riemsdijk, & Looise, 2013; Mitchell, Obeidat, & Bray, 2013; Perry & Kulik, 2008; Purcell & Hutchinson, 2007; Wright & Nishii, 2013). In particular, research in this field focuses primarily on stressing the role of line managers in HR practice implementation instead of providing theoretical justifications for how HR practice execution takes place (Yang & Arthur, 2019). As organisations decentralise and delegate expanded decision-making authority for HR concerns to lower-level line managers, HR roles have grown compared to the past. For instance, Den Hartog et al. (2013) discovered that the consistency of a line manager's communication with employees influences the employee relationship in HRM activities and that it often falls under the umbrella of leadership behaviours (Yang & Arthur, 2019).

According to McGovern et al. (1997), they examine various factors that motivate line managers to participate in HR-related activities in their study. The outcomes indicated that 'personal motivation' is the most important element, outranking others such as goals, business values, and prospects for career advancement. As a result, this explains why HR activities are implemented differently across line managers.

As all these research findings and literature indicate that HR partnership carries a fundamental position in forming employees' involvement and experience with HR practices, there has been very little research to understand how this partnership translates into small-medium business in the hospitality sector by understanding how this partnership affects employee perceptions of HR functions and their behaviours. This is particularly important as there is evidence suggesting how employees perceive the HR function and the company has important implications for the effective implementation of HR activities. This study explores the influences and implementation processes of managers and their HR partnerships in the restaurant industry. Specifically, it aims to understand how managers use their MM to implement HR practices in their organisation. Hence, understanding the perceptual discrepancies of owners, line managers, and employees is important through this study to develop mutual understanding and knowledge of both HR and business operations for all the parties to manage the intended HR practices and MM effectively within the operations of the restaurant sector.

## **2.5- Hospitality Industry**

Tourism, in which the hospitality industry is a major component, is now considered to be the fastest-growing sector in the world and one of the leading foreign currency earners. The contributions of the hospitality industry to increase living standards are significant and varied, offering vital goods and services, recreational facilities, large-scale jobs, and wealth creation (Boella & Goss-Turner, 2020). According to the World Travel and Tourism Council (2017), the

tourism industry provides one in ten jobs worldwide. The total value of tourism to the UK. in 2017 was projected to be £130 billion and total employment in hospitality at 2.9 million, or 9% of the total UK workforce where 2.8 million jobs are depending on this industry directly and indirectly (UK Hospitality, 2018). There is massive job growth across the hospitality and tourism market, given the industry's competitive existence and the 'churn' of brands and businesses in some areas (Boella & Goss-Turner, 2020).

The hospitality industry has become a significant sector of the modern economy as the fastest-growing (10% per annum) sector globally, which contributes to the world economy and the wealth (Surucu & Sesen, 2019; Solvoll, Alsos, & Bulanova, 2015). The rapid increase of competitors and technological developments have increased the need to enhance the businesses worldwide in this sector. As the competitive environment has massively increased, the pressure on the hospitality employees has also increased in the same way to achieve a competitive advantage (Hernandez-Perlines, 2016).

However, the image of working within the sector remains a challenge for employers and business organisations alike, too frequently blamed for bad practices in managing employees, low wages, and low status (Baum, 2015; Mooney et al., 2016). According to Boella and Goess-Turner (2020), jobs in this sector are highly unequal across a broad range of hospitality companies and organisations that address this longstanding challenge with determination. In addition to these negative factors, the problem of employee and sectoral efficiency is that the amount of production or contribution to the economy by sector known as gross value added (GVA) is unfavourable to hospitality relative to other industries. Hence, areas like the best practice within the management of hospitality people and the variable reputation of the industry, management, and the entrepreneurial behaviours within the business remains an important research area that is still needed to investigate (Surucu & Sesen, 2019; Kallmuenzer & Peters, 2018), and it has been a subject of business, academics, and governments around the world (Jaiswal & Dhar, 2017). The little interest in research for the hospitality industry has been noticed as many studies in this area are directed towards the manufacturing sector (Surucu & Sesen, 2019; Hernandez-Perlines, 2016; Nieves, Quintana, & Osorio, 2014)

According to the Restaurant Association in New Zealand (2018), 50% of the market share comes from the restaurant and cafe sector, employing 72,000 workers, 55.7% of the industry. Employment in this sector grew by 7.4% in 2017, being the second largest employer in the hospitality industry of New Zealand. As a labour-intensive business, the biggest challenges for the sector have been identified as managing skilled employees and wage costs. With the growing number of restaurants, there is an equally increasing labour demand in the sector (Restaurant Association of New Zealand, 2018). According to World Travel and Tourism Council (2017),

shortages of skills and staff were the most urgent challenge facing the sector. With the research conducted by Williamson (2008) on the employee retention of small – medium-sized enterprises in New Zealand, leadership and management issues that arise in the hospitality sector tend to increase employee turnover.

### **2.5.1 - SME in Hospitality Industry**

Many specialist roles in the smallest businesses would be done by the owner/proprietors or their managers. As the enterprise grows and reaches a specific size and the staff numbers grow to a certain level, an HR manager would be required. The structure of specialists such as HR will depend on the nature of the business and the strategy and core tasks that need to be undertaken. In either case, most people agree that the job should be to advise and guide the line or operational managers rather than take away their authority or responsibilities (Boella & Goss-Turner, 2020). Many of the biggest hospitality companies began small as privately held businesses, then grew over the stages of the business life cycle to become major multi-unit, national, regional, and even global businesses operating in various structures. At each point of a company's development and growth, critical HR and systemic challenges emerge when the founders need to abandon direct management control. The senior management's basic approach towards their markets and employees should be driving the organisational process (Boella & Goss-Turner, 2020).

As the restaurant industry is mostly complying with the small-medium business, innovation and entrepreneurship have become a significant connection to the same where recent studies turned attention to innovation in SMEs (Sanders & Lin, 2016). Being innovative, creative, and flexible is a necessity to compete with larger competitors. Comparing to larger businesses, SMEs are too small to have a formal structure of HRM or governance, as in most cases, they build innovative/informal structures (Sanders & Lin, 2016; Kotey & Slade, 2005) for managing HR. SMEs have fewer requirements to retain employees and provide promising career prospects to the employees compared to larger organisations (Sanders & Lin, 2016). Due to their smaller workforce, SMEs provide more opportunities for employees to get to know one another, share knowledge, and learn collaboratively. These types of informal learning are usually low-cost and can encourage workers to be more creative (Sanders & Lin, 2016).

### **2.5.2 - HRM in Hospitality Industry**

According to Boella and Goss-Turner (2020), in recent trends, the number of levels of management has been reduced with improved technological terms with improved communication. These developments have become popular in restaurants, bars, and fast-food chains. A unit manager will be responsible for managing an individual outlet with a limited product range and service delivery system, reporting to the area manager. An area manager will

make frequent visits to the unit to monitor and track the business. With technology, developments in the hospitality industry have improved the functions to make a broad impact with a smaller scalar chain or hierarchy with fewer area managers, more devolution to the unit managers, and more time for senior managers to consider longer-term strategy and innovation of the product and service (Boella & Goss-Turner, 2020).

The function of the management in the hospitality industry depends on the size and diversity of the organisation. As per Boella and Goss-Turner (2020), One of the most important influences on organisation structures within the hospitality industry is ownership. The fundamental question is if a single person owns the organisation, a family, a publicly-traded company with shareholders, a private equity company, or a venture capital firm (Boella & Goss-Turner, 2020). According to Surucu and Sesen (2019), The positive impact of the involvement of HR personnel in a hospitality business can be recognised as an increased sense of responsibility. According to the perceived organisational support theory, the administration's and resources' support would encourage workers to engage in extra-role behaviour (Ma Prieto & Pilar Perez-Santana, 2014), and HRM practices improve entrepreneurial behaviour of the employees, according to current literature in the hospitality industry (Chang, Gong, Way, & Jia, 2013; Nieves & Quintana, 2018; Slatten & Mehmetoglu, 2011). HR practices were also found to have a clear positive association with employee creativity, implying that HR practices directly impact employee creativity (Jaiswal & Dhar, 2017).

According to Jaiswal and Dhar (2017), authority is proportional to duty. Workers must have some autonomy in carrying out their duties. As a result, workers will have a greater sense of self-satisfaction, which will lead to a higher degree of engagement. It will also allow workers to take the initiative on their own, with minimum supervision. This sense of liberation would eventually improve their capacity and ingenuity in making the right decision at the right moment, allowing self-motivated workers to develop a healthier work atmosphere (Jaiswal & Dhar, 2017; Mumford et al., 2002). According to the research done by Surucu and Sesen (2019), The findings of the study indicate that HRM activities have a positive effect on entrepreneurial behaviour, and the leading contact between the participants has a mediating role in this relationship.

According to Boella and Goss-Turner (2020), autocratic managers will continue to focus decision-making on themselves, whereas democratic managers will be more willing to share decision-making and encourage the workforce. These situations profoundly impact how the organisation's HR is structured and how the relationships within the system are formed. Decision making, formal and informal approaches, and bureaucratic structures can affect the pace of response to evolving external factors by the management (Boella & Goss-Turner, 2020). The value of effective leadership in the hospitality industry is widely underlined in the literature (Dhar,

2016; Slatten & Mehmetoglu 2015), and it is assured by high-quality communication between the manager and his or her staff, as well as their close relationship (Estiri, Amiri, Khajeheian, & Rayej, 2018). Leaders are portrayed as the actors who turn the intended HRMPs into actual HRMPs in the literature, emphasising their importance in implementing and applying HRMPs (Cogin, Ng, & Lee, 2016). That is because the manager has a personal relationship with the hotel workers, is accountable for enforcing HR management practices such as recruitment, performance assessment, and career preparation, and has a strong influence on the final decisions of staff (Ma Prieto & Pilar Perez-Santana, 2014; Sanders, Moorkamp, Torka, Groeneveld, & Groeneveld, 2010). HRMP will be viewed as beneficial by hotel workers if managers comply with their duties for executing HRMPs and guarantee that HRMP is provided to employees truthfully (Sanders & Lin, 2016).

With the evolution of organisational business development globally, HRM has been a popular area focused on by many academics when developing the humanitarian factors in the industries. This has been a cause of high turnover in some industries and unsatisfied workforces who got depressed with unfulfilled social, and psychological requirements. With different definitions of the concept, slowly the academic concern for strategic management linked to HRM, proving the importance of sustainable business in attaining competitive advantage in the business while applying the best HR practices in the workplace. SHRM has also played an important role in entrepreneurship in sustainable organisational development as the translation of HR policies and procedures into practice is essential in an entrepreneurial environment. In terms of practice, very little empirical data on SHRM applications in entrepreneurship encourages us to find more in this aspect for future development in the HR field. The best area to investigate this topic is the highly problematic restaurant industry with high labour turnover and weak employee engagement and unsocial working hours. Especially in the context of the New Zealand restaurant industry and fast-developing small/ medium enterprises within the industry and equally increasing labour demand in the sector (Restaurant Association of New Zealand, 2018), investigating the gap between the intended and enacted HR practices will help to identify the strategic development areas in the existing HR practices. HR partnership roles in the restaurant industry have a better focus on this as the translator of such practices and policies of HR. Due to the narrow focus on the SME sector, MM developed by the managers or the owners in organising and managing the human capital and related decision making of the business will be examined and its relation with the HR partnership, enacted HR practices in the organisation will be focused in this research. Hence, our research question is 'How HRM is translated in the restaurant industry: An exploratory study of managerial MM, HR partnerships, and enacted HR practices in New Zealand.'



## **Chapter 3 - Research Methodology**

### **3.1 – Introduction**

The research methodology of this study will explain the epistemology and ontological aspect, research method selection, data collection procedure, ethical applications, and analytical approach of this study. This chapter will also cover the theories applied to the research and a clear map of planning, organising, and conducting the study to find empirical evidence for the research. This study will use the multiple case study method as the research methodology through the qualitative approach to data collection by using semi-structured interviews.

### **3.2– Paradigm**

A paradigm is a set of philosophies or world views applied to produce an understanding of the research approach by helping to conceptualise and to design the study (Davies & Fisher, 2018). With the implementation of the research question, conducting the study and designing was helped with the paradigm. There are four approaches of the theoretical framework to do the research and get the knowledge based on ontology, epistemology, methodology, and methods (Alharthi & Rehman, 2016).

Carr and Kemmis (1995) explain three types of qualitative research Positivism, Interpretivism, and Critical and Lather (2006) developed Post-positivism. The positivist paradigm in the quantitative standards claims there is only one truth, and it occurs irrespective of human beliefs. Hence, the outcomes of the investigations will be controlled and given with subjective assumptions while discovering the truth using predictions to experiment with the knowledge (Delamont & Atkinson, 2011). According to Richards (2003), positivism exists independently of humans, and its reality is context-free, where time does not affect the results of the study. The positivist belief that extending experimental methods to social phenomena would result in the finding of regulations that govern them has been considered ‘naïve’ by Richards (2003, p.37)

Critical theorists hold the ontological stance of historical realism. Truth is presumed to exist, but it has been influenced by cultural, political, racial, gender, and religious influences that interact to form a social structure. Critical theory is subjective from an epistemological standpoint since it assumes that no object can be studied without being affected by the scholar (Alharthi & Rehman, 2016). When doing research, critical academicians try to be aware of their own epistemological assumptions and express them explicitly so that ‘no one is misled about the epistemological and political issues they carry with them to the study area.’ (Alharthi & Rehman, 2016; Kincheloe & McLaren, 2005, pp. 305-306).

Post-positivism is a research methodology that recognises that human behaviour is complicated and that the positivist goal of impartial research is unbiased. It is not always possible to report studies in an impartial manner (Clark, 2002). Post-positivist research is built on critical realist ontology, which is the idea that there is a specific truth that is unable to know for sure, and a modified objectivist epistemology which is the belief that absolute objectivity is impossible (Sharma, 2010). Since it is based on the assumption that there is no ideal way of deciding the facts, post-positivist research employs a triangulation of research methods. Because using various approaches in post-positivist study, the weaknesses of one can be compensated for by the strengths of another. Within methodologies, data analysis, and processes, triangulation may occur (Oliver, 2010). While post-positivist research often employs qualitative and quantitative approaches, it has been criticised for failing to consistently produce well-defined responses to research questions (Davis & Fisher, 2018; Sharma, 2010).

Interpretivism is an answer to positivism's over-dominance (Grix, 2004, p.82). It opposes the idea that there is a single, provable truth that exists outside of our senses. Anti-foundationalism is interpretive ontology as it refuses to adopt any permanent, foundational, or unchanging principles by which fundamental reality can be understood (Guba & Lincoln 2005, p. 204). Instead, interpretivists believe in different realities that are socially created. Rather than being discovered, truth and fact are established. Since our senses still filter reality, it is impossible to recognise reality as it is. Interpretive epistemology is a type of subjective epistemology.

Witnesses cannot directly access outer truth without being corrupted by their views of the world, concepts, and backgrounds, among other things. 'Perception is seen as an active, productive mechanism of processing, not as a passive-receptive process of representation' says Flick (2004, p.89). Individuals communicate with one another and with culture, and they assign importance and names to various social phenomena (Alharthi & Rehman, 2016).

Considering the research question on how HR management is translated in the restaurant industry, interpretivism plays a better part in finding the truth in the research question by allowing multiple realities to construct the reality in the scenarios. Perceptions of different employees, employers, and HR professionals will be counted in this process by respecting their ideologies, concepts, and beliefs, especially on managerial MM, HR partnership, and enacted HR practices in the workplace.

### **3.3 – Ontology**

According to Gray (2004), Ontology refers to the study of the existence of ‘being’, and the ontological views show what exists and what interactions involved in basic divisions of being (Guba & Lincoln, 1989; Slevitch, 2011). It explains the nature of reality (Sharan & Elizabeth, 2016).

Realist Ontology is used to describe ideas that are grounded in reality. The concept of realism is the belief that something is real. Realism about a specific ontology can be appropriate subject to one’s existing opinions and insights about reality. It is often used in high-level science philosophy and theory and observational studies on social politics and concerns (Fletcher, 2017). It argues whether events occur regardless of human consciousness or whether the universe is generated by human thoughts (Merry-Jo, 2013). Since there is no such thing as a true or false answer, truths based on personal experience, circumstance, or traditions will prevail. Relativist ontology is the most suitable ontology for the research topic since it collects information about a subjective experience. The concept of reality has extended to relativistic ontology, which demonstrates that truth is a finite individual experience and, therefore, nothing happens outside of conscious emotions to comprehend specific awareness of reality and different realities (Merry-Jo, 2013).

Relativist ontology is the most suitable ontology for the research subject since it collects information about a subjective understanding. The study is to be conducted under realist ontology, which is logical about what is there. The concept of realism is the belief that something is possible. Realism about a specific ontology can be appropriate depending on one’s existing perceptions and intuitions about the truth. Determine why and how restaurant managers develop MM for their businesses and the involvement of HR partnership and practised HR functions in the organisations. Since truth is subjective to each individual, the results of this research may be based on the cultural and perceptions of the participants, and there can be no morality to the outcome of this research based on relativistic ontology.

### **3.4– Epistemology**

Epistemology concentrates on the investigator’s connection and the idea that creates a meaningful impression (Merry-Jo, 2013; Denzin and Lincoln, 2005) and explains what the truth is and realises the required understanding (Merry-Jo, 2013; Crotty, 1998). Epistemology explains the nature of knowledge (Sharan & Elizabeth, 2016). Objectivism, subjectivism, and constructivism will be explained under epistemology as the ways of understanding the nature of knowledge.

Objectivism is the belief that reality can be found in an object that is free of human bias. It is often used to anticipate, regulate, and rationalise situations (Merry-Jo, 2013; Grant & Giddings, 2002). Those who argue objectivity seek that all associated factors for analysis and knowledge of events

have been removed because they occur independently of the human mind. Understanding serves as a universal approval. The individual does not alter what is being observed, nor is the observer influenced by what is being observed (Merry-Jo, 2013).

Subjectivism recognises information based on variables such as socioeconomic status, gender, race, language, and ethnicity. The researcher will be motivated by the findings, and the interpretations and how they are studied will affect the researcher. There is no right or wrong response and how it is viewed differs from individual to individual. The aim is to improve understanding, ethical or moral awareness, as well as political and personal independence (Merry-Jo, 2013; Denzin & Lincoln, 2005)

Constructivism is the opposite of subjectivism, where understanding and truth have no utter meaning or objective, or at the very least, no way of knowing them. In constructive epistemology, the truth will be understood and generated through meaning by cooperating with others. Individuals may describe, experience, explain and interpret the exact circumstance or entity in various ways. It is a way of looking at the world (Jones & Brader-Araje, 2002; Ultanir, 2012) and it is a created knowledge, not a discovered truth (Boghossion, 2006; Ultanir, 2012). Constructivism will act as there are many truths, and it is based on individual experience. Exploring, describing, and understanding the existing framework with natural incidents without any control over the experiment's objectives will occur. Testing theories will not be applied in this method. Rich qualitative data with small sample-sized participant groups is helpful in the fulfilment of collecting in-depth perceptions and experiences. Constructivism has no perception of reality as positivism does, where it plays an anti-positivist approach (Schreier, 2018; Davis & Fisher, 2018).

This research has adopted constructive epistemology because it is the most appropriate approach to know and understand the managerial MM, HR partnership, and enacted HR practices in restaurants. Constructive epistemology helped this study analyse employees' ideas, perceptions, beliefs, and individual experiences. As the study involved the qualitative method, unbiased and non-judgmental interference with the participant's responses is required. This research aims to find out the information with perceptions and interpretations of the participants related to a psychological explanation that involves emotions, feelings, and ambiguity.

In this study, the researcher has chosen constructivism based on relativist ontology, where it does not provide a specific reality, but understanding and exploring the framework with natural incidents will occur. Hence, with the qualitative method, using a small sample size to collect data, describing incidents and in-depth perceptions (Schreier, 2018; Davis & Fisher, 2018) of the participants is required to design this study. This research aims to investigate the managerial MM

in the restaurant industry by examining the HR partnership and enacted HR practices, studying employee knowledge, emotions, expectations, and work-life stories necessitating a constructive epistemology and qualitative data collection process. Through observations and interactive thinking, constructivism can aid in the development of building reality through witnessing and understanding situations, perceptions, and interactions. As a result, the need for human interest would be a crucial component of the study findings.

### **3.5–Case Study Methodology**

Conducting constructive research under relativistic ontology opens the path of collecting rich qualitative data with the case study method as the most appropriate way to reach the objectives of this study. According to Yin (2013), a case study helps to conduct an empirical investigation using multiple sources of evidence; It also explains that it is a method that uses real-life context, particularly when the distinction between phenomenon and context is blurred (Yin, 2013, p. 13). The case study method in qualitative analysis helps create theories from the research, whereas the multiple cases can be helpful as a powerful tool because they allow reproduction and extension among individual cases (Eisenhardt, 1991). This study has used multiple case studies with three different restaurants interviewed for the data collection to create a powerful analysis and a productive outcome from the study. It is an important method to use empirical evidence where each case study serves as distinct research that can be used as a stand-alone analytical device (Eisenhardt and Graebner, 2007; Eisenhardt, 1989b).

Hancock and Algozzine (2017) explain that the case study method varies from other styles because they are detailed observations and explanations of a single entity or system constrained by space and time. There are decision-based cases, descriptive cases, and often the events, individuals, or groups will be examined with the hope of attaining an in-depth understanding of the situation or individual (Hancock and Algozzine, 2017). According to Marriam (2001), the understanding that comes from a case study can directly affect the procedures, policies and encourage future research. According to Yin (2009), attending to the issues like reliability and validity is important when identifying a type for the case study. The best operational measures for the topic, the establishment of the cause-and-effect relationship between variables, factors affecting the findings of the research in general, and conditions that result in the repetition of the consistent results are to be questioned to determine the quality of the case study design (Hancock and Algozzine, 2017).

According to Hancock and Algozzine (2017), conducting the case study can be identified with three major stages. In this research, I have used the same stages to complete the case studies. First, the research naturally focuses on an individual representative of a group, an organisation or organisations, or a phenomenon, wherein this study specifically the individual representatives that

are employees of the selected restaurants. Next, the case study design was identified with the number of cases, individuals per case, and participants per restaurant. When the design was identified, gathering information took place through online interviews. This attempts to solve a problem while also contributing to the literature that aids in conceptualising a theory. This method normally entails conducting several instrumental case studies to improve our ability to theorise about a set of cases (Hancock and Algozzine, 2017). The base of a case study is developed with a wide range of sources of knowledge, as the analysis is richly descriptive. Because it uses quotes from key witnesses, anecdotes, stories based on original interviews, and other narrative forms to construct a visual picture that brings to life the ambiguity of the many variables involved in the phenomenon examined.

### **3.5.1 – Case Study Selection**

The type, characteristics, or disciplinary orientation of case study research designs or approaches may all be considered in selecting a case study that befits the research question. The ability to fully investigate a specific research matter determines how well a particular research design is chosen. Case studies are used by researchers in the fields of sociology, psychology, medicine, education, law, government, political science, and business are often linked with the disciplinary background from which they came. Merriam (2001) argues that case study analysis may be initiated in anthropological, historical, psychological, or sociological preferences.

Yin (2009) shows three major case study types: explanatory, exploratory, and descriptive case studies. Exploratory designs are intended to identify research problems or to assess the viability of research procedures. Such designs are often a prelude to further research efforts and require fieldwork and information gathering before identifying a research question. Explanatory designs aim to create the relationship between cause and effect. Their main aim is to decide how events occur and which events will impact different outcomes. Finally, descriptive designs illustrate or explain the essential characteristics in its context (Hancock and Algozzine, 2017).

When conducting case study studies, the design should be appropriate for the experiment's disciplinary standpoint. Ethnographic designs are used to investigate the measurable and observed patterns of customs, behaviour, and ways of life of a community of people who share a common culture. Historical case study research usually involves direct observation and interviews with key participants, and it extends conventional historical research by focusing on incidents or programmes as they evolve. This results in a researcher's descriptive analysis of variables that both cause and result from the events, rather than just a linear listing of events. Psychological models are used to research human behaviour in depth; psychological case study research frequently examines literature and practises in psychology related to human behaviour. Organisations, individuals, events, and programmes will focus on these case studies, which will

sometimes be investigated using theories and concepts developed through many years of psychological research. Sociological designs are used in case study research that explores the development, structure, collaboration, and collective behaviour of organised groups of individuals focusing on community, social institutions, and social relationships.

Case study research designs may be categorised as intrinsic, instrumental, or collective, in addition to their disciplinary orientation. Intrinsic designs are those that are focused on a specific person, case, circumstance, programme, or operation. When researchers want to learn more about a person, a community, an occurrence, or an organisation, they conduct intrinsic case study research. Researchers working on an intrinsic case study are not always attracted to testing or developing general hypotheses or extrapolating their results to larger groups of people. An instrumental design is used to gain a deeper understanding of a theory or problem. Hence, an instrumental case study research design's primary aim is to gain a deeper understanding of a theoretical issue or problem. When this method is employed, a deeper understanding of the theoretical explanation that underlines the problem takes precedence over a better understanding of the specific issue being investigated. By integrating knowledge from individual instances, a collaborative design can better explain a theory or problem.

In this study, considering the type of the case studies, the use of an exploratory multiple case study design was helpful to explore the management MM and to find out the HR procedures used in these restaurants and enacted HR practices used. It explores what already exists in terms of how and why it is happening or practised and the factors affecting the manager or owner's decision-making or owner on such models and practices. In terms of disciplinary orientation, ethnographic designs are used to study targeted groups of employees in the restaurants explore and observe and learn about the patterns of behaviour, customs, and employment of these restaurant employees in the established HR practices and organisational models. This research takes an intrinsic approach as this design focuses on exploring or examining more on the HR activities practices and MM established in the selected restaurants. The study selected three restaurants for the study: Taj, Robata, and Thalys, which is considered case 1, case 2 and case 3, correspondingly.

According to Eisenhardt (1991), multiple-case studies rely on the comparative multiple-case logic of replication and extension for their theoretical insights. He emphasises the multiple case studies with the work of Whyte's (1943a), Gouldner's (1954), and Dalton's (1959). Many of the insights of Whyte (1943) were repetitions of observations across groups and thus led to generalisations, as he explains that the system is significantly identical for all the groups in which he studied. Gouldner's (1954) says it is important to review some of the programmes and rules of one case and compare them to one another, noticing the differences that resulted. He also explains that

multiple case studies are a method that can overflow with stories that highlight discrepancies between two cases (Eisenhardt,1991). Building theories from case studies is becoming a more common and important study technique, with a high proportion of prominent studies relying on it. However, as with any research approach, it has its own set of problems, some of which have arisen, ironically, simply because research based on rich qualitative data has become more popular. Challenges in theory building can be mitigated with thoughtful research design and precise language through the proper justification of theory building, theoretical sampling of cases, interviews that reduce informant bias, rich evidence presented in tables and appendices, and consistent explanation of theoretical arguments (Eisenhardt & Graebner, 2007).

Theoretical sampling in multiple case studies helps to seek additional data based on the principles built from the initial data analysis. Eisenhardt (1991) further explains the importance of the theoretical aspect more than the storytelling as it is derived from analytical rigour and multiple-case comparative logic. Yet the importance of the rich contextual background is essential as a vital preliminary step to translating the contextual meaning into a great theory. To create theoretical constructs, midrange theory from empirical evidence, and theory building from case studies is considered a strategy involved with one or more cases (Eisenhardt,1991). In this research, carefully designed multiple case studies helped obtain qualitative data through semi-structured interviews and skilful blending of comparison with existing literature to input expected theoretical reflect concerning the restaurant industry, HRM practices, managers MM.

Theoretical sampling is used in this research by more exploration of the restaurant industry through archival sources, accessing organisational archival data and documentation to understand more the procedures and criteria of the workplace, asking additional questions and widening the scope of the interview questions, using informal and formal HRM practices divided in restaurants was helpful in the analysis. Choosing restaurants with employees on a scale of 10 to 50, having HRM sections or employees who handle HRM functions in the restaurants selected, and the firm has started within 20 years are the theoretical sampling employed in this study.

The use of theory on managerial MM was explained well in this research, a proposition of implicit or explicit empirical evidence were presented in the case descriptions and analysis, which helped on each construct and the proposed relationship between constructs (Eisenhardt & Graebner, 2007). Effective matches of patterns between theory and data were presented in each case. Underline theoretical arguments provided with logical proof for the constructs were mentioned as it can be taken from the case evidence, and measurements of constructs were described on proportional representations of data. The visual summary provided in the tables offers a better understanding and many ways of the same theory in one presentation.



### **3.6 - Methods**

This study has used semi-structured interviews to collect data from the participants leading to the triangulated approach in constructing this study strong with archival proof data, documents, and website data since it had the primary source of data from the semi-structured interviews.

#### **3.6.1 – Semi-Structured Interviews**

As the study shifts away from common phenomena like work activities and towards more sporadic and strategic phenomena like acquisitions and strategic decision making, interviews increasingly become the primary data source in this research since interviews are an extremely efficient way to collect rich, analytical data, especially when the phenomenon of interest is occasional and sporadic. As the semi-structured interviews are research-oriented in the sense that they attempted to grasp the interviewee's reality of the situation and asked probing questions (Wengraf, 2001).

As a research method, interviews also often provoke how data is skewed, and the main culprits are perception management and retrospective knowledge sharing. Data collection methods that limit bias are the best way to minimise the difficulty of interview data. Using a large number of extremely experienced informants who see the focal phenomenon from various angles is a fundamental approach. Clarifying biases is a part of the information creation process, and one of the characteristics of qualitative research is the researchers' thoughts on their work (Flick, 2006). Since the qualitative researcher is interpretive and usually has continuous and intense contact with respondents (Creswell, 2003), the research procedure raises political, legal, and personal matters that are necessary to deal with concerns. The inquirer's position is critical in dealing with concerns (Locke, Spirduso, & Silverman, 2000). One of the most important concepts in case selection is to choose the one that is the easiest to connect and more available for the research (Stake, 2000). As the researcher is a current student at AUT University, it has benefited from gaining access to the participants. Familiarity with the AUT environment also aided in gaining a thorough understanding of the organisation's ideals and community.

For the semi-structured interview to be an effective study method, the interviewer must be comfortable with the interviewing process based on a simple formation and application of professional interview approaches (Gillham, 2000). When the researcher picked up on things said by interviewees, questions that were not included in the lists were asked (Shank, 2006). According to Minichiello, Aroni, Timewell, and Alexander (1995), semi-structured interview is a research method in which researchers use the broad subject in which they are interested in guiding the and discussion allows for more flexibility than the structured interview. It distinguishes itself by establishing 'topical areas and the purposeful formulation of questions based on concrete theories

on the subject' (Flick, 2006). The semi-structured format also meant that the interviews were performed with the assistance of a guide, making it easy to analyse data.

In this research, the interviews were structured as per the group selected as participants. There were three different interviews designed separately for the owner of the firm, the employee category, and the managerial category of the restaurant (see Appendix 6). The interview questions began with a demographic section and by introducing the research. Once details were gathered, under owners' interviews, we checked the background and history of the restaurant, future expectations and development strategies planned, employment and HRM practices of the company in general, with a touch on different HR themes. Underline manager and HR category. The study has included the same areas of topic and themes with differentiated or similar types of questions so the analysis can be made easy within ownership and line management perspective under MM of the restaurant. Finally, the employee category was included in the interview questions that examined the employee perception of HRM practices of the company under similar themes of HRM. In general, this study has used the areas of recruitment, selection, performance management, employee retention, training and development, and employee wellbeing areas to obtain in-depth information on HRM practices and managerial MM within the restaurants. The interview design helped to explore the intended and enacted HRM practices maintained by the management, including the managerial MM used within the restaurant. Therefore, the semi-structured interview method has been helpful in this study to get the facts and rich qualitative data expected to collect by the researcher.

### **3.6.2 – Documentation**

Documents are usually structured artefacts of specific formats (Wolff, 2004). They are also available as printed text, images, films, electronic files, and Internet sources, including the World Wide Web can be added as a document (Flick, 2006, p.249). Yin (2003b) categorised the documents as:

- Administrative records and other internal records
- Newspaper clippings and other media articles
- Formal analysis or appraisals of the organisation under the study
- Letters, memos, and communiqués
- Meeting minutes, agendas, and other event reports written

Using records in case studies to corroborate proof from other sources has some advantages. According to Yin (2003b), it helps verify the accuracy of words and names that might have been listed during an interview. Providing more specifics to validate data from other sources and doing additional research into the conflicting information is helpful in the analysis by carefully inferring from records, new problems related to communication systems within a group can be discovered.

According to Gillham (2000), records were not created to address the research topic as part of the evidence base, but their search and interpretation embody the research methodology in most case studies and should be one of the data collection objectives (Yin, 2003b). Document analysis is seen as a corresponding strategy to other methods (such as interviews or ethnography), providing the researcher with useful interpreting knowledge. It also provides an undiluted and fresh perspective outside the viewpoint of site participants (Flick, 2006).

In this study conducted participating few restaurants within Auckland city in New Zealand, documentation was extremely helpful in collecting data on the explored areas of this research. To employ a triangulation of data analysis, the sources of documentation such as administrative and HR records of the restaurants, internal advertisements of the restaurants under recruitments, internal memos, interview rating documents, employee evaluation sheets that come under HR, attendance files, and records were helpful.

### **3.6.3 – Archival Records**

When opposed to documentary evidence, archival documents usually take the form of computer files and records (e.g., organisational records, service records, name lists, maps, and charts, or personal records) and can be used in conjunction with other sources of information in a case study. However, their utility and significance vary from case to case (Yin, 2003b).

Since the documents are figures and summaries, they can span many years and furnish a dimension of a great level of information (Gillham, 2000, p. 43). When it comes to access to information, several issues can arise, including obtaining formal ethical consent, running a computerised system, and ensuring data consistency (e.g., accuracy and completeness) (Gillham, 2000). However, getting around the limitations of how the statistics are structured and obtaining relevant and useful data may be a testament to a researcher's creativity (Gillham, 2000, p. 44).

Archival records have been used in the study in two ways to explore the industry and the restaurants selected for the research. In the industry data, the study used archival records such as news and updates on hospitality industry labour regulations, media articles, hospitality sector event articles and social media images, video recordings, and marketing fliers in newspapers and webpages on the industry matters in the hospitality and restaurant sector employments. Specific to the restaurants, sources like social media sites of the company, the restaurant's official website, and vacancy advertisement sites were beneficial in creating a connection with the interview data. Producing a triangulated data analysis for the outcome of this research was possible and was effective with such archival data.

### **3.7 - Data Collection**

This study is conducted with a qualitative study based on multiple case studies focusing on the managers, HR practitioners, and employees in the New Zealand restaurant industry. With the rich qualitative data gathered, understanding the gaps between intended and enacted HRM practices, identifying the MM of the restaurant managers, and HR partnership of the line managers are useful in addressing the development areas of HR functions based on the findings of this research. Different sources of data corroborated the triangulation of data and obtained an understanding of the HRM practices in the organisation. With the ability to provide a more substantial base for theory building (Yin, 2009), case studies enable the chances of comparisons and clarify single or several cases (Eisenhardt & Graebner, 2007). This research employed theoretical sampling that helped in data collection by selecting demographic preferences as the Auckland city in New Zealand where most restaurant businesses are operated. By selecting the workforce of 10 to 50 scale, narrow down the sample to where the workplaces have HRM functions. Four restaurants were invited for this research, only three restaurants out of four accepted to participate. These restaurants were contacted based on the selection criteria, as this research has chosen the small and medium-sized restaurants in Auckland city. Managers were reached with the study description and the invitation to participate in the research (See Appendix 2). The communication with the managers and owners was developed with regular visits, emails, and phone calls. The restaurants that agreed to participate in the research named Taj (Case 1), Robata (Case 2), and Thalís (Case 3).

With the consent of the owners of the businesses, participant information forms were presented (See Appendix 3,4) with the advertisement to publish within their restaurants. A copy of the questionnaire had to submit to the manager once the approval was granted to conduct the interviews with the employees. Research invitations were accepted and responded to by 4 participants from Taj, 3 participants from Robata, and 4 participants from Thalís. All the interviews were conducted online within six months of the approval from participants. Both verbal and written approval was received as the interviews were scheduled through telephone calls and e-mails. All the participants agreed to have their conversations voice recorded. For most participants, the interview questionnaire was shared before interviewing upon their request.

The interview questionnaires were pre-approved by the AUTECH, and it was created for three levels of the organisational hierarchy such as restaurant manager, line manager, and employee. This design helped segregate data under the category of participants and their interview outcomes under MM and HRM practices. Since this study has chosen the interpretive approach with a qualitative method in the research, the collection of empirical data from three different restaurants' perspectives reveals a compelling set of data. The questionnaire sections were divided into different HR functions that are practised in a company, such as recruitment, selection, employee

well-being, employee retention, and performance management (see Appendix 6). Apart from the structured questions, the researcher allowed the interviewee to describe and explain any related issues or incidents he/she is willing to express relating to these topics discussed. Participants discussed any important subject area relevant to these topics that the researcher discussed in the questionnaire. This questionnaire design supported the data analysis of this study, with a clear, separate outcome of managers, line managers, and employees into the same set of HRM practices.

MM of the managers was explored with the interviews conducted with the managers and the owners of the restaurants. These interviews contributed to the research to build the story of their history and development stages in the start-up. Exploring business challenges, developments, errors, and decision-making of the owners was clearly identified in this process. In managerial positions, it was possible to know their MM and what managers intended to practice under the HRM facet in the workplace and understand the influencing factors in their decisions under areas of attachment, selection, and coordination/ control dimensions (Burton, 2001).

HRM in the restaurant was examined under managers, line managers/HRM officers, and employees. The archival sources backed up with the research analysis as a secondary data source that proved the construct. The separate interview questions designed for HRM officer/line managers and employees were conducted accordingly. This process helped gain rich qualitative data on perceived HRM practices from the point of view of the employee, and intended practices from HRM officer/line managers or managers' point of view. This data was examined and analysed according to the Burton (1995) MM dimensions (Baron, Burton & Hannan, 1996).

Collected data were transcribed and the Gioia data transcription technical method assisted through the coding and data arrangement for the analysis. By using Burtons' approach (Baron, Burton & Hannan, 1996) on both MM and HRM data sets allowed the researcher to sort and arrange the qualitative data in a methodical manner, the major dimensions of attachment, selection, and control/coordination formed as the base of this analysis (Burton, 2001) so the data could be reviewed and compared effectively. Using the triangulation method aided with better evaluation and review of data under archival and documentation sources, information through the internet, company websites, social media contents, internal memos, and companies' notices.

### **3.8- Data Analysis**

The information obtained from the data sources was reviewed, coded, categorised, synthesised, and interpreted during data analysis. Since the study employs a qualitative approach, case studies are meticulously analysed and documented. First, the data is extracted from the voice recorded files and transcribed through the data transcription software Otter. Data were organised using a coding operation with categorised data. These data were arranged in tables, categorising into the cases, employment categories, and to separate interview questions under HRM themes. Archival data collected was included at the later part under the relevant HRM theme. The conceptualisation and mental mapping were done according to the themes of the interviews. For analysis, the data was tabulated and counted later. With the summarised data, visual aids such as idea mapping and graphs using bar charts and summarised tables (Vogt, 2014) were used to help in research comparing the answers for the different categories of HR operations in the interview questionnaires. In the data analysis, summarised graphs and tables supported the study's conclusion. At the beginning of the analysis, this study has included the first two questions that explored the areas such as the background and the history, future goals, business strategies, and employment details of the company. As the major sections of this study, an analysis of three participant restaurants is presented under different chapters from 4 to 7, with pseudonymised names as Taj, Robata and Thalís in this research report. MM and HRM of the companies are discussed separately under each restaurant using the approach of Burton (1995) under attachment, selection, and control/coordination (Baron, Burton & Hannan, 1996).

#### **3.8.1 – HRM at Restaurants**

First, the HRM of the selected restaurant was analysed with the areas of Burton's (1995) model under attachment, selection, and control/coordination (Baron, Burton & Hannan, 1996). From the interview questionnaire, divided sections were on HRM practices were gathered in the documentation for prior review, developing a table that shows the interviewee and his/ her answer to the questions that comes under each HRM topic. This table contained HRM themes according to the questionnaire, i.e., recruitment, selection, performance management, employee wellbeing, and employee retention. Once the table is complete with the answers from transcriptions, data were reviewed and categorised under cases that show the HRM theme and the participant's section under management, line management, or employee. From the data set of HRM, it was considered all participant categories for the analysis to understand the HRM of the company. The perceived HRM was identified from the employees' point of view, intended HRM practice was reviewed from the management aspects, and the enacted HRM from managerial and employee perspectives. All the HRM themes were summarised, and these areas were categorised into three aspects: attachment, selection, and coordination/control. The attachment was considered with recruitment and employee retention aspects of the questionnaire, selection considered management decision on hiring, while the rest of the themes; performance management and employee wellbeing put

under control/ coordination aspect of the analysis. Finally, the overall HRM of the company is presented in the analysis with three sections of attachment, selection and control/coordination with the highlights of the outcomes of all the interviewees. The study checked how HRM of the restaurants attached employees with love, work, or money under attachment. Under selection, by examining the conditions of hiring candidates if it is skill, potential or fit. And the control/ coordination dimension under direct, professional, traditional or personal approaches as Burton (2001) explains. Analysing all the interview outcomes, the study has demonstrated the HRM of the restaurant according to these categories.

### **3.8.2 – Mental Models at Restaurants**

Mental models were analysed only with the interviews conducted with the management, line managers, and HRM personnel who played a role in the company's management. Transcribed data gathered in the table designed with the same HRM themes, later derived into attachment, selection, and control/coordination areas. Although it is very similar to the HRM analysis process, managerial perspectives of attachment, selection, and coordination/control had to be identified and understood differently, including additional information on the company background and history in their interview outcomes. In this section, utilisation of theoretical sampling was crucial, with additional information required through extra interview questions, archival records, and documentation analysis. Overall interview and secondary data collected supported with MM analysis, as finally, it helped to contrast with HRM section separately.

Using Gioia data transcription technique to code the interview transcripts, gradually developed data structure and converted these formal insights into a theoretical model (Gioia, Corley & Hamilton, 2013) as the study was performed in three significant steps following the guidance by Gioia et al. (2013). The key steps in this research approach are developing categories and first-order codes as the first step, combining first-order codes and creating second-order constructs as the second step, and finally constructing a grounded theoretical structure as the final step. This research analysis was helped with the coding instructions and transcription guidance from the Gioia method. Once the data is categorised within the HRM sections, second order codes were developed accordingly which made more sense with the research topic areas to construct the theoretical structure of this research. This explains the structure of the data findings with the employment models of Burton (1995) as an attachment, selection, and control/coordination aspects of the restaurants (Baron, Burton & Hannan, 1996).

Making sense of the information gathered from various sources throughout the case study review is a recursive method through which the researcher interacts with the data during the investigation. Unlike other types of studies which examine the data only at the end of the data collection period, case study research examines and interprets the data over time in order to draw preliminary

conclusions and refine the research questions. When summarising and interpreting data for case studies, researchers follow many guidelines. When conducting case study studies, they must simultaneously summarise and analyse the information gathered (Hancock and Algozzine, 2017).

Assorting data and theory in a way that clearly communicates the relations between the analysed data, the developing theory, and the kinds of literature targeted by the contribution. Because of the high interdependence of the anchoring principle, data analysis, and theoretical contribution, this often leads to a complex and dynamic debate (Bansal & Corley, 2012). As a qualitative research, the challenge of delivering a personal understanding of the focal concept and support for the emerging theories, the data analysis had to be completed within the context. At this process, the discipline of discarding irrelevant information was required to keep the narrative effective and clear to the viewer. In presenting such data, creativity is required mostly in qualitative analysis, as Plowman et al. (2007) introduced their ideas in a table alongside the theory of transition and complexity theory, providing more space to explore the results. This study in the process of combining the HRM fields with employment MM, had to indicate the same method of presenting complex data compilations in descriptive tables and diagrams in reporting the analysis so that the reader can link the raw data with the analysed, and the analysed data with the emergent theorising (Bansal & Corley, 2012).

Finally, comparing and contrasting the various categories were demonstrated with visual aids. Thus, the process gradually reduced the number of newsworthy categories to a more reasonable number in the later part of the process. That explained more on the discussed research matter with more clarity, as it provided more insight into the entire study on the outcome and the results of the research. This research analysis has supported understanding and gaining in-depth knowledge of the HRM and MM functions and the HR partnership in the restaurant industry.



### **3.9 – Credibility, Transferability, and Trustworthiness**

As a most challenging area in qualitative research, credibility and trustworthiness are often questioned by positivist scholars in the academic world. Yin (2011) defines credibility as the area in which the findings can be generalised. Except for studies involving several researchers or multiple instances, generalisability and credibility play a minor role in qualitative enquiry (Creswell, 2003). One of the main requirements discussed by positivist scholars is that internal validity should ensure that the analysis measures or evaluates what is meant by the researcher (Shenton, 2004). According to Merriam (1998), the question is how completely consistent the results with reality are. As a broad range of phenomena, Girden and Kabacoff (2010) explain consistency and repeatability. Trustworthiness must be involved with ‘how well the methods of the tests what it is supposed to measure’ and assessed in the intended sense as strength of qualitative research (Keats, 2000, p. 77; Newman & Benz, 1998). It is also used to assess the explanation's credibility, specifically, whether the explanation matches the definition or not (Janesick, 2007) and whether the results are correct from the viewpoint of the inquirer, participant, or reader (Creswell & Miller, 2000). According to Creswell (2003), problems of credibility and trustworthiness will be addressed from five perspectives: triangulation, negative or contradictory knowledge presentation, bias clarification, peer consultation, and concise explanation.

Guba and Lincoln (1985) argued that confirming credibility is crucial in creating trustworthiness. Hence, they have introduced some provisions for researchers to follow to promote their confidence to record the phenomena under their research accurately. Such as using well-established research techniques, the early development of understanding of the cultures of contributing organisations, triangulation, random sampling, strategies to ensure informant honesty, iterative examining a negative case study, regular interrogation sessions, peer review of the research project, and the researcher's insightful explanation. Accordingly, in this research, the researcher has familiarised and developed connections with the organisational cultures of restaurants selected for this study. The early development of the rapport with the business owners and managers has helped collect data on time and accurately. The triangulation method used during data collection and analysis proves the unbiased analysis and credibility of most data in this research. This study has also used random sampling to select participants for the study with the openly published and advertised invitations in the restaurants, and it was also under voluntary participation. This research has also used the approved documentation from the university, such as participant information sheets and consent forms, ethics approval, and the contact details of the researchers involved as proof of ensured informant credibility.

According to Merriam (1998), transferability or external validity is stated as concerning the degree to which the results of one analysis can be generalised to other situations. It is difficult to show that the results and conclusions of a qualitative project are relevant to other circumstances and communities since qualitative findings are unique to a limited number of specific environments and individuals. Similar projects using the same methodology but performed in different conditions may be extremely useful in determining the degree to which results apply to people in other settings (Shenton, 2004). Thus, it is debatable whether generating genuinely transferrable findings from a single study is a reasonable goal or whether it ignores the value of context, which is so important in qualitative research (Shenton, 2004; Dervin, 1976). Finally, the findings of a qualitative analysis must be interpreted in light of the organisation's or organisations' specific characteristics and the geographic region in which the fieldwork was conducted (Shenton, 2004).

This research investigation into MM, enacted HR practices and line managers' HR partnership in restaurants provides critical evidence of credibility, trustworthiness, and transferability. Data analysis and findings concluded from the data are based on the interpretation of the researcher. The systematic data transcription, accurate presentation of data, reflective and insightful interpretation ensure that this research meets the research standards in credibility, trustworthiness, and transferability.

### **3.10 - Ethics**

The ethical approval from the AUTECH (Auckland University of Technology Ethics Committee) has been approved for this study under code number 20/07 on 03<sup>rd</sup> March 2020 to proceed with the case studies within the selected restaurants. There are key ethical considerations to be considered as the researcher of this study before, after, and while conducting the interviews and making direct contact with restaurant managers, line managers, and employees. The data collection of this research started after obtaining ethical approval from the Auckland University of Technology Ethics Committee.

In this practice, all participants in the study were informed about the nature of the study, including the data type needed and the method of performing the research. All the participants who were interviewed for the research had voluntary participation. It is also crucial that participants know that the information they provide will be kept private, and only the researcher will have access to it (Locharoenrat, 2017). Accordingly, all participants were informed about how the study has managed their data, who had access to the data, and what was happening with the data after the research. The ethics procedure was aided by AUTECH-approved documentation, such as participant information sheets, study invitations, and approved questions for each level of participants in the restaurant (manager, HR staff, and employee).

Throughout this study, all information acquired from participants will be confidential as their identity is fully protected and will not be used for any other analysis. The researcher will only know the participant's identity, and contact details will be handled with strict confidentiality. All participants will be thoroughly aware of the study and understand all the terms and conditions before signing the consent form, and they will become aware that they may be removed from the study at any point under any case, even if they have a signed consent form. Some of the qualitative data will be used as quotes without revealing any information about the participant. Information obtained will only be used for this research, as no harm will occur to any study participant. Participants will be informed that they can withdraw all data or information given to the researcher at any point. The study's findings should be transmitted to the focused institutes with the assurance of privacy of the respondents' information, taking into account ethical perspectives on organisational issues since it will aid in future decision-making and the avoidance of internal disputes in the chosen organisations' working relationships. The trustworthiness of the overall study process can be ensured by providing biased-free results to all parties involved in the research.

The credibility and trustworthiness of this research were maintained throughout the process of this study. As a qualitative study, the methodology used to collect data, audio data transcriptions, systematic analysis methods, and interpretation completed in an unbiased manner were crucial steps in this research process. As it helped support unbiased analysis and outcome, this study has attained the expected quality of the ethical aspects of the research by providing vital outcomes for the future researchers and all the parties who will be benefited.

## **Chapter 4 –Taj**

### **4.1 - History and Description of TAJ**

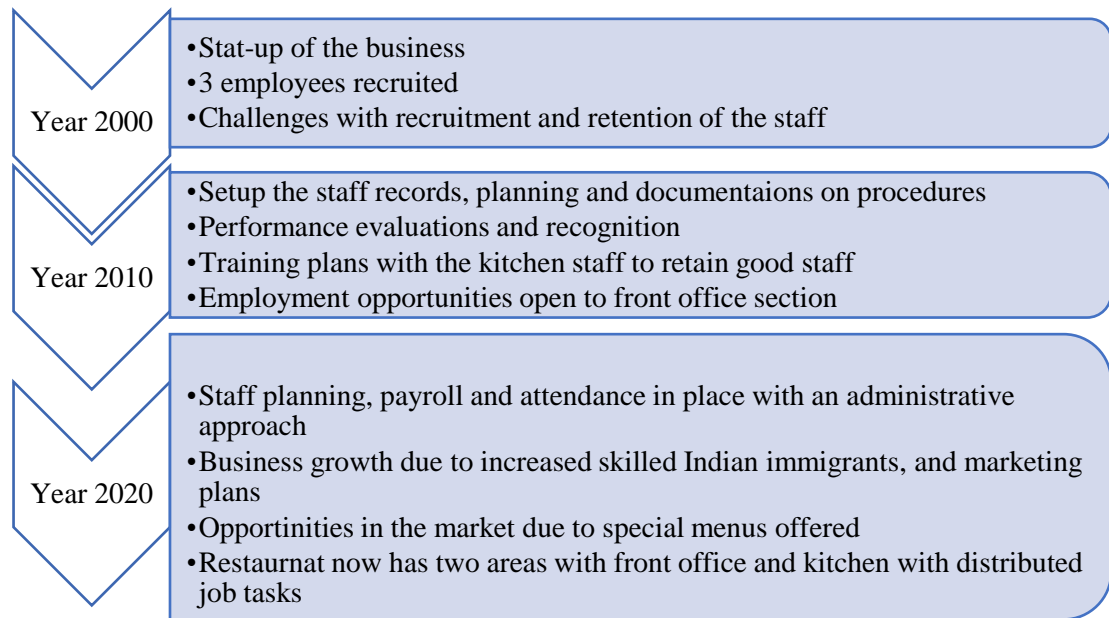
The first restaurant, Taj, consisted of 12 employees at the time the research was conducted. This restaurant consists of two main sections as the front office and the kitchen. Mainly the restaurant has a kitchen and café and serves main courses and beverages such as coffee and wines. Lunch menus, starters, and snacks are popular among customers with the taste of traditional Indian-style cooking. It consists of 8 employees in the back office kitchen and four employees in the front office. This restaurant was built and first opened in 2000 with three employees. Specialising in traditional Indian food with traditional cooking style, the secret of the chefs is the range of Indian spices used, which creates a homemade taste of India.

The owner, Saji is originally an Indian national, started this restaurant on 20<sup>th</sup> April 2000, as a family business, as he could identify the demand for Indian cuisine had developed over time, and it was a huge step to start something in the heart of the Auckland city. He managed the market share, and there was a competitive advantage for the business in terms of the skilled workforce he recruited at the start-up. Customer ratings have been positive with the quality of the food served and the best customer services provided by the skilled workforce.

Once Saji moved to New Zealand, he noticed the market demand for Indian cuisine with increased immigrants. He was a trained manager in the hotel sector in India for many years. He mentions it was challenging to get thorough experience and knowledge about the New Zealand food culture, customer behaviours, rules and regulations, and business practices in such a competitive market to start a business while maintaining the competitive advantage as an entrepreneur. He also explains that he has developed the staff from 3 employees as all of them are Indian nationals who have knowledge and experience in traditional Indian cooking. With the improved staff numbers over time, there were also challenges with high turnover. By completing ten years, the restaurant developed with administration, documentation, staff records, and future planning for the business. Performance evaluation and training came as an important area to the company as slowly the front office section was implanted. Now, it is completed with a payroll function connected to an attendance recording system, and jobs are distributed among 12 employees. As the highlights, business growth has been increasing due to increased immigration from India.

Taj has changed the HR operations and practices from time to time with the Macro environmental requirements for the business, following HR operations have been developed by the owner over a time till date (Saji, Manager, Taj). Figure 4.1 describes the development that took place in the restaurant from the start-up.

Figure 4.1 – Development of Taj



## 4.2 - HRM at Taj

### Attachment

According to Burton (2001), there are three main bases of attachment in a workplace: love, work, and money. When a strong emotional bond, a family-like relationship with employees would inspire to retain most wanted employees to the workplace, it can be named after love. When founders believe the challenging work makes the employees fond of retaining, it can be named after work. Money is the last motivating factor as most of the founders of the organisations use monetary values and motivations to retain and attract staff. This section will focus on building the HRM policies and practices of Taj, based on the data received from managers, employees, and other data sources on the HRM.

Under attachment, Taj runs with the concept of “work”, where the employees are retained under challenging work tasks and performance set by the management to achieve the set targets. As the hospitality sector is a popular industry for employee turnover (Smith, 2004), Taj had the same experience during the first few years with internal conflicts arising within the kitchen staff due to the work-life imbalance of the staff with the work distribution issues and lack of staff. Employee

retention strategies implemented by the manager show that the work and performance of the employees were elevated as the attachment technique in the workplace. Promoting employees to participate in external workshops and training provided a positive outcome as employees mentioned that they feel special and keen on developing themselves within industry aspects under these programs. As high turnover in the workplace causes huge costs to the business in recruiting and replacing employees. Recruiting interns and hiring start-level staff seemed to be a solution at this point with the replacement of immediate resignations.

As a team leader, Isha confirms her involvement in the HR processes in the team, especially with recruitment and selections, giving practical tests to the candidates who apply for the kitchen jobs and performance evaluations, and conducting internal training programmes for her staff. In recruitment, she is responsible for conducting the second interview after the manager and giving her feedback on the outcome. Involvement of performance and work for the new candidates is proven with the expected outcomes through the recruitment process. As Isha expects to elevate to a management position in the future, she is looking forward to having training in front-house and customer handling. She is willing to learn and be trained in all aspects of the restaurant field to develop her career to the next level. She also sees the development opportunities in this workplace with the freedom and learning opportunity to develop new dishes/ menus experimentally. Isha plans to do more research and find out the new dishes and food items and introduce them to customers as she finds the workplace helps her work on new things. As an employee of the Taj, she proves her performance and workspace motivate her to stay in this workplace.

Puja is planning to become an Assistant Manager in the same restaurant as she says that there is an opportunity to develop her skills and grow with the company. She seems happy with the guidance and support she receives from her supervisor in this matter. She explains that this workplace gives her a good career path, flexible working hours, learning opportunities, fair policies, and job safety.

I started from the beginning as a crew member and my work here for one year and five months, now I've become a supervisor, so the carrier development is really good over here. I am working with a young crowd full of energy. I am happy with the guidance and training I am getting in this workplace (Puja, Front Office Supervisor, Taj).

Employee attachment is clearly named after work in Taj. As Saji explains, the management strategically perceived retaining a valuable employee with the restaurant for a long time by increasing the training sessions for the teams and recruiting trainees and interns for short terms as a solution. Due to high replacement costs, resignations were given a work notice period of one month, and management also has taken steps to increase the financial benefits to the existing employees by introducing internal career development through promoting existing staff and encouraging them with more work challenges and targets.

## Selection

Burton (2001) identified that selection could be in skills, potential, and fit. Skills and experience can be mainly expected as requirements to fulfil tasks by the employees. Some managers will seek long-term potential from the employees, and some managers focus on selecting employees based on the cultural fit or values when hiring.

The selection procedure of Taj has been based on potential. The selection procedure developed as the management realised that it had to be done with more experienced and loyal staff who could commit at least two years for the restaurant. This change happened after losing a few kitchen employees after a conflicting situation occurred when the manager hired only close friends and relations. At present, if there is a vacancy for kitchen staff, they will have to complete a work sample given by the management to check the candidate's work management.

It's not only the cooking knowledge they have. It is also about their people skills, stress management, and good ethics. We expect employees to perform their best according to the situation because it's the hotel industry, and you need to have the ability to think and act fast and accurate (Saji, Manager, Taj).

The selection procedure involves the manager and the team leader. Once the manager completes the preliminary interview with the candidate, the candidate must undergo a work sample with the respective sectional head if he is happy. Mainly for the kitchen, Isha conducts the tests for candidates to check their presentation skills, time management and required techniques, equipment, and efficiency. The selection will be made within one day once both manager and the team leader agree on the selection outcome (Isha, Head chef, Taj).

Puja explains that she had only one interview, which the restaurant manager conducted, and she was selected as a crew member at the starting level. She had no previous experience in the hospitality industry but only the skills and experience in customer service. She had been through an on-the-job training period as a part of the selection procedure. Liyo also had no prior experience or qualification in the field, where she only had one interview, and she got selected for the kitchen assistant. This shows that the management selects employees, prioritising the potential of the candidates.

I had customer handling experience, but I wasn't experienced in the hotel industry. The manager was looking for previous experience of handling customers and my people handling skills and character. Because greeting and attending to customers is the main impression you make customers feel welcome (Puja, Front Office Supervisor, Taj).

As Taj has a front office and back-office functions, the kitchen staff were selected under a different criterion than the front office staff. The interview plans for these sections will differ from the job roles and positions. Interview questions and requirements will be mainly based on the

candidates' attitudes, aptitudes, and competency levels. There are occasions when the manager will give the candidate a case study or explain a situation based on an actual work issue to check how the candidate will handle the situation, the steps involved, and the decisions he is going to make accordingly.

### Coordination and Control

Burton (2001) describes the coordination and control in the firms happen in four ways such as informal/peers, professional, traditional, and personal approaches. Informal control provides the opportunity to influence employees through organisational culture or peers. Under a professional approach, managers believe that the employee is bound to perform at their best to reach their excellence under autonomy and independence, so they recruit high potential individuals. The traditional model shows the founders culturally following their views of formal systems and procedures. A personal approach to control and coordinate the work is influenced by some other managers when the firm is small-scaled and can directly communicate and overlook the work (Burton, 2001; Edwards,1979).

In Taj, it is the professional approach that management uses to control and coordinate the employees. It also can be identified with the selection, as they tend to recruit and select under potential criteria to keep the professional aspect and performance under excellence. Although Taj had not implemented professional procedures initially, work management and performance evaluations frequently happen in every section of the restaurant. Team leaders ensure the accountability they have over the performance and accuracy of the work of their team members. Taj has a manual process for performance management, and they have implemented the performance benefits led by the evaluations. The standard performance evaluation process of Taj consists of manual documentation for evaluations.

For a certain number of years, performance management was not considered a stable procedure due to high turnover of employees, but later, the evaluations were managed to encourage employees with performance benefits, promotions and to develop their career line (Saji, Manager, Taj).

With few customer complaints and declined customer ratings on the company website, performances were taken seriously by the management due to the need to enhance the quality of the service and food quality and taste. As the most important management area, performance management was recognised as it impacts the customer demand, goodwill, and keeps the competitive market in a higher place within the industry. The kitchen staff evaluate performance every month by the Head Chef, and customer complaints and compliments received for dishes or menus will be checked in the process. Kitchen staff who perform well will be rewarded with free movie tickets and gift vouchers on a monthly basis with this evaluation. On the standard six-



month performance evaluation, pay raises and promotions will be allocated to the staff. Puja sees a clear career path in this workplace because she started as a beginner from the lowest level as a crew member, and she is now working as a supervisor. She confirms that there is a standard criterion to follow in the performance evaluations, and the employees will be given promotions, and pay rises for better performance. Separate one-to-one discussions will occur after the evaluation process to discuss further developments in the employee's job role.

Performance evaluations will happen in six months' time, as my immediate supervisor will conduct this as per the given criteria from the management. My manager is always asking us about what he can do for us to perform better (Puja, Front Office Supervisor, Taj).

The need to have the proper training for the staff raised, and the performance management requirements due to work distribution and shift allocations for employees. This requirement was raised with the front office staff and relates to customer handling matters. While kitchen staff was given cooking training, the front office staff was given the management's customer handling and administrative activities as in-house training. In-house training is a continuous thing, and training sheets will be checked during the evaluation of each employee now.

At present, we consider training and development as a mandatory procedure of this restaurant. Because in the past we have faced many difficulties with customer handling, administrative work in the restaurant. It took time to realise that experienced employees also need to be trained well because each workplace is a unique place to work. Each customer is unique. One needs to have a lot of patience in this industry to deal with difficult customers along with busy work schedules. That is the nature of this business (Saji, Manager, Taj).

Puja expresses that her supervisor well identifies her training needs and on-the-job training from the issues arising from time to time with customer handling, shift allocation tasks and invoicing, etc. Since she has been promoted from her starting position and has been through both internal and external training sessions, she claims that the training process has helped her a lot. Liyo also explains how she developed her knowledge and skills through on-the-job training when she had no experience or knowledge. She agreed that her performance was developed with time.

Better employee relationships have been maintained from the start-up of Taj. From time to time, there was a need to attend to employee grievances on work-life balance and, work distribution, workload management, raised mostly by the employees of kitchen and front office areas. These matters were discussed and attained at the correct times by the management. Grievance handling had been implemented with an open-door policy, with a reporting structure from bottom to top, as the manager informed. Isha describes that her experience in grievance handling can be situational depending on how the grievance looks like. As a team leader, she reports such situations directly to the restaurant manager with a written report. Puja is confident about the support from her immediate supervisor's accountability in grievance handling procedures in the workplace. According to Puja, the working environment, procedures, and people have been

pleasing with her experience, and she feels secure about working for this and the established operation with a good brand name.

The grievance procedure goes from the bottom to the top; we can talk to our immediate supervisor directed to the restaurant manager. Sometimes we face some disagreements, so the restaurant manager gets involved with any such situations. We have good procedures which help us to maintain a good working environment. (Puja, Front Office Supervisor, Taj).

The Health and safety measures of the Taj are considered important to maintain as a restaurant, and it is practised according to the government regulations and law standards of the industry. Implementing the policies in the business was not enough as the management realised, awareness of the regulations to the staff was important. This was implemented with induction and small in-house training programs planned by the management.

We follow all the health and safety requirements. As the head chef, I have things to fill up, make all the necessary reports on health and safety issues at the end of the week to the management (Isha, Head chef, Taj).

Following is the overall summary of the HRM in Taj restaurant, which integrates the interview outcomes of management and employees interviewed for the research.

Table 4.1- Summary of HRM at Taj

HRM at Taj	Attachment – Work	Selection – Potential	Control and Coordination – Professional
<u>Formal HRM practices</u> Recruitment Selection Training and Development Health and Safety Attendance and payroll Grievance handling procedure Disciplinary procedure Performance evaluation	<ul style="list-style-type: none"> <li>Recruitment through online advertising, internal recommendations, and internal promotions.</li> <li>Intern program for each section to develop youngsters with industrial exposure.</li> <li>Performance-based career development to existing employees to retain them longer.</li> <li>Employee motivation with promotions and career elevations</li> <li>Employee retention allows employees to perform, create and compete with new and challenging work.</li> <li>Training and development with internal and external programs connected to performance evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>Selection process: Preliminary interview with the manager-Saji, a second interview with the team leaders Isha or Puja</li> <li>A practical cooking test will be given by Isha if the candidate is for the kitchen.</li> <li>Final interview/discussion with manager to discuss the terms of the contract.</li> <li>Selection criteria for interview questions, types of tests, the scoring system for the character /attitudes, and case study check</li> </ul>	<ul style="list-style-type: none"> <li>Employee engagement activities: collaborative teamwork and on the job leadership skill development</li> <li>Annual performance review with timely evaluations</li> <li>The disciplinary procedure for two warnings and leading to termination with the weight of the action.</li> <li>Welfare: company celebrations for staff-family gatherings, movie-day outs</li> <li>Grievance handling by the team levels to the upward hierarchy</li> <li>Reporting of the operations and HR functions directly to the manager by team heads</li> </ul>
<u>Informal HRM practices</u> Welfare activities Employee motivation Employee engagement	<ul style="list-style-type: none"> <li>Internal recommendations through staff</li> <li>Head-hunting</li> <li>By word of mouth/family and friends</li> </ul>	<ul style="list-style-type: none"> <li>Managers direct involvement to the selections and decisions taken by himself.</li> </ul>	<ul style="list-style-type: none"> <li>Team outings to celebrate birthdays with a gift contributed by the team members.</li> <li>Personalised birthday cards for employees from the manager</li> <li>Allocation of meals for the workers who work late.</li> </ul>

<p><u>Interview Data</u></p> <p>Interview outcomes received from managers, line managers, and employees</p>	<p><i>At the beginning, I was totally relied on the recommendations by my close friends and family. Later with formalising the process, I would screen the applicant first, and if I am happy, I am sending the candidate to the next level of recruitment (Saji, manager, Taj).</i></p> <p><i>I am responsible for checking the candidates with practical cooking knowledge, and normally I would ask the candidate to demonstrate a dish which will help me to check her/his ability to present and perform timely and effectively (Isha, Head chef, Taj).</i></p> <p><i>I had no experience in the restaurant industry, yet I had customer handling experience. My interview was done by the manager directly, and I was selected for the job as there was a recommendation for me from the staff (Puja, Front Office Supervisor, Taj).</i></p> <p><i>I joined as a part-time worker as I am a student. I found this opportunity through a friend. (Liyo, Assistant, Taj)</i></p>	<p><i>I would ask my team leaders to consider all the factors about the candidate with attitudes, skills, and character at selections. Even I would consider and weigh more on the competency of a person who can be potential to work with a team spirit (Saji, manager, Taj).</i></p> <p><i>My qualifications and experience helped me to get this job. The manager directly interviewed me and selected me for this position. , The final selection of a candidate would be done by the manager once the feedback from the team leaders is given to him (Isha, Head chef, Taj).</i></p> <p><i>I was selected as a crew member at first as the starting level, and I had no prior experience in the field, but they considered my people handling skills at the selection. (Puja, Front Office Supervisor, Taj).</i></p> <p><i>I was directly selected by the manager with one interview. I had no experience or paper qualification from a similar area (Liyo, Assistant, Taj)</i></p>	<p><i>Performance of the staff is evaluated within 6month time, and it will be done with the involvement of the team leader. Training was given in-house with the outcomes of evaluations. Intern training also took place in the process. Fire policy, safety standards, workplace harassment policy was implemented to ensure the best health and safety measures. We provide medical facilities to the staff, festival bonuses, and encourage staff-family gatherings at the workplace (Saji, manager, Taj).</i></p> <p><i>We have developed a criterion to manage performance in the kitchen with the required formats. Better performers are rewarded with free movie tickets and gift vouchers. I maintain the team in a very friendly manner as any employee can talk about their issues and handle the situations. The manager will always be kept informed in any issue at the workplace (Isha, Head chef, Taj).</i></p> <p><i>Performance is evaluated on a six-month basis. With training, we are given the opportunity to have both internal and external programs. As I am directly reporting to the team leader, we have the confidence to talk about any issue with the manager. (Puja, Front Office Supervisor, Taj).</i></p>
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			<i>My supervisor guides me and always checking on my work with the timetable. My performance is evaluated weekly basis. There is no systematic procedure for grievance handling. It can be changed with the situation takes place, but the supervisor support is there (Liyo, Assistant, Taj)</i>
<u>Archival Sources</u> Company website Word of mouth Company noticeboard Social media Internal memos Employee handbook	<ul style="list-style-type: none"> <li>• Use of company website, social media pages to publish opened vacancies.</li> <li>• Internal recruitments by recommendations with word of moth</li> <li>• Memos to employees and team leaders</li> <li>• Job advertisements on the noticeboard.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal selection forms</li> <li>• Marking schemes with competency analysis for candidates</li> </ul>	<ul style="list-style-type: none"> <li>• Company website – gallery on employee engagement, training, and customer reviews</li> <li>• Images on company social media pages</li> <li>• Employee handbook- employee code of conduct, internal policies, fire, health and safety, company culture, reporting structures.</li> <li>• Notices on company noticeboard about upcoming gatherings, events</li> <li>• Marketing fliers, product promotions for Christmas and summer holidays</li> </ul>

#### **4.2.1-Summary of HRM at Taj**

Attachment of Taj is happening under work mode where employees were attracted and retained within the workplace with the concept of career elevation and challenging work tasks assigned for them. This way leads to selecting candidates under the potential category, where the company atmosphere has developed mainly with a focus on performance and achievements. The selections do not provide the paper qualifications and education as a primal consideration, but the candidates' ability to perform the tasks with a go-getter attitude. With the control and coordination of the Taj, it goes with the professional direction, as the management expects the employees to perform at their best with the given tasks with their full potential. The systems and procedures of Taj is well-aligned with performance management and training and development activities, welfare, grievance handling, and employee engagement areas to provide the employee with a clear evaluation of their work and performance, and it is done in a hierarchical manner with the management guidance.

Under formal HRM practices, management has motives to recruit candidates through online advertising and intern programs for each section and performance-based career development to the employees by doing internal recruitments by promoting the employees. Internal recommendations through staff and headhunting, by word of mouth, and family and friends are some informal methods the management uses to recruit staff. Generally, there are two interviews per candidate that the restaurant manager would do the first interview and the next one to the team head to check the practical knowledge, so the team heads have their opinion and feedback about the candidate who will join their team. Although some employees have been selected without prior industrial experience and qualifications, neither were they given practical tests but directly selected by the restaurant manager. It can be assumed that they have been selected by considering the required attitudes and personality qualities to perform their roles more than the paper qualifications. Some evidence shows that selection has been made based on the situation and the interest of the manager of the restaurant because he expects the best match of the candidate to perform the job as this had not fulfilled the formal criteria of the requirements but consideration of the skills of the candidates under customer handling, people management experience.

Considering other HRM functions shows that the management feedback on performance management procedure is processed differently for each section. Evaluations will be checked on the number of customer complaints, the number of mistakes/ errors made, and the areas such as teamwork, time management, and tasks accomplishments will be evaluated. The immediate team leader will be responsible for each team member's evaluation. Once it is completed, it will be sent to the manager for final review. One-on-one discussions will be conducted with the employee with the team leader's outcomes after that. Training is considered mandatory, as the manager explains. As the training procedure, just as the performance evaluation, training needs of the team

members to be identified by the team leader and set required training for future and the progress will be evaluated within 6 months. There is a requirement to have modified training sheets from time to time with the suggestion of the team leaders according to the skills and competencies applicable to the team. Internal training, on-the-job training by team heads seems to happen in a timely manner.

Grievance handling procedure seems well implemented, and employees are happy and confident with the attention given by the management for their problems. New staff are unaware of documentation relating to the same operation. Employees are motivated to stay longer within the company. They have a positive attitude for their career development, learning opportunities, work-life balance and work environmental satisfaction.

Finally, management at Taj considered the work of employees in the organisation to be a key aspect of retaining and attracting employees to the company. The achieve oriented nature that management expects from the employees emphasises the performance-based evaluations and career development that employees are well driven towards working at Taj because of the experience and exposure they gain from working at this restaurant. Head Chef in Taj sees the main advantage of working in Taj is her freedom to experiment with new areas of cookery, and her creativity was appreciated, and it helped develop her skills. As a rationale, employees confirm their benefits of career development, skills, and performance growth by working at Taj.

#### **4.3 - Management Mental Model of Taj**

As with Burton (2001), this study has constructed the management MM of Taj from the perspectives of managers, Saji, and the line manager Isha as related to their management styles. These MMs are constructed by combining the managers' philosophy and perspective of attachment, selection, and coordination/control (see 3.7- Data Analysis), in order to contrast their MMs with the HRM at Taj, discussed above.

##### Attachment

As the management of Taj struggled at the beginning of the restaurant with high employee turnover and consistency of the employee contribution to the work, HR strategies to increase recruitment and retention were practised with internship programs and internal promotions to fill the gaps in the workforce. Saji has mentioned they lost several talented employees in the run, and it cost the restaurant with unsatisfied customer ratings on the website due to performance gaps in the kitchen staff. This experience has turned the preference to provide more training to the existing

staff and elevate their working capacity with existing resources. “Work” of the employees was much more concerned by the management as it directly mattered to their goodwill and customer attraction, leading to the company's profits. Saji believes that internal work development is valuable to all the employees within the given space, and when it is connected with promotions, monetary and motivational aspects, employees are keen to develop their performance and reach more targets. The management has taken steps to provide employees with flexible working hours and meals for night shift workers by motivating employees who work hard.

The Head-chef, Isha, explains her own experience and expectations in this restaurant based on developing her skills in the cookery field, and she is willing to give the same to her team members. As a line manager, she is influenced by the manager Saji, as she believes that the whole business depends on her team members' hard work and performance.

We make sure the performance of the employees is evaluated and checked frequent basis because it is the way the team members learn. We make mistakes, we correct those mistakes next time, but it should not be repeated. I used to check on every dish my team attends and if there is anything I have to correct and advise, I do that. This is an ongoing thing for them (Isha, Head chef, Taj)

In Taj, management is more into attaching employees through work as both Saji and Isha are on the same page in this aspect. As the restaurant manager, Saji has developed a performance-based working environment so that employees are more performance-driven, and it affects the sales and brand name of the company.

### Selection

With the selection plan of the restaurant, the models of managers are focused on selecting the candidates who are potential for the restaurant, who would like to develop themselves in the long run. Employees such as Puja and Liyo have been selected directly by the manager even though they do not possess educational qualifications in the field or industry experience. For instance, Puja is a “people’s person” who is skilled and experienced in customer handling. Suji, as the manager tends to select employees who have the potential to work in the specified job role. On many occasions, Suji explains how important to have the character and skills for the employee to perform the job better in an industry like hospitality, so he is more into considering choosing employees who will have the attitude and urge to perform the given tasks.

Paper qualifications cannot determine whether a candidate is good for the position or not. They must have the correct attitude. We select and prefer candidates who can have the capacity and competency to fulfilling the job role and duties assigned to them (Suji, Manager, Taj).

As a line manager, Isha expresses her ideas on the selection of the restaurant, that it is a mutual agreement between herself and Suji to select employees because they both play a role in selection.



Isha says that she is looking mostly at the skills of the candidates because it is well connected with the work and performance of the employee. She tends to select people with better performance with cooking as she believes the work allocation and the completion of timely tasks are important.

We have at least two interviews for one vacancy, a preliminary one to be done by the manager, and if he likes the candidate, he sometimes comes to a direct decision. If the position is for the kitchen, then I also take another interview and make a work sample to check how good is the candidate performs. Selection is a group decision as we talk about many areas and decide whether we take him in or not (Isha, head chef, Taj).

The selection process shows the difference between Saji and Isha's approaches considering their individual preferences. Saji sees the selection to be done by choosing the most potential candidate for the vacancy available when Isha is giving her input for the process by checking the candidate's skill level. However, overall, the final decision for selecting the candidate will be considered according to the weight of the output that Saji puts as the restaurant manager. Hence, the selection of Taj will be mainly based on the potential aspect.

#### Coordination and control

Coordination and control of Taj take a traditional aspect, although the workforce of the company is small. Team leaders are assigned to both the back house and front office, and functions are to be checked and controlled by the Manager, Saji. He has also developed the criteria of performance evaluation, grievance handling, training and development with the ideas and input of the team leaders, and the necessary adjustments have been made when required. It is visible that the management has control of administrative functions, job expectations from the employees, and work assignments allocated and distributed within the staff. Team leaders are to report directly to the restaurant manager Saji for all the HR management functions in the restaurant.

I try to manage my staff with the help of other team leaders, as they must directly report to me from any matters regarding almost anything, and it helps with the decision making of the day-to-day functions and even while handling staff matters (Saji, Manager, Taj).

As Saji explains, the work is expected from the employees to be accomplished within the given time frames, and he is aware that he equally provides their benefits and motivation to employees to perform better. He believes the restaurant's resources help employees perform better with a positive atmosphere and safety at work. Financial and psychological assurance is fulfilled by the management.

We pay our employees good salaries according to the current market rates in the competitive market, and they are also being evaluated for the work they are doing, fairly by the immediate supervisors and by myself. We have given their promotions and increments in order to retain and develop them within the company (Saji, Manager, Taj).

Isha as the line manager, is trying to maintain the staff with the peer approach without handling the staff in a very formal way to keep the employees in a comfortable zone. Focusing on the group work and maintaining friendly and peer coordination among her group seems important to her with the historic conflict situations that took place within the kitchen staff, so employee engagement with her team seems effective in terms of Isha's management techniques to secure the closeness with her team members to get the best out of their performance. Overall, with Saji's management, Isha takes a secondary leadership that helps to govern her small team, but according to the authority of Saji. Again, Isha's team management is controlled by the decisions of Saji. Hence the coordination and control of Taj can be finalised as a traditional approach.

Table 4.2 – Exemplar Evidence of Management MM of Taj

MM of managers	Attachment	Selection	Coordination/control
Saji – Manager	<p><b>Work</b></p> <p><i>We maintain a performance-based workplace, where each employee will be benefited and elevated on their work. We have now allocated line managers to each team, proper work schedules and task completion criteria and it is connected to their training schedules, increments and other benefits.</i></p>	<p><b>Potential</b></p> <p><i>It is not only the cooking knowledge they have, it also about their people skills, stress management and good ethics. Each workplace is a unique place to work. Each customer is unique. One needs to have a lot of patience in this industry to deal with difficult customers along with busy work schedules. That is the nature of this business.</i></p>	<p><b>Traditional</b></p> <p><i>We have main sections as front office and back office, and both have team leaders to look after the teams with the functions. On top of that, as the Restaurant Manager I will always be in the restaurant, make sure the guests were provided the best services by my employees. I take timely reports from the team leaders from time to time on each function of the teams.</i></p>
Isha – Head Chef / Team Leader	<p><b>Work</b></p> <p><i>Performing given tasks is the main area that must be checked and the reason we do little practical tests before the selections to make sure the candidate can perform what we expect.</i></p>	<p><b>Skill</b></p> <p><i>For the kitchen staff, it is mandatory to have skills and talent for culinary art. My team must be week skilled in the cooking subject as the whole business runs with the quality of our food.</i></p>	<p><b>Peer</b></p> <p><i>I make sure to maintain a friendly work environment with my team. They should be in a positive mindset to face busy days. We make the kitchen a fun place to work, where work assignments and co-ordination is flexible among the team</i></p>

#### **4.3.1-Summary of Mental Models of Taj**

Mental models in Taj were examined with the interview outcomes of the manager Saji and the line manager Isha. Attachment of the restaurant is based on the work of employees. The company is giving more attention to training and development within the sections to develop employee performance, as it encourages the employee to enhance their work and compete in challenging tasks. Through that, management expects to elevate employees to higher levels of their jobs by assigning more duties and responsibilities. The company also encourages to attract employees within the company for available vacancies by promoting them and elevating the job tasks to them while increasing their motivational involvement.

, The selection of Taj is explained by the two different approaches of Isha and Saji. While Isha as a line manager, selects candidates who are skilled to perform better in the job role, Saji would be selecting candidates with more potential to perform the job. Hence, the final decision of the selection comes with the weight of Saji to select his preference as per the procedure. But the input of Isha in the interviews is always considered for the outcome, especially at the selections of the kitchen staff.

Control and coordination of Taj are mainly based on the traditional aspect because this restaurant can be identified as a workplace with a systematic approach to most procedures and a hierarchical approach to reporting. Saji developed criteria to manage performance and evaluate employees, reporting structure for grievance handling, work distribution, and overall HR functions in the workplace. The team leaders he had appointed for each section are reporting to Saji while overlooking every operational aspect of the teams. On the other hand, Isha carrying a peer approach to control the staff comes under her, as she expresses her approach is effective in building the openness and better communication that helps with providing guidance and training to her staff. Since Isha has her team under Saji's coordination of procedures and hierarchical influence, Saji has more power to control the restaurant in the traditional way.

#### **4.4-Comparison and Contrast of HRM and Mental Models of Taj**

Under the HRM practices and procedures of Taj, attachment mode is recognised as work, as the recruitment procedure and the retention plan of the restaurant weigh more with challenging work and performing higher to achieve career enhancement within the company and industry. To achieve such targets, the company expects selecting potential staff to perform better in their job roles. Hence the selection mode comes under potential. Under HRM, Taj is more into the professional aspect of control and coordination of the employees by setting procedures for performance management, evaluation criteria, and training and development. As there is autonomy for the staff management through procedures and expected standards, the employees are motivated to reach their excellence.

In terms of MM of Taj, the outcome of management was examined by two managerial positions, the restaurant manager and a line manager. The attachment was based on work, and the selection was taking two different approaches, such as skills by Isha and potential by Saji. In terms of control and coordination, Isha takes the peer approach while Saji takes the traditional approach. With the most weighted manner, as the restaurant manager is involved with the final decisions under the management of overall operations, the selection was finalised as potential based. The control/coordination was determined to be the traditional way, with the hierarchical influence of the workplace.

When comparing HRM and management MM of Taj, it is visible that both attachment and selection methods are similar, but coordination and control come different from each other. An overall analysis of the HRM and management MM of Taj makes the difference of involvement of the traditional procedures to control and coordinate with employees through a hierarchy which was implemented in the reporting system of Taj. Finally, by comparing the HRM with management MM, the employment model (Burton, 2001) of Taj can be recognised as a hybrid model of Star/ Bureaucracy.

## **Chapter 5 - Robata**

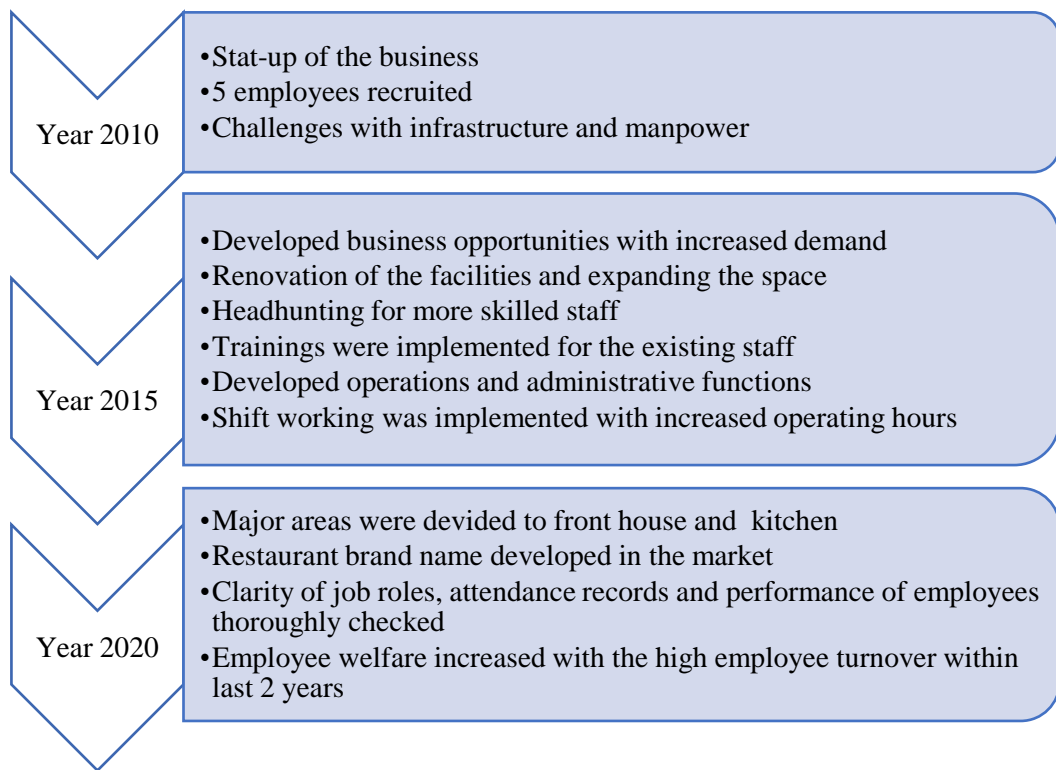
### **5.1 –History and Description of Robata**

The second restaurant selected for the study is Robata. This is a Japanese restaurant that employs forty employees full-time and part-time. The restaurant operates with the main sections as the front house with twelve employees and back house as a kitchen with twenty-five and three employees under admin and stores. The company started in 2010 with five employees as kitchen and front office staff, and later developed with positions to shift managers and store officers. The restaurant operated for two shifts per day. Robata offers creative variations of modern Japanese cuisine (fireside cooking) and popular among customers for Sashimi and Sushi, for its' unique taste presentation. The owner of this Japanese restaurant, Takashi is originally from Japan with experience as a head chef in many restaurants in Tokyo and worldwide.

As a start-up business, this restaurant started with five employees covering the kitchen area and the front office. With a small building space, there have been struggles to find the best infrastructure facilities at the beginning. Employee retention was another challenge during the first three years with a high employee turnover due to imbalance work distribution. With the business development plans made with few marketing and pricing strategies, management had decided to increase the operations with opening hours and employment with an expansion of the restaurant space with infrastructure during the fifth year. Shift work was implemented with the improved staff count, and that allowed interns and trainees to be recruited and systematically distribute the heavy workload.

The restaurant operations were settled with the administrative functions and developed employment opportunities, employee performance, attendance, and payroll functions under formal processes during the last five years. Employee retention has become a challenge for the management; hence, employee welfare and training are clearly defined under informal practices. As described by the owner Takashi, the restaurant had few setbacks in terms of the HR functions and administration, but with the improved strategies and experience within the industry, they have faced the challenges so far with well-focused administrative and management functions. Following is the development of HR functions that have been implemented in the restaurant Robata from the start.

Figure 5.1 – Development of Robata



## 5.2 - HRM at Robata

### Attachment

In Robata, the attachment is based on 'love'. Anton, the manager, believes better relationships are the key to successful employee engagement in a diversified workplace like this. Anton has been working for this restaurant for seven and a half years. He reports directly to the restaurant owner and mainly looks after the staff's overall operations and HR / Admin areas. At the start, recruitment was mainly based on the recommendations given by the owner's close friends, so there was no proper recruitment policy practised or any documented proof kept in this regard by the management. With the development of the business, staff recommendations for their friends, online publishing of job advertisement, head-hunting, and university career programs were added to attract talented staff to the workplace.

With the workload development after the fourth year, there was a need for more workers to handle and manage all the orders. Since we had a problem with finding Japanese culinary experts for the kitchen, so we recruited trainees and interns to handle and distribute some of the kitchen work, so the chefs were getting enough help (Anton, Restaurant Manager, Robata).

Mike, who works as a Sous Chef, confirms the restaurant's attachment is driven by better relationships between the employees and management; he ensures how well the management looks after employees. Mike is an immigrant worker; he finds the workplace a family-like atmosphere that's comfortable working. He explains the importance of having such a connected workforce and management when he is away from the family.

My manager looks after me. He is open to new ideas, takes care of me like a good parent. As this is my first job in New Zealand, it matters a lot for me being here, far from my home country, and the management really understands our difficulties of adapting and adjusting for a new country, cultures, and weather etc. (Mike, Sous Chef, Robata).

John, who joined as a kitchen assistant, has also explained that he had been facing uncomfortable situations in previous workplaces, but being a Japanese national, he finds it very good to work here with this management and the co-worker's area friendly and helpful. Hence, the attachment of Robata is mainly based on the fact of developing and encouraging family-like relationships, retain employees and they work with a strong unity on teamwork.

I find this workplace as a stress-free company, employees and managers are kind to each other, as a Japanese, I find it very comfortable to adopt to such a culture. We also have flexible workhours, I think people here are willing to grow with the company (John, Kitchen Assistant, Robata).

Robata acts fairly in recruitment procedure as the management has a fair policy to attract candidates without any discrimination and go according to the set standards of the management with employment rights. Currently, recruitments are done with online advertising methods, internal promotions, and the "introducing a friend" method. The way management treats the employees is impressive, focusing on the emotional and psychological concerns of the employees.

### Selection

The selection procedure of Robata is based on "fit" where management expects to take employees who can adapt to the organisational culture and the people. Being a multi-cultural organisation, Robata shows the drive to attract more like-minded personalities into this workplace. As the selection process takes two levels with the manager and the team leader conducting the interviews, it also consists of aptitude tests that check the candidate's competency and attitudes. According to Anton, the jobs will be offered above 18 years old, experienced candidates with a background in the hospitality field and should have an outgoing personality to deal with customers. He expects the employees to be good team players, hard-working and open-minded people who can perform with a good team spirit. He explains that the general knowledge of the industry and the can-do attitudes with good communication skills that are valuable in a multicultural workplace like this is the first preference of the management to selecting candidates into the team.



We work as a team to achieve one goal. So, it is important to have employees who can be matched with our culture, procedures, and ways we operate. We, as friendly staff, expect minimum internal conflicts and try to make the workplace a pleasant one to work. It really affects the moods of the employees, and it helps them mentally to like to work here with others as well (Anton, Robata, Manager).

According to Mike, he applied for his job through a friend who worked at Robata, and Takashi interviewed him, and that was the only interview he had. Mike has started the job as a student, and he mentions his aptitudes and team thinking were checked by the manager. John applied for the job online and has been through two interviews. The team leader has given him a work sample to check his competency levels in work. There is no specific procedure to follow in the selection process because the job requirements are different for each job role, evaluations done differently for the sections, and the management expectations are keep changing for each job role.

I was expecting they would check my paper qualifications and ask me technical questions, but the interview was based on a real-life scenario in the restaurant kitchen, and he checked how we act in a given challenging situation (Mike, Sous Chef, Robata).

Management of Robata shows interest in selecting employees who will fit with their company culture, primarily by their attitudes of non-judgmental, open-minded aspects that build respect for all the employees and the management equally. In selection, management also gives special attention to the references candidates provide since the work history can provide many ideas about the candidate's career profile. This helps the management understand the employee's working capacity, speed, and competency level and see if the candidate can perform and meet the management expectations.

### Coordination and Control

Robata has control and coordination based on peer aspects. As Anton explains, it is an easy way to control the staff, just as the organisation's culture has developed without much of a traditional employer-employee feeling and mutual friends who share everything in the workplace equally. Overall, HR and administrative functions in Robata are happening with Anton and the team leaders of the front office and back office. Although the company does not comply with hard and fast rules, essential operations and requirements in administration are happening as group involvement.

Performance evaluations of the company are happening regularly with the involvement of the team leaders, and it is completed on an annual basis. On-the-job training within the sections is conducted regularly, so the management does not allocate a huge budget into training. Robata encourages the working set up within the safety protocols, and it is according to the government rules and regulations on health and safety in restaurants.

It is easy to manage work in this setup, as we do not have systems or complicated protocols or policies in this workplace. We coordinate everything directly, or have section heads for each area, and we allocate shift managers as we work for shifts. The only thing we concern is the proper attendance and shift records, for that, we have a helping staff for administration record-keeping (Anton, manager, Robata)

Although Robata has forty employees, there would be 20 employees for one shift, and the rotations will be recorded with each section head. Staff motivations and employee engagement activities are considered special in this work as the employees' special achievements and birthdays will be celebrated in the staff gatherings (See Table 5.1-Summary of HRM in Robata). Robata has manual processes for employment records, performance appraisals, and training. The formats for these functions are made and developed by the restaurant manager with the help of the team heads.

Anton explains the challenges of managing employees in hiring and training them as he believes there is a certain time for some employees to adapt to the working culture. He says identifying the strengths and weaknesses of the employees is important in the process of training them.

As challenging experience in managing staff, it would be hiring staff and training them. Because no matter how experienced some employees when they join, they need some time to adapt to our culture, so training them for that is challenging. Some are slow workers; some are good, and we have to directly involve with them and identify their weaknesses and strengths in the process since the learning abilities can be different from one person to another (Anton, Manager, Robata)

Grievances handling in the company was mentioned as an open procedure by both Mike and John, as the company has an open-door policy grievance handling procedure. Any employee can talk to any supervisor or manager if they come across any issues or clarifications. As Mike concludes, management has a better understanding, and there is a mutual way of settling things when it comes to conflicts. The management takes decisions in the best interest of the employees and customers.

I work for this company for one year and I am quite happy with the setup and coordination in this workplace. Our work is being checked frequently, and my team leader will always guide me for the work and help me, it's a friendly and less complained workplace, we have fun (John, Kitchen Assistant, Robata)

Control and coordination of Robata are based on peer-based management. Because of the family-like relationships within the workplace, the workforce is much more comfortable dealing with face-to-face interactions, open communications, and guidance. It is noticed that employees perceive this management style as a comfortable, parent-like relationship with the manager, and they get prompt guidance for their mistakes in the work they do. There is no professional or traditional involvement of the management to coordinate the HR functions or control the employees.

Table 5.1 – Summary of HRM in Robata

HRM at Robata	Attachment – Love	Selection – Fit	Control and Coordination- Peer
<u>Formal HRM practices</u>  Recruitment Selections Training and Development Performance evaluations Attendance and payroll	<ul style="list-style-type: none"> <li>Recruitment is mainly based on recommendations by employees.</li> <li>Online Advertising on the company website and social media pages</li> <li>Internships</li> <li>Internally promote employees for the available vacancies</li> <li>Training developments to elevate employees with better performance and complete three years tenure.</li> <li>Make employee records, training outcomes, and satisfaction to mark their turnover intentions.</li> <li>Training and Development are happening internally with team heads, and it relates to the performance evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>Interviews on two levels with the manager and team leader</li> <li>Practical tests are to be completed by the candidate before the final interview.</li> <li>Aptitude tests to the front office and administrative employees.</li> <li>Interview questions to measure the knowledge, attitude, and communication of the candidates.</li> </ul>	<ul style="list-style-type: none"> <li>Sectional evaluations are made with different formats for levels and positions differently, coordinated with the team leaders and supervisors in the section.</li> <li>Documented formats for performance check</li> <li>On-the-job training to all employees</li> <li>Training decisions and budgets/plan according to annual performance reviews</li> <li>Company health and safety policy; communication and awareness training to employees</li> <li>Selecting best performance on a monthly basis selection by sections, awarding and appreciating such performance and encouraging employees</li> <li>New Recruits briefing/induction on company policy /regulations.</li> <li>Employee records, attendance and personal filings are documented and monitored.</li> <li>Attendance and shift allocations are much focused on the payroll process.</li> </ul>

<p><u>Informal HRM practices</u></p> <ul style="list-style-type: none"> <li>• Employee welfare</li> <li>• Employee Engagement</li> <li>• Employee motivational programs</li> </ul>	<ul style="list-style-type: none"> <li>• “Introduce a friend” program to recruit the best fit for the company</li> </ul>	<ul style="list-style-type: none"> <li>• The owner can select employees at his will</li> </ul>	<ul style="list-style-type: none"> <li>• Free meals for employees who work on night shifts.</li> <li>• Employee celebrations, gatherings</li> <li>• Birthday celebrations and dinner outs for staff</li> <li>• Free transport under medical conditions</li> <li>• Transport facilities and directing to health care for employees who fall sick during work.</li> </ul>
<p><u>Interview outcomes</u> Interview outcomes from the restaurant manager and employees: Sous Chef, Kitchen assistant,</p>	<p><i>It is noticed that internal recruitments work best for us as we can train the existing staff and elevate their title, which is less costly, and we can promote talented and skilled employees within the company” (Anton, Restaurant Manager, Robata).</i></p> <p><i>We are like a small family, very united and be there for each other, we are high in team spirit, and it is very much fun to work like that. My manager is like a parent to me. They do take care of us and look after our matters (Mike, Sous Chef, Robata)</i></p>	<p><i>Interviews of the candidate will be decided on the area he/she is interested in applying. Based on the section he/ she would fit in; tests and interview questions will be varied. The candidate will be taken to the final interview to discuss the terms and conditions for the contract” (Anton, Restaurant Manager, Robata).</i></p> <p><i>We make sure the candidates have the capacity to work with our set-up co-workers. We check their competency and aptitude to make sure he/she fits with the company (Anton, Restaurant Manager, Robata).</i></p> <p><i>Referencing the candidates is considered very important, as it</i></p>	<p><i>It is my duty to look after all the employees in all the sections. Our working hours goes in two shifts, so it is a huge responsibility to monitor them. But well-trained team leaders or supervisors are very helpful, and they have also been given such responsibilities to make sure the operations run smooth” (Anton, Restaurant Manager, Robata).</i></p> <p><i>Attendance and shift allocations, work distributions will be directly monitored by myself with the help of the supervisors. Leave records and approvals will be monitored and allocated on a daily, weekly and monthly basis” (Anton, Restaurant Manager, Robata).</i></p> <p><i>We check performance and evaluate manually. The team leaders will always be working on this with me. Annual increments are happening based on these evaluations.</i></p>

		<p><i>helps to measure the work of the employee and a general idea about the candidates' character (Anton, Restaurant Manager, Robata).</i></p> <p><i>At my selection, I had only one interview, but yes, they checked my previous experience in the field (John, Kitchen Assistant, Robata).</i></p> <p><i>I came to this restaurant with the help of a friend. Mr. Takashi was the one who interviewed me, and that was the only interview I had in the selection process (Mike, Sous Chef, Robata)</i></p>	<p><i>We do not have a specific record system to do this, but in the kitchen, it's an ongoing thing with the job. We collectively involve, discuss and decide things (John, Kitchen Assistant, Robata).</i></p>
<p><u>Archival sources</u></p> <p>Social media sites Company Website Internal memos Vacancy advertisements Interview formats</p>	<ul style="list-style-type: none"> <li>• Social media pages and the company website</li> <li>• Verbal communications</li> <li>• Internal advertising</li> </ul>	<ul style="list-style-type: none"> <li>• Interview question papers</li> <li>• Practical test guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Employee handbook</li> <li>• Company Memos</li> <li>• Induction plans</li> <li>• Monthly operations plan</li> </ul>

### **5.2.1-Summary of HRM at Robata**

The attachment of Robata under HRM is recognised as love. Restaurant manager Anton explains his influence to attract employees into the company through various means by providing them with a family-like atmosphere in this workplace. Mike and John express their satisfaction as immigrant workers and how they have been treated like family from the employee aspect. Being a Japanese restaurant, it has no policy of recruiting only Japanese candidates. Due to the management's openness to the staff, friendly working environment, employees are commenting that it is a stress-free atmosphere to work.

In selection, Robata finds candidates that align with their culture. The employee should be adopting and learning and comfortable with the culture, co-workers, and procedures in this workplace, so there is a tendency to hire such candidates. As a multi-national organisation, Robata attracts more like-minded people to work with. Not only does it help an employee be comfortable with each other because they increase their productivity with teamwork. In the industrial aspect, the selection specified the requirements such as having an outgoing personality, teamwork, good communication skills, and can-do attitude to the prospective candidates. It is noticed that many employees who work here have been selected through internal employee references, which management finds easier when existing employees recommend the candidates.

Control and coordination of Robata are based on peer control. Anton explains how the HRM functions within the company with an informal approach, which he finds easy to interact with and act fast on decisions. Since there is a specified culture in this work set-up, employees are comfortable with the correct guidance and support. There are team leaders to coordinate daily operations in the restaurant who would follow the same approach of peer control that matches the company culture. HRM set-up in Robata is conducted manually, and there are no hard and fast rules and regulations that employees should follow but adhere to health and safety conforms in the workplace.

### **5.3-Management Mental Model of Robata**

#### **Attachment**

In Robata, the MM of attachment is based on Love. Anton encourages the employees with his friendly attitude, making them feel safe and sound in the working premises. He also thinks having a comfortable rapport with every employee makes the functions and communications much open and easy, which leads to less internal conflicts. Anton mentions that the staff has a blend of many cultures, religions, and backgrounds, and it matters for them to pay extra attention to employee safety and satisfaction without any conflicting atmospheres.

We make sure our employees are comfortable in the workplace, also with colleagues and customers. We treat them as our own family, and they are also feeling the same. We have good teamwork within the sections, and we rely on each other for all the operations and activities that take on a daily basis. I strongly believe this welcoming and safe feeling helps them to perform really well and retain with us (Anton, Manager, Robata).

Anton explains his motives to retain employees by taking good care of them, so he thinks employees will take care of the customers and the company. Anton works as a responsible manager in the workplace by personally attending to the matters of his employees. Making the employees feel trusted, secured, and respected is important in keeping the employees happy and retained within the company longer.

Our strategy is that we treat them well, listen to them and train them well. When they take care of the customers well, it affects the business in a positive way. When we go well with healthy relationships, we have long-term working staff (Anton, Restaurant Manager, Robata).

The management of Robata believes in the psychological attachment of the employee-employer relationships to run the business most productively by letting employees be more comfortable with the working set-up and culture. The management explains the positive and challenging areas of having this way of management, but it is perceived as a strategy for employee retention to solve the high employee turnover they face as a company.

#### **Selection**

Management of Robata is influenced to hire employees who are fit their company's background, working environment, and people. As Anton explains, the management always goes for hiring the lowest position and training and allocates duties according to their strengths and weaknesses identified. While selecting such candidates, they expect to train them and grow with the company culture, so the operations become easier for the senior staff. Referencing is considered a mandatory thing in the selection process as the management checks his previous work records, workplaces, and areas they have worked, and the referee records their performances.

We do check employee's qualifications and experience when we hire them, but more than the paper qualifications, we want our staff to be satisfied with their job, colleagues and work setup as

I believe it directly affects their mindset and work efficiency. So, we make sure we hire the correct candidate for the correct job role. We talk to the candidates and see their personality, situational knowledge about how they face certain situations at a given problem. We get the idea about the person at the beginning (Anton, manager, Robata)

Anton tends to hire people that would fit the organisation, and on the other way, the job should be fitting to the employee. He does not want people work with doubts and stress, he wants everyone to be happy about the work, giving better results. He also tends to take freshers, as he thinks it is easy to train fresh blood to the organisation, so they are away from the risk of losing the best skills in the long run.

Our staff is energetic and fun to work with because we are more like students, freshers, and youngsters. But we get good guidance from the senior staff, and they train us for the next levels (Mike, Sous Chef, Robata).

The selections of Robata are confirmed with the outcomes of Mike and John, as they are from the same section of the restaurant. Employees should be willing to work on the shifts, with different cultured staff, under zero discrimination and the company culture is to have positive relationships with every employee. Although Robata is a Japanese-based restaurant, there is no requirement that only Japanese-speaking employees work in this place, but they should be qualified in Japanese cookery.

### Coordination and Control

Robata is operated with day and night shifts, where employees have a planned roster to work. Shifts will be prepared within two weeks to make all the communications clear with the staff, as full-time work goes for 30 hours and part-time work goes for 20 hours. In Robata, the control and coordination of the management go as a peer involvement. The restaurant has sections and team leaders to help the operations and function as Anton coordinates with each employee.

Our operations are happening with the guidance of team leaders, and I would be overlooking the team heads and employees as well. We do not have a hierarchical manner of reporting the work, but to have a friendly, personal approach to manage the staff. I trust that approach is making employees confident and comfortable in keeping the rapport with the senior staff (Anton, Manager, Robata)

There is a manual performance appraisal for the staff. The evaluations are being done with the manager, with the output given by the team heads on the employees. The evaluation procedure is a group discussion with the employees' developments through the year by the team head and the manager. According to the rules and regulations of the government standards, the restaurant's health and safety requirements are communicated and briefed to every employee in the workplace. The restaurant has an open-door policy for grievance handling procedures as the employee is free to channel any manager or team head to sort any issues. The employees are given much freedom



in this workplace, and it has proven to work well for the organisation in terms of teamwork, communication, employee engagement in operations.

Anton has mentioned that they have had turnover issues earlier after the business start-up, but with time, as the management worked to set up the teams and sectional heads, the operations and work allocations have been easier, and the employees were happy with it. The management structure makes sure all the sectional heads act and work according to the company culture to better build rapport with employees in the team and with other employees. The role of the sectional heads would be to coordinate everything within their teams daily on taking orders, discussing menus and stock decisions with the help of the manager. The decisions and control of Robata can be seen as a collective one; every employee can contribute with their thoughts and ideas. Hence the management believes it is effective to have everyone's input as the people who operate and run the business.

We have had workplace conflicts from time to time, but we make sure they won't be dragged too long or unresolved. We take immediate actions to sort such issues because we do not expect our employees to work in conflicting situations. I always involve personally in these matters and talk to relevant parties (Anton, manager, Robata)

Anton explains that it is not always positive or perfect about how they manage things, but they have to act according to keep some control. He mentioned situations that took place with uninformed absence and last-minute leaves without prior notice, that he has taken few disciplinary actions, which had helped to continue the smooth function of the section without obstructing the operation or other team members.

The common reason for people to leave the company is recorded as personal reasons, and a newly recruited employee will retain at least 3-4 years, but if one wants to develop in the career within Robata, they will stay 5-6 years in the restaurant. The management thrives on developing the staff into higher positions within the workplace, so they trust effective training and development.

I also have started and developed my career in Robata as a supervisor, then as a shift manager, and now I am working as a manager for the last 5 years. The hospitality industry itself a learning opportunity because we get to work and learn throughout. We can help employees to get qualified as supervisors and managers with their career, and we provide them with the background and support to achieve such targets (Anton, Restaurant Manager, Robata).

Anton and the management team tend to look after their employees so well and engage with them closely and control and coordinate the operations with a personal approach to each employee. This has given some direct authority to the manager to have an effective workforce who would attend to things immediately, accurately, and efficiently when they get any jobs by the management. This method has been effective at times of conflicts and problematic areas they have been through with the staff in terms of turnover.

Table 5.2- Exemplar Evidence of the MM of Robata

MM of Manager	Attachment	Selection	Coordination/control
Interview outcomes of Restaurant Manager Anton	<p><b>Love</b></p> <p><i>We have the strategy of retaining the employees while we take care of them well. We make sure they have a positive a working environment, helpful staff to work with. This is helping the restaurant in a positive manner as the employees take care of the customers.</i></p> <p><i>Findling Japanese chefs was difficult for some time, so chefs are valuable employees to us. We make sure we train below staffs under them well so we can take lesser risks in case of sudden leave of a chef or any other kitchen staff.</i></p> <p><i>We take employee recommendations for available jobs. Our existing employees can introduce their friends to us. But of course, they should be qualified and experienced for the job.</i></p>	<p><b>Fit</b></p> <p><i>Finding employees who can match with our culture is the priority for selection process, that is one reason we encourage our employee to introduce their friends who would fit without way of management and operation.</i></p> <p><i>We are a Japanese based restaurant. But we have no restrictions for the candidates in terms of nationality. We would expect our employees to work as one family with good team spirit and brotherhood. We have very talented employees from different countries, which had made the working environment entertaining and free.</i></p>	<p><b>Peer</b></p> <p><i>We have no standard procedures, complex protocols in the restaurant. We have divided the staff for shifts at their ease, training them on daily basis with the guidance of their immediate supervisors. We avoid making hierarchical reporting structures, so the employees are comfortable in working with the team heads.</i></p> <p><i>We work as team members in one team, there is no superiors and subordinates, no seniority, we all make mistakes, we all have good and bad days, so it is easy to work without any barriers. Anyone can reach any other employee for help, support and guidance, there is no rule as whom to approach.</i></p>

### **5.3.1-Summary of Mental Model of Robata**

The MM of managers at Robata is analysed with the management interview conducted with Anton, the restaurant manager. Attachment of Robata in the management model is recognised as love, where the management expects the working culture in Robata to be friendly, stress-free, supportive, and maintain family-like bonds. In this manner, the management is attempting to make employees satisfied with a conflict-free work setup that is productive. Under recruitments, the management is interested in attracting people who are recommended through the staff, as Anton thinks the employees have a better idea about the working culture; hence their recommendations would be fruitful. This seems a most inspired way of the management in recruiting staff, so the best fit to the company is easy to attract.

In selection, the management of Robata chose to select the most 'fit' candidate for their culture. This approach supports their long-term staff retention. Anton expresses her ideas on selecting culturally correct employees to save time and energy and has less training and development training for the staff. As a multicultural company, selection has no means of taking only Japanese candidates but generally well-experienced restaurant workers who fit with other cultural employees. Anton thoroughly believes the cultural fit of employee-company has a lot to do with their performance efficiency and creativity.

Coordination and control of the management of Robata are based on the peer aspect, just as the cultural influence it has on the workforce and environment, there is no hierarchical influence to report or delegate work. Management areas to evaluate and monitor performance is happening manually, with the help of sectional heads. Anton works closely with all the sections in the restaurant by coordinating the operations informally. Anton makes daily effort to be a part of the operations in the restaurant, as the sectional heads play a supporting role for this operational management. It is visible that Anton shows up in every section of the restaurant and keeping an active engagement throughout the day with all the employees.

### **5.4-Comparison and Contrast of HRM and Mental Model of Robata**

HRM and the MM of Robata are similar in all the areas of attachment, selection, and control/coordination. In attachment, both HRM and MM come under love, as the management is mostly after establishing better relationships with employees while making them feel an important part of the organisation. Recruitments will be focused mainly on internal recommendations. With notice board advertisements and social media, employees of this restaurant are encouraged to attract more like-minded people into the workplace. Publishing social media advertisements tend to showcase the images of company events that justify the friendly and family-like culture in the

workplace. Employee retention of Robata is developed as Anton's comments where employee turnover intentions have gone down outcome compared to previous years employee turnover ratios, and he thinks it is a positive outcome of the organisational culture of this workplace.

Connecting to attachment, company culture has more influence over the selection method, which is "fit" in both HRM and MM aspects. Robata, as a restaurant expects candidates to be fit with the company culture, which is informal and friendly, where teamwork is appreciated. Employees seem to be enjoying such a culture in terms of smooth operations and a stress-free atmosphere compared to other restaurant environments. The management trusts that the workplace's cultural setup influenced the employees' effectiveness, creativity, and productivity when the employees are provided space with stress-free minds and supportive working environments. Hence, the selection of candidates would be mainly based on how well the employee can adapt to the company and industrial culture of the restaurant, in areas of his performance, communication, and attitude in fulfilling the given tasks.

Coordination and control of Robata are made under peer management. Although Anton works as the restaurant manager, he makes sure there is a friendly, informal way of controlling the staff in the section. There are sectional heads that develop the same method of control and coordination towards the team members. This explains that the restaurant runs with a group effort of every employee in the workplace. Anton explains it is not always a positive and easy way to control when newly joined employees would not attend to their tasks, shift allocations, so the proper training and advice to be given in a timely manner. There are no set standards or formal procedures in this workplace, but access to the management is always there in grievances handling and workplace conflicts.

With the comparison of MM and HRM practices in Robata, the restaurant is influenced by the organisational culture, as it shows the areas of love, fit, and peer control under three dimensions of attachment, selection, and control/coordination. Overall, it is a commitment model of employment because the management often intends to keep the level of commitment higher. Instead of relying on one higher authority, management stresses personal accountability, flexibility, and empowerment of workers at all levels.

## **Chapter 6 - Thalís**

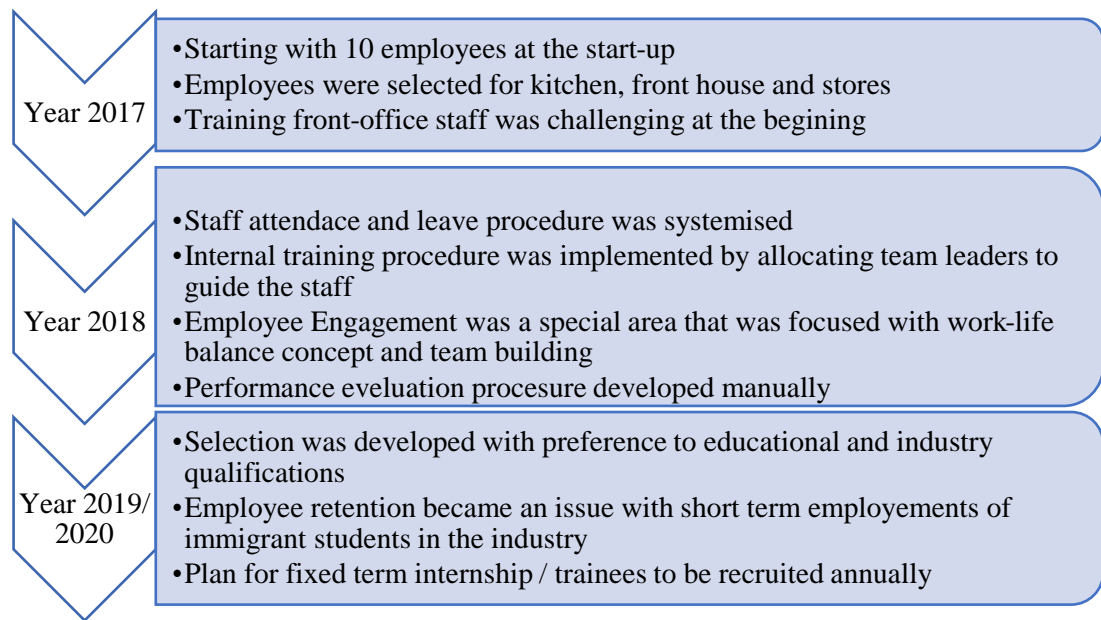
### **6.1-History and Description of Thalís**

The third restaurant selected for the research is an Indian restaurant in the middle of Auckland, which started in 2017. With specially trained chefs, South Indian dishes are served in this place with an inimitable taste. As a vegetarian restaurant, Thalís serves all the recipes with a unique blend of spices and special formula of preparations that have won many different cultures. The South Indian style of culinary delights has also proved to have high customer satisfaction with their loyalty with quality, presentation, and service standards. The owner Raj says that his vision is to take the restaurant to a multicultural dining association.

Raj has years of experience in South Indian cuisine as he studied Ayurvedic cuisine with much more expertise in the herbs and spices that inspired him to develop his knowledge into cooking skills. As a chef especially influenced by his family in India, he is proud to provide the same tastes in New Zealand. With the initial investment in this business project, Raj explains that as the owner, he wanted to thoroughly adhere to the policies and government regulations of the country relating to hospitality so that he could develop quality work with a loyal customer base.

Thalís consist of 25 staff with both part-time and full-time workers at the moment. , The main operations of the restaurant, can be divided into Kitchen and Front Office and Stores. They work according to the allocated shifts. The development made for the management decision on HR has been varied with the time, situations, and influence had on the market. Following is a summarised view of the restaurant on what are the special steps the restaurant had on the journey of three years.

Figure 6.1 – Development of Thalís



## 6.2-HRM at Thalís

### Attachment

The attachment of Thalís is focused on money, which is clear by the retention plans of the restaurant. The company's recruitment plan is made to attract experienced employees in the industry who will remain within the company at least for two years. The restaurant mainly focuses on the traditional Indian culinary experts working in the kitchen. Thalís tend to recruit undergraduate students in the hospitality field as trainees or interns under part-time employment. According to Raj, the restaurant is concerned about taking more trainee-level employees under shift-based work so that the work can be distributed well among the team. Also, he notices a high turnover in this trainee category. Raj, as the manager of Thalís, explains he would prefer the most profitable way of recruiting candidates since it is an Indian restaurant he uses to find candidates within the community through headhunting and online advertising on social media. He also expresses that it is not that difficult to find prospective candidates now compared to the start-up stage, as the rate of Indian immigrants under-skilled working category has been increased than before.

I think management is not hesitating to retain good employees by offering them a higher package, the major expectation of this is to continue the uninterrupted, smooth operation in the restaurant. Especially when the kitchen staff is planning to resign, the manager will consider that option. (Ishani, HR Officer, Thalís)

If the management expects the resigning employee to stay more with the company, they will be offering monetary benefits or a higher salary. Retention of employees with pay rise will be based on the performance and the talent of the employee. Increasing trained workforce under intern / junior levels has become a strategy under employee retention and replacements of senior staff. HR officer Ishani takes the most of the recruitment of Thalís by advertising for job offers and vacancies through various means, as mentioned earlier. She explains there is a high turnover in this restaurant, but it is always replaced very soon.

We have a high turnover ratio in this workplace. I think it is common in this industry. As a newly opened restaurant, we make sure to recruit the right candidates, who will retain for a considerable period. Up to now, we have not implemented any employee systems of record maintenance because it is uncertain if employees will leave today or tomorrow, especially the trainee staff (Ishani, HR Officer, Thalís)

Jay, who works as a Chef De Partie, gives his thoughts on his retention plan in this restaurant for more than two years. He explains the financial security he gets from this workplace as an immigrant worker in New Zealand. Jay is satisfied with the package he was offered and about the working hours, he gets to cover in the restaurant because he works here as a full-time employee. Pavi, who works as the assistant store manager, says she joined this restaurant as a fresher. She had given a fixed-term contract as a trainee at first, and she had applied for this restaurant to gain more training and experience in the field of hospitality. She had been promoted to the Assistant Manager position with a pay rise after she completed the first year of her tenure.

Thalís expressed that the attachment of the workforce is based on money, with the evidence received from the restaurant manager Raj, HR officer, and the employees. It is noticed that Raj had invested hugely in this restaurant, and he has intentions to develop into multinational cuisine. Raj works more under the financial standpoint of the restaurant in terms of profitability and the market share of the business.

### Selection

The selection of Thalís is focused on skills. HR aspect of Thalís in selection has no standard procedure but to thoroughly examine the skills and competency levels of the candidate. Once Ishani shortlists the applications, she conducts the screening interviews for the candidates, with the help/ presence of the respective team leader. The selection procedure consists of two interviews, i.e., screening interview with the HR officer and the final interview with the restaurant manager. There are occasions that the Head Chef will interview and examine a work sample of the candidate if the vacancy is for the Kitchen.

The management of Thalís believes in a skilled workforce to gain more profits and customers to the business. At the interviews of selection, HR officer Ishani checks the candidate's basic skill levels to perform the expected job role. Generally, the kitchen staff will have to be qualified in the Cookery Level examinations and experienced in Indian cuisine. Front office staff and stores will be checked with their previous experience in the restaurant industry as they must have the competency in better communication skills and customer handling expertise in the field.

In the selection, my qualifications helped me with the process as I have a Cookery level 4, previous 1.5 years of experience. They asked for my certificates and details about my previous work (Jay, Chef De Partie, Thalís)

Jay explains how his qualifications and talents helped him get this job with a better package than his previous workplace. He emphasises that as immigrant workers, the restaurant industry is a challenging place, but with the developed skills and proper training, there is a pathway for a better career. As the HR personnel, Ishani believes that the skilled workforce is the reason to run the business for a long time because it cannot be replaced as it is a unique thing for each employee.

Skilled employees are an asset for the company, and the sales and profits depending on the skilled chefs. Even with the front office staff, we expect them to be outgoing, people-pleasing, and cheerful in the workplace, where the customers building their impression based on the service and attention we give them. (Ishani, HRM Officer, Thalís)

The selection of Thalís is a skilled-based process. Throughout the selection process, it is noted that restaurant managers, line managers, and HR officers work together in selecting skilled candidates while examining the competency levels and practical experience in the industry. The involvement of all these professions puts their input on selecting one person in the process, as they follow the same intention of selection.

### Control and Coordination

Thalís has a direct approach to controlling the workforce and coordinating the operations within the workplace due to the small number of employees. The restaurant's operation is happening in sections for the front office, back office, stores, and HR/ admin. Restaurant manager Raj overlooked the sections and supervised accordingly. Raj has a routine of having daily morning meetings with all the employees assembled for the day. The daily work is planned and discussed prior to the restaurant's opening and discuss the needs and actions to be taken for any development areas. Raj believes in clear communication and addressing any issues then and there to be sorted without keeping loopholes that will disturb the operations. The management of Thalís follows the codes of practice with a no-compromise approach to quality and standards. The restaurant conforms to the regulations of health and safety, hygiene which is why money and efforts are invested in a greater level at the initial stage of the business. Ishani confirms that the management



takes all the measures, and requirements and makes sure employees and customers are safe and sound. Safety procedures and the grievance handling method is mentioned and explained in the employee contract, and it is mandatory that every employee is aware of the regulations and practices the same.

Ishani is working for one year at this restaurant coordinating the HR and administrative functions with every employee. She is responsible for checking on attendance, payroll, leave allocations, and documentation procedures for all the HR / Admin related functions. She explains that the restaurant operations run with the guidance of the manager, the small groups are appointed with a leader to look after and manage their ongoing operations in the day. Ishani is coordinating her administrative areas linking with these team heads and managers. From the administrative perspective, Ishani says that they have a manual appraisal and related forms and documentation that team leaders must attend on an annual basis. The appraisals take different forms with the job role of each employee. However, the manager will appoint short-term targets to each employee to focus on, evaluate their daily performance, number of customer complaints, and coming to the final evaluations.

There are no KPI measures as the company is new and employee turnover is a little high. So, the employees are evaluated on a daily basis. Management provides performance benefits accordingly (Ishani, HRM Officer, Thalís).

Jay confirms he is being evaluated every day at work, and it is an ongoing process. As a kitchen staff, Jay's performance is checked daily, and the development areas will be addressed then and there. He says the direct involvement and guidance are helpful in developing his performance. Jay and Pavi both agreed that they had been trained by the manager and immediate team leader, with effective communication and constant checking on their development. Appointed team heads for the sections will take a big part in training their team members accordingly.

Raj would advise me about what went wrong and shows the areas I need to get better at. It is everyday communication. We have daily meetings even with the kitchen staff along, we all get comments on our work from time to time, and it helps to reflect our work and learn from it (Jay, Chef De Partie, Thalís).

Pavi states that her performance is evaluated with the targets assigned by the manager. She must monitor the sales and costs and directly report to Raj. She has her job role connected directly with customers; hence she expresses it is a stressful job. She confirms that she can directly liaise with the restaurant manager, Raj, for guidance, and if there are any grievances she comes up with, there is direct access.

I can talk with the restaurant manager if I have any grievance or any situation to sort out. Since I must face customer complaints, sometimes the workplace is stressful. If stores will have to spend more than the budget, the management stresses the same because it must be tally/ less than the sales (Pavi, Store Assistant Manager, Thalís).

Employee motivational programs will take place in the restaurant to encourage employees on their achievements, a few gifts and awards will be given to employees at staff gatherings. Birthdays and other special occasions will be celebrated like this by appreciating their services in the restaurant.

We take employee achievements in a motivational manner and employee engagement level to encourage them by celebrating employee birthdays, shared lunches, introduce one employee at the staff gathering to share his achievements to appreciate (Ishani, HRM Officer, Thalís).

Further, Ishani comments on the overall procedures in the workplace. As a newly opened restaurant, management has not taken the procedures or hierarchical allocation to the workplace. But Raj had implemented the safety and health standards in place from the beginning. With the smaller number of employees, it is clear that direct control and coordination of HRM and administrative aspects have made operations easier for the management.

Communication of Thalís seems very effective in every aspect of the restaurant in terms of implementing HRM functions with employees. The direct approach to employees' performances, grievances and for all other HRM practices in the restaurant appears to be effective in handling the staff matters and regulating accordingly. Even the motivational activities, regular staff meetings directly affect the employee and employer relationship in this workplace.

Table 6.1 – Summary of HRM at Thalís

HRM at Thalís	Attachment – Money	Selection – Skills	Control and Coordination- Direct
<u>Formal HRM practices</u>  Recruitment  Selection  Performance Appraisals  Internships and Training programs	<ul style="list-style-type: none"> <li>• Retain skilled employees within the company by motivating them with monetary rewards.</li> <li>• Competitive market rates</li> <li>• Advertising on recruitment sites and social media</li> <li>• Fixed-term trainee and intern programs to new entrants</li> <li>• Inhouse training for existing staff for next level recruitments</li> </ul>	<ul style="list-style-type: none"> <li>• Two main Interviews per candidate, arranged with team heads and the restaurant manager.</li> <li>• Final decision to be given to the manager on selection.</li> <li>• The head chef is to present a work sample for the candidate.</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative functions are totally controlled and coordinated by the HRM officer.</li> <li>• Frequent meetings to discuss issues and developments.</li> <li>• Manual appraisal system coordinated with team head and manager annually.</li> <li>• Training facilitated by the sectional head to the members, monitored by the manager.</li> <li>• Direct involvement of the manager on the grievance procedure</li> <li>• Safety procures are included in the employment contract.</li> </ul>
<u>Informal HRM practices</u>  Staff Training Employee motivation Wellbeing activities Welfare Employee engagement	<ul style="list-style-type: none"> <li>• Headhunting if the vacancy/ position is a very challenging and competitive one.</li> </ul>		<ul style="list-style-type: none"> <li>• Appreciation notes for the staff</li> <li>• Team day outs for weekends</li> <li>• Shared transport within employees' initiatives are encouraged.</li> <li>• BBQ nights once a month at any employees' place</li> </ul>

<p><u>Interview outcomes</u></p> <p>Interview conducted with the HR officer, Store Assistant Manager, and Chef de Partie</p>	<p><i>We have a demand by part-time students under recruitment. But they don't expect to continue for a long period. If we are to lose a skilled and talented staff who is an asset to this business, we make a recovery plan to train other team members to the same level until we find a replacement. If not, we must discuss and negotiate the terms (Ishani, HRM Officer, Thalís).</i></p>	<p><i>We recruit people for their skills and experience. So, we take freshers on fixed-term basis to reduce the recruitment cost on replacements (Ishani, HRM Officer, Thalís).</i></p> <p><i>Interviews for new positions will be handled by HR, as I always try to make the shortlisting with the involvement of the team head. I call the candidates for the interviews. It will be mostly during morning hours as our team heads will not be busy. The process can be carried further by the team head once I do the screening interview first. The final outcome will be the decision of Raj as we all get together and discuss the pros and cons (Ishani, HRM Officer, Thalís).</i></p> <p><i>As a developing business, we try our best to go according to the legal requirements. Issue of the contract, induction for the new candidate, is the mandatories for their first day at work. Proper explanation of the safety procedures will be thoroughly explained (Ishani, HRM Officer, Thalís).</i></p>	<p><i>Employee meetings are a big part of the administration and management in this restaurant. I have to allocate shifts and discuss weekly highlights with all the staff every Monday morning. (Ishani, HRM Officer, Thalís).</i></p> <p><i>Evaluations of the employees is an ongoing process, but it is manual. Team heads are always coordinating with me for performance-based matters (Ishani, HRM Officer, Thalís)</i></p> <p><i>As a newly started business, we encourage employees for their achievements, discuss and reward with gifts at meetings by the restaurant manager. Employees have a good rapport with the manager always as the manager is always up to discuss any matters with them (Ishani, HRM Officer, Thalís).</i></p> <p><i>Working here is kind of stressful because we have to face customer complaints, like if there's something goes wrong. (Pavi, Store Assisant Manager, Thalís)</i></p> <p><i>Normally it is always a busy working environment because we have so many customers always. There are friendly staff but can get grumpy and angry when the</i></p>
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		<i>It was Raj who interviewed me first. He sent me to the head chef for the next interview. I was selected after two interviews. My qualifications and experience were helpful in the process. (Jay, Chef de partie, Thalís)</i>	<i>work is overloaded (Jay, Chef De Partie, Thalís).</i>
<u>Archival sources</u>  Company Website Social media pages of the restaurant Internal memos Email notices Employee handbook	<ul style="list-style-type: none"> <li>• Employment websites</li> <li>• Social media updates of the company</li> <li>• Company Notices</li> </ul>	<ul style="list-style-type: none"> <li>• Employee handbook</li> <li>• Induction plans</li> <li>• Internal Memos</li> </ul>	<ul style="list-style-type: none"> <li>• Social media pictures</li> <li>• Company noticeboard</li> <li>• Meeting minutes</li> <li>• Verbal communications</li> </ul>

### **6.2.1-Summary of HRM at Thalís**

The attachment of Thalís is based on money, as the management expects the employee to work in exchange for money. The management is willing to recruit employees at a low cost, mainly the trainees and students working on a shift basis to the restaurant. There will be a reconsideration of keeping hard-working talented staff at the retention, offering them a better salary package by the manager. Finding prospective candidates through online advertisements, social media, company notices, and headhunting for senior chefs is observed. Thalís does not give much attention to the high turnover of the restaurant, on the other hand, the smooth and uninterrupted operation is ensured by fast replacements of resigned employees with interns. Management finds it is a good way of recruiting at a low cost. Jay finds the hours and payment he receives for the job are considerably better than in his previous workplace. As an immigrant worker, he explains he is being paid well for his experience, qualifications, and job.

Selection of the Thalís comes under skills, where manager Raj tends to select employees who are skilled in the field, experienced in the industry and mostly if they are good in south Indian culinary background, better customer handling and communication skills. There are two interviews for a selection: the basic screening interview with the HRM officer and the sectional head, and the final interview with the manager. Ishani expresses her ideas about the profitability of having a skilled workforce in the restaurant that helps the company's future growth.

Control and coordination of Thalís are direct, as there are only 25 employees, it is noticed that the manager's direct involvement seems easy in the management aspect. There are sections in the restaurants divided into groups, but every operation is overlooked directly by Raj. There are team leaders and HR officers in this workplace, but they do not fall into any hierarchical category or authority of management. The restaurant's routine as such, there are daily meetings with the staff by the manager to plan the day and discuss the issues in operations. On a positive note, fast guidance and training are available to all the employees in this way. Ishani confirms that as a new restaurant, they do not follow procedures and complicated processes, but the manager's direct involvement in the operations helps the employee to perform to bring expected outcomes.

### **6.3-Management Mental Model of Thalís**

As the management input, this study has interviewed Ishani, who works as HR and Administration Officer, and the short discussion outcomes of Raj, the restaurant manager responsible for the administrative and management functions of the restaurant.

#### Attachment

Thalís has a history of three years where the business is still at the developing stage as profit-oriented company, the management expects to build a strong future for the restaurant. The management model for attachment of Thalís comes under money. The expectation of the restaurant manager from its employees can be seen as a simple exchange of labour for money. Raj explains his major investment for this restaurant and the prospects to develop the market share in the industry as well.

This is my first restaurant in New Zealand, so the investment we have made is to keep the standards high, to get the best customer ratings, and to go as per the government regulations under health and safety. We have started small, but I trust we can have a competitive advantage by employing skilled labour under competitive market rates (Raj, Manager, Thalís)

Raj also mentions there is no hassle in finding the labour for Indian cuisine because of the increasing number of Indian immigrants in New Zealand. By having direct involvement in the operations and employees, Raj expects to understand the employee turnover intentions, so he makes sure the employees' decisions to resign will not discourage the ongoing operations. As the HR and Administrative officer, Ishani claims that the employee turnover in the restaurant is high, but they have strategically approached the hospitality students to fill the void by training them and employing them for fixed terms. This has been an easy method because of the availability of shift-based work in the restaurant.

We keep a tab with every employee to make sure that Raj directly involves with them on a daily basis, by doing that employee gets the correct idea what is expected from them and the level of performance they should have to gain the best of this job. We provide employees financial benefits on their performance if they perform well after two-three years of their tenure (Ishani, HRM Officer, Thalís)

As the management of Thalís, the main intention of recruiting and retaining employees is not to disturb the ongoing business in the restaurant but to keep the operations to the best of their ability. Newly joined employees will be trained under the manager and sectional heads with an ongoing check of their dishes and preparations to make the outcome a better experience for the customers.

With the outcomes of Raj and Ishani, it is evident that the management model for attachment in Thalís is based on money. The restaurant manager keeps a very close communication practice with every employee by directing them towards the daily tasks assigned. By doing this, he mandates the employees with the given tasks. Monetary benefits offered to the employees who

expect to leave the organisation are a retention strategy. There is no emotional bond from the management to employees, neither were they motivated towards career development or challenging work.

### Selection

Selection of the Thalís is majored under “Skills,” where both Raj and Ishani agree with the idea that having best-skilled employees will bring out the best of the restaurant. From the front office staff to stores, all the employees were selected by the restaurant manager under a clear examination of their skill set, qualifications in the industry, and the expertise they have under culinary arts, presentations, and creativity.

At the selection process, Ishani says it is the skills of the candidate that would be most looked at by the management because no matter how better the candidate fulfils the qualifications for the available vacancy, if he is not skilled enough to perform new areas as well as the existing, the objective of selecting new employees is a waste of money. Unique culinary styles have become a trend in the present where the employees have a competitive demand within the customer ratings.

I believe that each employee has his/ her own style or skill of cooking / culinary art, and it can be unique. We have our chefs who are also gained a name for their special dishes and presenting skills in this restaurant. So, with this experience of having such valuable employees, we are looking for the same set of skills in new candidates who apply for the jobs in this restaurant (Ishani, HRM Officer, Thalís).

Ishani says that skills also come in leadership, coordination, customer handling, and communication skills. Hence, it is not only about cooking knowledge but also the people skills, and stress management skills, as it can be varied with the requirement of each section. And this is an advantage for the business because the styles and their unique skills can attract the customers well, and she mentions that sometimes there are certain customers who will ask for certain dishes from a particular chef as it is a very good demand for skilled employees our restaurant.

It's not all about cooking. The skills are developed and will be developing once you join the company because the employee is always under the supervision of the manager and team leaders. Improvements will always be attended, which will help freshers to be familiar with the work (Ishani, HRM Officer, Thalís)

As interviews are designed differently for each section, Ishani would be arranging the first interview to screen the candidate profile, maybe with the involvement of the sectional head. They would be checking the individual competencies, weaknesses, and strengths of the candidate and see if he/ she would be qualified for the final interview with the restaurant manager. Being an Indian restaurant, management will not expect the candidates to be from the same national but familiar with the job role and familiarity with the menu and dishes. In the case of freshers, they



would be trained within a week under the direct supervision of the team leader and allocated work for them.

By selecting employees for the company, management expects the candidate to be skilled. Selection criteria work differently for different sections of this restaurant. For instance, management put more weight on the kitchen staff at the selections, so the quality of the product can impact customer demand. The front office and customer handling staff will be checked under different skill requirements to ensure the quality of service to have a constant customer attraction to the restaurant.

### Coordination and Control

Control and coordination of the employees will come under the direct supervision of Raj. As per the daily practice, he conducts daily morning staff meetings to plan the day with the menu and special dishes planned. He also encourages employees to communicate any matters and development areas to clarify in this meeting. Employees also feel this is a better way to discuss and get solutions to recurring matters immediately openly.

Raj looks after the performances, and he guides employees with proper practice and training with the help of team leaders. Thalís has no complicated procedures. As Ishani explains, there are no systems to monitor or keep records of the employees. Ishani further explains her experience in monitoring attendance and how it connects to the payroll. As the employees work under shifts, each employee is paid on the number of hours he/ she worked, and it will be monitored manually. Thalís has not adopted a hierarchical application to the staff on reporting their work, but every employee will be reporting to the restaurant manager.

We have not adopted a hierarchical reporting system in this company, so every employee has to liaise with the manager directly. The team heads Front Office Assistant, Head Chef, and the Assistant Manager-Stores have been appointed to guide their teams, allocate the shifts to the team members. (Ishani, HRM Officer, Thalís)

Management of Thalís accepts the fact that the hospitality industry is a stressful area to work in. Raj expects his workforce to face the challenges and try to make the workplace an encouraging and motivating one by arranging birthday celebrations for the employees, announcing small awards at the staff meetings and gatherings. Ishani has attempted to plan some welfare and employee engagement activities that employees could get the benefits in the future, and she says it is in the approval stage. She further explains the designed induction program for new employees to get more awareness and knowledge on the workplace health and safety protocols.

As the HRM officer, Ishani focuses on the record-keeping on attendance, payroll, and the documentation on employee evaluations under performance management. She explains her involvement in the management work only as a resource person. She provides and maintains the administrative work that helps the restaurant manager to take timely decisions on management. So as the other sections of the workplace, although there are team leaders appointed for the front office and kitchen, they act as a supporting role for the team, but these leaders are not appointed to perform as a part of the management because of the direct control of the restaurant manager.

Overall, the MM of control and coordination of the restaurant is maintained under the direct method. With 25 employees working on shift basis, it appears like an easy and effective way to manage the manager. Since there is no hierarchy-based management, neither procedure-oriented or peer coordination, the direct control/coordination confirms as the MM of the restaurant by this means.

Table 6.2 – Exemplar Evidence of MM at Thalís

MM of Manager	Attachment	Selection	Coordination/control
Interview outcomes from Restaurant Manager Raj and interview outcomes of HRM Officer Ishani	<p><b>Money</b></p> <p><i>We try to reduce our recruitment cost by replacing resigned employees with trainee / intern staff. But they have to be skilled and capable to do that (Ishani, HR Officer, Thalís)</i></p> <p><i>As a newly opened company, we still have high employee turnover, we do not rely on procedures and costly trainings because when the trained employee resigns, it is just a waste of time and money (Ishani, HR Officer, Thalís)</i></p>	<p><b>Skills</b></p> <p><i>What the employee needs to fulfill the given tasks is the skills. I believe the skill can be gain through the experience as well. It is always about their skill of performing, leadership skills to work with a good coordination within the team, customer handling and communication skills (Ishani, HR Officer, Thalís)</i></p> <p><i>Work and performance of the employee is the most crucial thing in this business. We recruit people for their talent and performance so when they perform better our customer attraction develops and it gives us the profits and the goodwill in the competitive marketplace (Raj, Restaurant Manager, Thalís)</i></p>	<p><b>Direct</b></p> <p><i>The restaurant manager who gives the necessary instructions to me directly, and to all other staff, which is very effective in a small-scale restaurant like this. I coordinate with the team heads accordingly to arrange other admin / HR work and we have not yet 100% developed our functions as a newly opened restaurant (Ishani, HR Officer, Thalís)</i></p> <p><i>All the employees have direct approach to the manager Raj, who expect the same level of connection from the employees. For any grievance they have they can directly consult Raj. As HRM offices, it is my responsibility to keep the records on recruitments, attendance, payroll details updated to Raj (Ishani, HR Officer, Thalís)</i></p> <p><i>We coordinate employee engagements, celebrations, and small awarding ceremonies in the restaurant as a motivational thing to encourage our employees (Ishani, HR Officer, Thalís)</i></p>

### **6.3.1-Summary of Mental Models of Thalís**

Under the examination of management MM in Thalís, the attachment of the restaurant is observed to be based on money. As Raj explains, he has invested in the restaurant to keep the standards high, conforming to government regulations. Hence, he expects to have the operations smooth and work with high quality to reach the competitive market share in the restaurant industry. Although the employee turnover is high in this restaurant, management takes measures to keep staff filled by hiring student workers on a part-time basis. But the senior chefs and skilled workers will be retained by allocating monetary benefits and promotions within the workplace.

In selection, management decides on taking skilled workers into the company which they believe is a future investment for the company, especially considering the senior positions of the Kitchen. The qualifications of the candidates, experience, and areas of expertise will be checked in the interviews, including the competency standards. But, on account of Raj, says that no matter how qualified the candidate can be, skills and talents will take the best of his performance creatively because it is a unique thing a person has.

Control and coordination of Thalís are direct; although the restaurant has sections with team leaders, Raj intends to involve all the functions and employees directly. Raj maintains a direct connection with employees, and it helps the employees to seek his guidance and advice. Performance appraisals, evaluations, and training are being manually driven in the restaurant, while the team leaders are keeping a tab to guide their teams. Ishani expresses that it is teamwork they do when it comes to performance reviews and evaluations of employees, Raj is also seeking inputs from the team leaders and HRM officer. Employees are comfortable in handling their grievance handling area where they have direct involvement with the manager.

#### **6.4-Comparison and Contrast of HRM and Mental Model of Thalís**

While comparing the HRM and MM of Thalís restaurant, the two areas are completely equal to each other. HRM was analysed with the outcomes of the manager, HRM officer, and the restaurant employees, while MMs were examined with the outcomes of the restaurant manager and HRM officer. The restaurant's attachment is based on money, selection for skills, and control/coordination for the direct approach. The employment model of Thalís can be considered as an autocracy according to the model of Burton (Baron, Burton & Hannan, 1996).

The attachment of the restaurant is under money from both HRM and MM areas. As a profit-oriented workplace, they do not maintain close family-like relationships with employees. From an employee's perspective, they get a satisfying package at the job offer. If the employee is a better performer, the turnover intentions will be replaced with a better income package. Trainees and internships will be offered to qualified candidates so that the operations will be uninterrupted with limited staff. The recruitment of this restaurant can be considered as labour exchange for money.

The restaurant selection is also similar in both HRM and MM aspects, as the skills of the candidates will be mainly focused on this practice. There will be interviews for screening and preliminary checks by HR and the team lead, but the restaurant manager will take the selection decisions. Major skills applied for the specific job role will be checked, and sometimes, the previous experience in the industry and qualifications will be checked in selecting candidates.

Control/coordination is similar with both the HRM and MM of Thalís as it shows the direct involvement of the restaurant manager to all the management functions to coordinate the operations and control the staff matters. Effective communication, one-to-one discussions, and regular meetings are popular in this workplace around the manager, where employees also express it is effective while the operations are going, for grievance management and tasks planning. There are no professional ways to handle this workplace, neither traditionally implemented with procedures and regulations. Hence all the coordination is happening directly by the restaurant manager.

Finally, the employment model of Thalís is based on the outcome of money, skills, and direct aspects according to Burton (2001). This shows the autocracy type of management (see 2.3-Human Resources Mental Models). The management intends to control and coordinate the functions by profit-oriented approach by the management rules.

## **Chapter 7 - Cross-Case Analysis**

In the exploratory study of how HRM is translated in the restaurant industry, this study has examined the managerial MM, HR partnership, and enacted HR practice in New Zealand restaurants by researching three cases of Taj, Robata and Thalís. The data collection was done with semi-structured interviews. As the key portions of this study, MM and HRM of the firms are explored separately utilising the technique of Burton (1995) under attachment, selection, and control/coordination (Baron, Burton & Hannan, 1996). The analysis of this study was made under HRM aspect as well as the MMs of the restaurants under separate cases. Through this analysis, it was able to understand the areas such as intended and enacted HRM practices of the restaurants while evaluating the gaps through different perspectives of management, line managers, and employees.

In Taj, it was noticed the outcomes as the HRM seeking attachment through work, selection with potential, and control/coordination through professional aspect. In the findings of managerial MM, attachment and selections translated to actual HRM, but the control/coordination has not translated in the same manner. When actual HRM practice of Taj demonstrated with professional aspect, where the focus of line managers had derived on building an autonomic approach with more independence for the employees under peer coordination. Saji, as the restaurant manager, his intentions have been made on the basis of selecting potential candidates and maintain a traditional control with formal procedures of HRM and systems towards bureaucracy. Since Taj has the management model of traditional where the most weighted company set-up and management intentions are made under traditional, formal procedures as they expect all other employees to adhere to the same. Finally, the model of Taj is a hybrid model of Star/Bureaucracy.

In Robata, the HRM and MM of management were identified as love, fit and peer aspects. Hence the final model outcome was revealed as Commitment and the outcomes revealed the management model translated to HRM. In Thalís, it was money, skills, and direct, where the employment model of Thalís came as Autocracy. Overall, it is observed that two restaurants Robata and Thalís have a resemblance in the HRM and MM in the firms with the HRM translation of MM to actual HRM. While in Taj, only the coordination/control approach is varied. By comparing all three restaurants, Taj had different approaches to HRM translation, with the involvement of line managers in the restaurants. Table 7.1 summarises our discussion of the cross-case analysis.

Table 7.1-Cross-Case Analysis

Cases	MM of managers	HRM	Enactments
Taj	Attachment – Work Selection – Potential c/c – Professional	Attachment – Work Selection - Potential c/c – Traditional	Different
Robata	Attachment – Love Selection - Fit c/c – Peer	Attachment – Love Selection - Fit c/c - Peer	Similar
Thalis	Attachment – Money Selection – Skills c/c – Direct	Attachment – Money Selection – Skills c/c – Direct	Similar
<ul style="list-style-type: none"> <li>● MM and HRM is similar in two restaurants (Robata and Thalis)</li> <li>● The difference between the MM and HRM in Taj can be recognised as the difference in control/coordination approaches of manager and line manager.</li> <li>● Attachment, selection, and coordination/control in both MM of managers and HRM of the restaurants are different from each other, and it shows the entirely</li> </ul>	<ul style="list-style-type: none"> <li>● MM of restaurant managers were identified as different from each restaurant, although hypothetically, it was expected to be similar in every restaurant.</li> <li>● With the literature (See 2.5- Hospitality Industry), the MM of the restaurant sector could be assumed as an autocratic model with the fast-growing sector, profit-oriented approach and huge employment pool created within the industry.</li> <li>● The reason for the differences in MM in the three restaurants</li> </ul>	<ul style="list-style-type: none"> <li>● HRM in all three restaurants is different from each other. For Taj, HRM is implemented as work, potential and traditional method. For Robata HRM is love, fir and peer, for Thalis it is money, skills and direct.</li> <li>● HRM in the restaurants is adopted differently with their own systems and ease of operation. Taj has the star/ bureaucracy model, Robata has the commitment model and Thalis has the autocratic model in enacting HRM in workplace.</li> <li>● The business development stage, financial aspect, owners' values,</li> </ul>	<ul style="list-style-type: none"> <li>● There are gaps identified in the intended and enacted HRM practices in the restaurants due to stronger founders MM compared to the influence of line managers. The founders/ restaurant managers were more responsible for some HRM practices directly rather than the line managers and there were gaps in communication and delegating authority for the line managers in the HRM enactment.</li> <li>● There are two different approaches in control/coordination in Taj as the line manager is influenced by the peer approach when the restaurant manager acts in a traditional manner. Hence the differences between the intended and actual practices occurred.</li> </ul>

<p>different models practised in three different restaurants in the same industry. This indicates that many different factors can influence the gaps in intended and enacted HRM.</p> <ul style="list-style-type: none"> <li>● There are different MM identified in three restaurants as star/bureaucracy, commitment, and autocracy. It provides indications on the possibilities of developing many different approaches of MM within the same industry, with many ways and means of the firm owners' intentions.</li> </ul>	<p>can be seen as different business goals and future plans, and different business development stages of these restaurants.</p> <ul style="list-style-type: none"> <li>● Cultural influence, different challenges experienced in the journey from start-up can be another reason for the different MM for managers.</li> <li>● It is noted that all the restaurants have developed with employee numbers, formal and informal HR practices over a period as a solution for a problematic situation or to develop the business. These changed experiences that were unique to each restaurant (employee trust issues), some are similar in the context of industrial manner (employee turnover) have made an impact on the attitudes of managers to choose their way in the MM.</li> </ul>	<p>and expectations for the overall management are influencing the practised HRM in the restaurants.</p> <ul style="list-style-type: none"> <li>● As small/medium businesses, it is noted that the lesser the number of staff, the greater the managers' influence on HRM applications in the restaurant. (in Taj, with 12 employees it has formal procedures implemented to a system).</li> <li>● Attitudes of management on the importance of enacted HRM influence on implementing the workplace practices. (In Taj, the direct and uninterrupted decision making of the manager discourages the line managers involvement for the same, which resulted in gaps in intended and enacted HRM, in Robata, peer involvement welcomes every line managers/ supervisors to be a part of HRM.</li> </ul>	<ul style="list-style-type: none"> <li>● The most weighted approach under HRM enactment in Taj is influenced by the founders MM, hence the authority of the founder matters in the HRM enactment.</li> <li>● Translating HRM through line managers are not happening only in Taj, because of that, coordination and control variable is changed from MM to HRM. Although Robata and Talis had immediate supervisors appointed in sections in work set up, these supervisors have not given the total responsibility of HR partnership due to peer and direct control/coordination in Robata and Talis.</li> <li>● Overall, it is noted that the section control and coordination of the workplace can make a considerable impact on the effectiveness of HRM partnership, considering the discrepancies identified in this study.</li> </ul>
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In the cross-case analysis (see Table 7.1- Cross Case Analysis), the differences in each restaurant's outcome and the reasons can be seen in various ways. In Taj, the difference between HRM and the MM of the management can be detected in the control/coordination. This shows the gap between intended and enacted HRM practices in this company (See 4.4- Comparison and Contrast of HRM and Mental Model of Taj). As reasons for these gaps, it is identified managers' direct decisions on some procedures that produce role ambiguity in line managers' engagement and the possibility of the communication barriers within the hierarchical set-up in the organisation. Hence the contradiction between the peer and traditional approaches in control/coordination in Taj is noted in terms of delegating authority to the line managers in HRM practices. Robata and Thalís have no gaps in this manner. In the perceived HR practices, employees agree with the practices that are being implemented in the workplace. As reasons for the gap identified, a thorough examination of Taj is helped with the in-depth analysis. Although the manager takes a hierarchical approach to controlling employees, the line manager practises peer-based coordination with her restaurant section. Hence, in a few areas of contradictory HRM implications and differences in MM of manager and line managers can result in a change in translating the enacted HRM in the restaurant. In terms of control/coordination of Robata and Thalís, they employ peer and direct approaches, respectively, which shows an indication of effective translation of HRM to the employees that work best with the organisations' workers.

Other factors for the changes within the restaurant HRM and MM can be identified as the duration of the business since the start-up. This can influence a lot of management models with the developing number of staff, sections in the workplace, and the number of line managers appointed for control/coordination of the HRM. For instance, Taj has 20 years in the industry, Robata has 10 years, and Thalís has 4 years. Respectively these restaurant has a workforce of 12, 40 and 25 in their staff cadres. As two different elements, the age of the restaurant can be influenced by the experience and decision making of the management, while the staff cadre can affect the areas of HRM functions in formal and informal aspects, and the mode of control in terms of direct/peer/traditional/professional. Considering this, the findings of Taj take special attention in this study. With a minimum staff number, Taj had not impacted work setup with direct or peer approaches reasoning the ease of controlling staff, but it had used the traditional method. It shows the management's motivation of having formal procedures to have a better impact on the HRM in the workplace (See Table 7.1-Cross case comparison) is higher than the intentions of controlling staff under direct or peer aspects. Also, Taj has the lengthiest company history of all three restaurants and still made the attachment and selection decisions under work and potential as a solution for previous learnings of the unpleasant experiences in management decisions (See

4.2- HRM at Taj; Selection). The researcher can notice that Taj has its journey of 20 years with good and bad decisions that influenced management to take decisions and actions accordingly.

Another area that can be discussed is the development stages of the restaurants that have influenced the MM of the restaurants. As Taj has 20 years of history in the business, it is an established stage with expanded sections in the restaurant and market share in the industry (See Figure 4.1 – Development of Taj). Robata has 10 years in the business which is in the growth stage with a stage for innovation and creativity (See 5.1-History and Description of Robata), and Thalís has four years which is in the start-up stage. The gaps in these histories can be compared to what extent they have developed their businesses in different aspects. As a common trait, employee turnover can be identified in all three cases as a challenge. Thalís deciding on not having systems and procedures in the workplace is an example that they are at the start-up stage of the business with a temporary fixation of employee placements until they have a solid foundation of employees in the company. Robata having a relationship-based, family-like culture is the way they answer the issue of employee turnover and many informal practices under employee motivation and wellbeing, as an ongoing process toward a stable employment structure.

Because the hospitality industry is a fast-growing sector with a profit-oriented approach which has a great demand for skilled workers in this sector (See 2.5- Hospitality Industry), one can assume a general MM that suits the industry, such as autocracy. In the three restaurants of this study, the researcher identified different models such as star/ bureaucracy, commitment, and autocracy, which are unique for each restaurant. It indicates the possibilities of restaurants to develop different MM within the same industry, which arrives with the intentions of the firm owners.

Comparing the three cases against their adopted models and HRM practices, managers' perceptions, values, and motives can weigh more on the decisions of its employment model and HRM practices enacted in the workplace. Even though there are line managers and HRM personnel to translate HRM in the workplace, it can be implicitly or explicitly changed by the involvement of the owner or manager who has a better authority to do so. In an entrepreneurial context, this can be expected more because the decision of the overall business is managed and guided by the owner.

## **Chapter 8 - Discussion and Conclusion**

### **8.1- Introduction**

The researcher investigated managerial MM, HR collaboration, and enacted HR practices in New Zealand restaurants using three cases in Auckland as part of an exploratory analysis of how HRM is translated in the restaurant industry. This study indicated the valuable findings of the connection of HRM practices of the restaurants could be influenced by management or owners' intentions of the business goals. Owners' perceptions of HRM can change their intentions for implementing the practices within an organisation. Our findings show that there are three managerial MM uncovered within the cases of Taj as star/ bureaucracy, Robata as commitment, and Thalys as an autocracy. These metal models have emerged as a result of the founders' own experience influenced by strategies used, working culture, firm size, duration of business, business development stages and shared through the policies and practices in the company. Although, owners' influence through MM has been identified as a major impact for the HRM enactment in all three cases in this research. As small-medium restaurants, it was identified that both formal and informal HRM practices under attachment, selection, and control/coordination were influenced by the restaurant managers. The gaps in translating HRM through HR partnership were identified due to the reasons such as role ambiguity, lack of communication and delegation of authority to the line managers in these restaurants. We conclude this chapter by addressing some practical implications, limitations, and future research.

### **8.2- Research Questions and Objectives**

As an attempt to answer the research questions on what are the MM used in the restaurant industry, how managers utilise the MM of HR to implement HR practices, and the role of HR partnership of line managers in the restaurant industry, the following are the key research questions of this research.

1. What is the managers' MM of HRM in the restaurant industry?
2. How do managers utilise their MM of HRM to implement HR practices in their organisation?
3. What is the role of the HR partnership of the line managers in the restaurant industry, and how does this relate to their MM of HRM?

This research aims to explore an in-depth analysis of the HRM translation of the restaurant industry understanding of the MM of the managers to provide theoretical and practical implications for HRM.

### **8.3-Intended and Enacted HR practices**

This study identifies the intended and enacted HR practices of the restaurants with both gaps and similarities. In all three cases, the study has examined the three areas of HR intended and enacted with different levels of the restaurants, such as founders, line managers, and employees. As the outcomes of this study, Taj has gaps in implementing HRM and translating them according to the intended HRM of the management. At recruitments, Taj tends to select candidates directly from the restaurant manager. This shows more weight of the founder's influence on HRM practices in the workplace and creates role ambiguity for the line managers. It challenges the line managers to enact in the expected procedural manner. Although there are other line managers and team heads in the workplace, it is noticed that the procedures contained a lack of coordination and communication between founders and line managers. In Robata, the selection criteria identified in the restaurant have not applied to some employees. Prioritising cultural fit in selections has diminished the managers' attention to enact the HR procedures according to the requirements and job performances but merely as a match for the company culture (See 5.2- HRM at Robata; selection). In Thalís, the non-intervention of HR personnel for the HR translation can also be considered as a gap in enacted HRM as it creates role ambiguity and lack of HR engagement by not delegating authority to the HR personnel (See 6.2.1- HRM Summary of Thalís). Although all three restaurants had formal and informal HR practices in their workplace, the HR practices showed both similarities and differences between their intended and enacted HR practices.

The findings of this study show the gaps between intended practices and enacted HR practices in restaurants due to a few reasons. Authority and the influence of the founders' MM over line managers towards HRM enactment, differences of control/coordination approaches of founders and line managers, lack of communication and coordination of procedures, role ambiguity, and lack of authority delegated to line managers to perform their role in HRM can be identified as main reasons behind the gaps. Contributing to the theoretical aspects of the HR practices conceptualised by Wright and Nishii (2006), they state there are gaps between intended HR practices, actual and perceived HR practices; this is identified in this study and provides enough support to the theory through the discrepancies discussed above in all cases. Further, it also provides the factors influencing these discrepancies: lack of engagement, people-oriented skills, lack of leadership skills, lack of authority to implement processes, and leadership styles (Wright

et al., 2007). Nasi (2011) explains that the organisation has more HR freedom with less external control from policymakers, which leads to more internal HR delegation.

Management decisions have been identified as a significant influence in implementing HR practices and they can be enacted as a result of a future business orientation. As the restaurant manager of Taj has developed the hybrid model of intended HRM in the workplace under star/bureaucracy. He decides the best employment model for the company to attach employees by allocating challenging job tasks, so he expects to select candidates who can perform accordingly. By choosing to control and coordinate under formal procedures, he directly influences the HRM practices in his workplace. Similarly, in Robata, it was a commitment model where the manager puts more effort into keeping employees happy and content with the friendly working culture. It also developed the shift working system to provide work-life balance for employees (See Figure 5.1-Development of Robata), and selected candidates through internal recommendations to hire the best cultural fit to the working environment. In Thalís, it was an autocratic model where the manager expected to maintain direct coordination and develop new ventures in the long term with increased profits and market shares. All these three different managerial MMs confirm and prove that the HRM intentions are a result of their business plans or the future orientation of business (Suhail & Steen, 2018). Accordingly, the managers of these restaurants have developed such practices over time where Taj is performance-oriented, Robata is relationship-oriented, and Thalís as a money-oriented company as the intended HRM practices defined the future goals of these organisations. The managers/ owners of the restaurants intended such procedures and practices in the restaurant environment as Wright and Nishii (2013) explained that the decision-makers make the intended HR practices in organisations.

This study also proves the efficiency and performance development of employees through enacted HRM practices in the workplace. In Taj, it is identified that line manager Isha provides good leadership to her team with the training and development for the staff, maintaining peer-based control within her team by ensuring the matters of employees are addressed on time. In Robata, team leaders and the manager mediate with employees closely, maintaining effective communication and coordination to build teamwork and guidance. At Thalís, direct intervention of team leaders through continuous evaluations, performance checks and on-the-job training has been helpful in employee career development. As Wright and Nishii (2013) stated, the development of the HR practices in the organisation is aimed at increasing efficiency and performance in the company. Li and Frenkel (2017) show that employee engagement among hospitality workers is influenced by the relationship between supervisors and workers. Bednall, Sanders, and Runhaar (2014) stated that employees' working mindset and performance can be

affected by the enacted HRM in a company. Finally, enacted HRM of the companies are proved to influence developing employee engagement through developed performance and efficiency that affects achieving the company goals in the long term.

This study supports the idea that enacted HRM will cause changes to the existing and initial systems. For instance, Thalís adopting its' recruitment policy to have more interns and training staff as changed HR practice due to increased employee turnover and they avoid keeping employee record systems due to that (See 6.2 -HRM at Thalís; Attachment). Robata has changed the working hours to a flexible and shift-based method and developed a family-like culture in the workplace due to the challenges they faced with employee conflicts. Taj has changed attachments from recruiting friends and family, to a more formal method. In all three restaurants, it is noticed that the current HRM practices have derived or changed from originally planned ones. Similarly, these findings support the theory that actual HR practices will impact change the originally planned practice by implementing it differently or maybe not implemented at all (Wright & Nishii, 2013). It also supports the theory that enacted HRM identified through line managers, perceived HRM recognised through employees are always have an impact on the policy designing (Suhail & Steen, 2018). Individual perceptions of the organisation can be influenced by the gap between managerial objectives and employee reactions as well (Bednall, Sanders, & Runhaar, 2014). Bowen and Ostroff (2004) explain that the gaps between intended and enacted HRM highlight employee expectations in the HRM performance relationship. Nishii et al., (2008). Similarly, real implemented practices have been changed in all of these cases as a result of employee responses, incapacity to perform, or failures in originally planned processes.

Considering the gaps in intended and enacted HR practices, the size of the company and history impact the enacted HRM in the companies as per the outcomes disclosed. Considering the size of the restaurants, as discussed earlier in the cross-case analysis (See 0.7- cross-case Analysis), Thalís has the least number of employees with the lengthiest company history compared to the other two restaurants. But it has still failed to translate HRM within the workplace without any discrepancy (See 4.4- Comparison of HRM and Mental Models of Taj). Robata and Thalís consist of a higher number of employees than Taj and are successfully translating HRM into the companies. In this way, it can be concluded that the size of the company cannot have a considerable impact on the MMs or enacting HRM as per the managerial intentions.

#### **8.4-Human Resources Mental Models**

The approaches of attachment, selection, and control/coordination utilised in this study proved that Taj was taking work, potential, and traditional methods, as it developed a hybrid MM of Star/Bureaucracy. Love, fit and peer coordination provide a commitment model to Robata, while money, skills, and direct control bring an autocratic MM for Thalís. In this study, the measures to evaluate the MMs of the restaurants were utilised under attachment, selection and control coordination methods of Burton (1995) who introduced five employment models that can be implemented in an organisation depending on these approaches such as star, engineering, bureaucracy, commitment and autocracy (Baron, Burton & Hannan, 1996).

These study findings show that culture, processes, work, and authority determine different MMs of managers. In three Taj, Robata, and Thalís cases, there were similar influences on their MMs. In Taj, the restaurant is driven by the work of the employees, so the management tends to select employees who are the potential to work efficiently. To accomplish the performance efficiency of employees in this way, management drives for a traditional and procedural aspect of control and coordination with employees. In Robata culture of the company has more to do with the management MM, where the authority mostly drives Thalís. These findings provide lead to the theory of Burton (1995) as he states that managers tend to build different models under culture, processes, work, and authority (Burton, 2001; Hannan and Freeman 1984). Hence, culture, work, processes and authority can be factors that determine the MM of managers, in researchers' opinion, it can be one of these factors or more than one.

Institutional industry influence on managerial MMs can be identified in this study. The cases do not help with all the three elements of decision systems, managerial practices, and organisational structure in the MM decisions that managers have built. Only in Taj, can be seen all these areas in the MM decisions with its hierarchical set-up influenced by the traditional methods of control/coordination. In Robata and Thalís, there is no organisational structure in their workplaces, no formal managerial approaches to help with decision systems but managers act as the solely responsible end in this manner (See 0.7- Cross Case Analysis). It is noted that because these restaurants are small-medium scale, recently started restaurants have refused to employ or invest too much in the management procedures or policymaking for the company. Although Burton et al. (2019) introduce three entrepreneurial aspects that help managers in MMs as organisational structure, decision systems, and managerial practices, this study partly applies and supports this theory. Only Taj, which has the longest history, but is small-scaled of all three restaurants, have applied all these three elements in deciding MMs in the restaurant. With the industrial and labour market influences in the hospitality sector, it can be argued that enacted

HRM is affected by industrial norms and expectations (Hannan and Freeman 1984). As a service sector industry, the restaurant sector is more likely to develop autocratic MMs by the founders initially, as the common industrial influence drives towards a money-oriented one where employees merely share labour for money. But, in the study cases, there are three different mental models for three cases that have developed and changed due to other factors such as culture, strategies, size, and orientation.

MMs developed by managers can often be a strategy or a result of an unhappy experience. For some entrepreneurs, different assumptions about strategies, working culture, organising, and retaining employees act differently at the start-up compared to the present status of the company. In Taj, they have changed some HR practices over time due to unhappy experiences raised, proving that models can be deviated or refused to continue by the founders when it is no longer working for the restaurant. The management of Taj preferred to hire close friends and relations, which didn't help in the long run with the organisational goals. Later the development took place to select candidates formally with industrial experience, qualifications, and the potential to perform effectively. Robata had a similar experience with staffing issues that resulted in adopting internship opportunities and an 'introducing a friend' program. Robata also expects to maintain a family-like working environment that helps employees with minimal conflicting and stressful situations (See 5.3-Mental Model of Robata). Thalís also face high employee turnover, as they intend to minimise this by offering more training opportunities and internships to university students. All three restaurants have developed different MMs from each other, providing space to understand that unpleasant management experiences can influence owners or managers to build certain MMs to achieve their business goals. The challenge of employee retention has made the management develop his MM to work as a solution or a strategy (Burton, 2001; DiMaggio 1988; Fligstein 1987; Schein 1983). Both strategy and the employment model are foundational characteristics that shape future organisational evolution formed at the start of the business (Hannan and Freeman 1984; Romanelli and Tushman 1994).

### **8.5- HR Partnership**

This study has examined the HR partnership role of the line managers and HRM personnel that helped understand the translation of HRM practices into actual HR practices by delivering it effectively to the employees. The findings show the lack of clarity on the line manager's job role can impact the gaps of intended and enacted HR practices. In this study, Taj has a line manager in the Kitchen section who has a different HRM and MM than the restaurant manager. There are gaps between the intended and enacted HR practices as the discrepancies occur in line managers



and the managers' MMs (See 4.4-Comparison and Contrast of HRM and Mental Models of Taj). Taj noticed that the restaurant manager selects employees directly against the intended procedures by his sole decision. This could have resulted in the role ambiguity of the line manager regarding her involvement in the company's selection procedure (See 4.2-HRM at Taj; Selection). In Robata, although there are immediate team leaders in the sections who coordinate all the work with daily guidance, the team heads must adopt peer coordination as it fits with the restaurant culture for people management (See 5.2-HRM at Robata; Control/Coordination). This also can create uncertainty in their job role, and their level of adherence from employees may not be received successfully in translating HRM. Thalís has direct control of the restaurant manager, hence the involvement of HR personnel and team heads is merely limited only to the paperwork of recording attendance and shift allocations for employees (See 6.2- HRM at Thalís). This supports the theoretical explanation of Op de Beeck, Wynen, and Hondeghem (2016) who shows that the lack of clarity on the role of line managers to translate HR is highly impacted by the discrepancies in intended and enacted HRM in the companies. The fact that role ambiguity of the line managers results in the perceptual difference between intended and enacted HRM (Maxwell & Watson, 2006) can be indicated in the research outcomes, but Robata and Thalís had not impact majorly on HRM translation that could result in changes in MMs and HRM practices.

Another key area in the study findings is the skills of HR line managers in translating HRM in the company. In three cases of this research, it is clear that these workplaces are based on different cultural aspects. Hence, communication skills, training delivery, and effective measure of results were common for all the restaurants. In Taj, it was significant that line managers' competency in designing performance appraisal measures, evaluation methods, and input on selection tests for kitchen staff was considered vital and visible in her role. In Robata, employee perspective on attachment is positive with the managers' leadership skills in maintaining better relationships and engagement with the team members. In Thalís, it shows how the skills of the manager in continuous guidance, effective training delivery, and evaluations help the development of employees. Hence, the HR partnership skills of line managers directly impact personnel management in hospitality employees (Luo & Milne, 2014; Li, Sanders, & Frenkel, 2012). The skills required in translating HR practices to implemented HRM (Younger, Younger, & Thompson, 2011) within the restaurant sections take critical attention as team heads in all three restaurants.

In all three cases, regardless of the positions and level of their job category in the management, all the restaurants had an intermediate person who would support the employees in sections with training and development, performance management of the staff. This shows that the support and

guidance on the job role are vital for any employee to perform the operational requirements with illustrations. Taj and Robata had assigned the line managers' responsibilities to translate HRM to implemented practices, from the perceived HRM of employee's experience, they had positive feedback on the HR partnership role from their line managers (See 4.2- HRM at Taj, 5.2- HRM at Robata, 6.2 – HRM at Thalís). Especially in a country like New Zealand, with many migrant workers, adapting to the working culture required much attention from the managers in the restaurant industry (See 5.2-HRM at Robata; Attachment). In terms of employee wellbeing, Robata maintains a positive employer-employee relationship and encourages employees to retain in the workplace. In Taj, HRM translation is perceived in technical aspects such as constant training, evaluations, and guidance of the line manager in performance and learning environment. The nature of the HRM in Taj shows the delivery of knowledge and skill development of employees has a better take under the line managers' supervision (See 4.2-HRM at Taj; Control/Coordination). This research provides valid points to prove the benefits of effective HR partnership in translating the HRM to the organisation's employees (Chen, Hsu, & Yip, 2011; Papalexandris & Panayotopoulou, 2005). As Op de Beeck et al., (2016) explain, sharing the responsibility of translating HRM in a company affects the performance and development of the employees as the outcomes of this research.

Finally, the HR partnership of the cases emerged with the identification of discrepancies in HRM translation due to the high influence of founders MMs in HRM, role ambiguity of line managers, and lack of authority delegated for line managers. The development and benefits of the HR partnership role were identified in all three cases. Despite the presence of line managers and HRM staff to translate HRM in the workplace, it can be modified indirectly or directly by the intervention of the owner or manager with the sole authority. In this manner, any operation or HRM practice can be kept under control and coordinated by the firm owner to keep the force on his desires. These small-medium restaurants have a major authority under the owners despite the procedures and formalities as personally-owned companies.

## **8.6-SMEs and HRM in Hospitality Industry**

As a growing industry in New Zealand, the restaurant sector has a high employee turnover, and it is also pointed out in all three cases in this research. Providing a competitive base, the market offers various brands and products by developing multi-cultural existence in a diversified business environment. Hence Taj, Robata, and Thalís come under small-medium restaurants with backgrounds in Indian and Japanese cuisines. The hospitality industry is a fast-growing industry globally, offering a large number of employment opportunities and an increase of wealth

standards (Boella & Goss-Turner, 2020) can be seen in overall research by considering the business goals and development plans of managers and restaurant owners. It is noticed that the managers or owners of Taj, Robata, and Thalys have a portion of authority in them to perform as an owner, as a team leader, a friend, and a trainer to their employees. The financial investment they put in these businesses is valued and returned to the employees who work for them. As part of getting things done by employees in different ways and styles, different MMs have derived from these managers that open the space to design and develop their future business path Boella and Goss-Turner (2020) explain that management function in the hospitality industry depends on the size and the diversity of the company focusing on the ownership, which can be established with the research cases as three of these restaurants are owned by a single person, and the responsibility of these businesses are directly accomplished by themselves.

Entrepreneurship as a concept has thrived in the New Zealand hospitality industry in terms of the competitive advantage of diversified cultural influence in the job market. This opportunity can be seen as a positive development as it has a major impact on the country's economic, social, and political growth. Hence the importance of HRM in the hospitality sector should not be ignored irrespective of the size. Founders MMs have a lot of influence over line managers and HRM practises, therefore, entrepreneurs should focus more on HRM practices or be trained in them. Gaining expertise through HRM guidance or consultation can be an effective way to increase efficiency in the business. Because it is the service industry, line managers in the restaurant sector can make a major impact if they hold HRM qualifications or training, so the founders can make sure they recruit or train their line managers. As service sector companies, restaurant work is identified as paid work with limited social benefits and statutory entitlements, employment insecurity, poor earnings, and severe health risks (Vosko et al., 2009). Hence, adopting strong leadership and HRM into the restaurant sector seems crucial, as it allows the founders to identify different employment models in hospitality such as Hersey and Blanchard's approach (Hersey, Blanchard & Johnson, 2012) other than the traditional models come under industrial/hospitality influences to enhance the entrepreneurial prospects.

## **8.7- Conclusions**

The findings of the study contributed to the understanding of the MMs, and enacted HR practices of restaurants with a better awareness of the gaps between them. With the analysis, it is proved that there are gaps between the intended HR practices and enacted HR practices in organisations contributing to the research of Wright and Nishii (2006). Further, these findings have shown the factors influencing the gaps in HRM translation such as role ambiguity of line managers, a

difference in control/coordination approaches of founder and line managers, lack of delegation of authority to line managers, lack of encouragement from managers/ firm owners in HR partnership, lack of coordination and communication of procedures, the influence of firm owners to act on the authority they have in enacted HRM (See 8.5-HR Partnership). The decision-making of firm owners directly or indirectly influences the enacted HRM in the company as Wright and Nishii (2013), and the HR partnership of the workplace influences the performance of the organisation's employees (Op de Beeck et al., 2016).

MMs of managers understood through this study with the contribution to the theory of Burton (1995), as to how the management MMs are being decided and built under star, commitment, bureaucracy, engineering, and autocratic models (Baron, Burton & Hannan, 1996). These MMs were influenced by processes, work, culture, and authority, and they tend to change over time with the managers' experience. Contributing to the work of Burton (2001), this study also shows the MMs of the managers can emerge as a strategy to an existing business matter or as a solution for a recurring situation. However, in 2019, his introduction of decision systems, organisational structure, and managerial practices as helpful aspects in entrepreneurial practice on building MMs. This theory did not fully support the study in the small/medium business context.

HR partnership of the companies was thoroughly identified in this study through the line managers' involvement in the HRM in the restaurant industry. According to the work of Op de Beeck et al. (2016), this study helped with the theoretical framework they have introduced. Lack of clarity in HRM translation was identified in this study as a major impact that causing gaps in HRM translation. Proving the HRM translation increases the employee wellbeing, performance, and overall development of the business, transferring HRM through knowledge, skills, and training programs have been recognised as positive outcomes of HR partnership.

SME and HRM in the hospitality industry in New Zealand provide new opportunities and dimensions within the sector with highly developed market-based, employment opportunities and creative multi-cultural entries in the market. Supporting the theory of Boella and Goss-Turner (2020), this study shows the influence of diversity and the size of the restaurant helps to determine its' functions. Implementing HRM in the small-medium entrepreneurial context exposes more importance than ever with the global development of the hospitality sector. This research opens up the areas in which the hospitality sector could develop the HRM best practices into a reality with different means of leadership styles, employment models, and developed management orientations.

## **8.8- Practical Implications**

The findings of this study provide several practical implications for the understanding of MM, HR partnership, intended and enacted HR practices in the restaurant industry. This study understood that managers who incorporate their businesses significantly impact producing and discontinuing the MMs as their decisions over the time. As the study contained under personally owned businesses, this was a clear finding in the study that stipulated to small-medium sized restaurants. This study has especially opened the areas to develop within the restaurant sector regarding HRM applications through training and development, consultant, and the importance of HRM interventions in the hospitality industry. With the identification of the HRM implications in restaurants, founders/managers can take actions to employ HR managers to the companies considering the size of the company. As the technological development in the sector (Boella & Goss-Turner, 2020), HR intervention in the hospitality industry is recognised as a sign of increased responsibility (Surucu & Sesen, 2019). In management decisions in the restaurant industry, it is noticed that this research indicates the MMs of the founder are developed through their own experiences; as strategies implemented for challenges, as a result of a failed procedure or practice overtime etc. As this finding resembles the research of Burton (2001), it is important to learn how to do proper HRM in the firms to overcome the discrepancies. Suhail and Steen (2018) explain that enacted HRM identified by line managers and perceived HRM identified by employees always impact policy design. This is proved by this research findings, as it shows the policies are outcomes of enacted and perceived HR practices in the company. Hence the importance of this impact to be considered by the founders of the firms, where the sole authority of the founder cannot influence completely all the areas of enacted HRM in the company.

MMs are identified as the strategies or business plans that founders expect to take their business in the long run (Burton et al.,2019, Hannan and Freeman et al.,1984). This, as a proven area in this study, shows that MMs can be initiated at the start-up of the business (Hannan and Freeman, 1984). As researchers perception, a MM can be changed with the time and external factors influence the business as this study provides enough evidence such as the size of the firm, duration and the development stage of the business, industry or labour market. Additionally, change of authority or management, expansion of business, new marketing strategies are possible factors that could influence the MM. Apart from the theoretical factors discussed, there is a possibility of illustrating the factors determining managers' MM under the areas of macro-environmental factors such as economic, cultural, demographic, technological, political, and natural forces.

### **8.9- Limitations and Suggestions for Future Studies**

As limitations of this study, as a qualitative approach, the attempt interpretation of rich data collected from the interviews may be biased. However, the use of triangulation of data in the analysis helped with a fair and justified outcome of the research. There were times that the researcher followed up on information by contacting participants. This was important to make a biased-free evaluation of gathering all the data to construct the study. A generalisation of the cases can be questionable with only three cases selected in this study but focusing on generalising the theory provides enough space for the effective outcomes of the study. Data analysis of this research was challenging, as the researcher spent considerable time and effort on the analysis and reporting. Collected rich qualitative data had to arrange, rearrange, and prepare for analysis was difficult, but these challenges were faced with a positive note to get the outcome of this study. As the qualitative research nature of this process helped with more clarity and accuracy on the research data evaluation. The impact of the Covid-19 lockdown can be mentioned as another challenge, as the data collection had to be completed online through telephone interviews and video call recordings. As a qualitative study, data collection and analysis can have little impact on the data collected when challenged on data interpretation, understanding hidden communications, facial expressions, and the interviewee's body language. Follow-up on participants' information, triangulation of data has helped to mitigate such ambiguities during this research. The Covid-19 pandemic impacted the researchers' completion of the research and the study program with financial and personal hardships.

This study has covered the management setup of small and medium enterprises in the hospitality industry in New Zealand. The findings of this research can encourage the studies in the field to improvise a greater impact on the subject of HRM in the restaurant industry and explore the HR partnership in large-scale organisations. The use of longitudinal data, using a larger sample, and choosing a quantitative method to conduct this research would be encouraged in the future to mitigate the above-mentioned limitations of the study. Also, this can be beneficial for the entrepreneurs in the restaurant industry who would be interested in developing their businesses with best HR practices and different leadership models in the hospitality sector.

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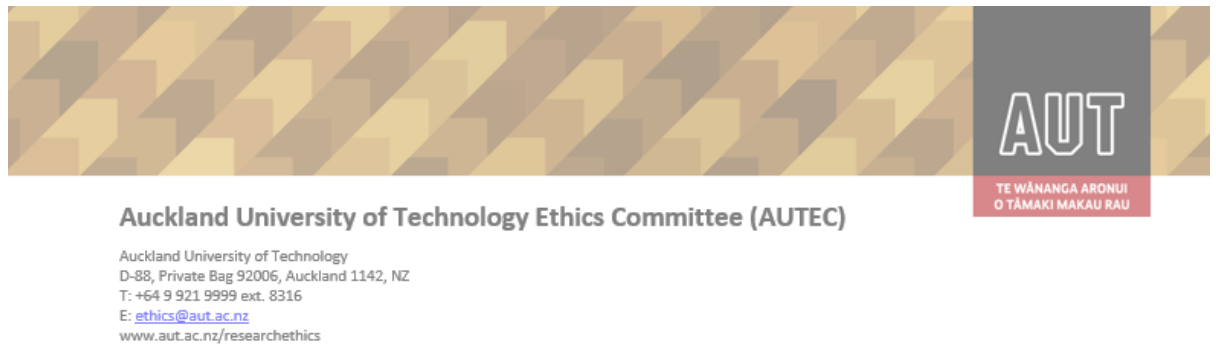
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## Appendix

### Appendix 1 - Ethical Approval (2)



3 March 2020

Marcus Ho  
Faculty of Business Economics and Law

Dear Marcus

Re Ethics Application: **20/7 How human resource management (HRM) is translated in the restaurant industry: An exploratory study of managerial mental models, HR partnerships, and enacted human resource practices in New Zealand.**

Thank you for providing evidence as requested, which satisfies the points raised by the Auckland University of Technology Ethics Committee (AUTEC).

Your ethics application has been approved for three years until 3 March 2023.

#### Standard Conditions of Approval

1. The research is to be undertaken in accordance with the [Auckland University of Technology Code of Conduct for Research](#) and as approved by AUTEC in this application.
2. A progress report is due annually on the anniversary of the approval date, using the EA2 form.
3. A final report is due at the expiration of the approval period, or, upon completion of project, using the EA3 form.
4. Any amendments to the project must be approved by AUTEC prior to being implemented. Amendments can be requested using the EA2 form.
5. Any serious or unexpected adverse events must be reported to AUTEC Secretariat as a matter of priority.
6. Any unforeseen events that might affect continued ethical acceptability of the project should also be reported to the AUTEC Secretariat as a matter of priority.
7. It is your responsibility to ensure that the spelling and grammar of documents being provided to participants or external organisations is of a high standard.

AUTEC grants ethical approval only. You are responsible for obtaining management approval for access for your research from any institution or organisation at which your research is being conducted. When the research is undertaken outside New Zealand, you need to meet all ethical, legal, and locality obligations or requirements for those jurisdictions.

Please quote the application number and title on all future correspondence related to this project.

For any [enquiries](#) please contact [ethics@aut.ac.nz](mailto:ethics@aut.ac.nz). The forms mentioned above are available online through <http://www.aut.ac.nz/research/researchethics>

(This is a computer-generated letter for which no signature is required)

The AUTEC Secretariat  
Auckland University of Technology Ethics Committee





## Invitation to Participate in the Research

Title : 'How human resource management (HRM) is translated in the restaurant industry : An exploratory study of managerial mental models, HR partnerships, and enacted human resource practices in New Zealand'

Kia ora!

We are recruiting research participants to investigate about the HR practices in the restaurant sector in New Zealand. We are seeking restaurant employees, who work in Auckland CBD, who can communicate in English language to this research.

The study procedure involves a case study which will not take more than 1 ½ hours and is very informal, and the interview will be conducted online (telephone interview/ video conference) at your convenience. We are simply trying to capture your experience relating to Human Resources functions of your workplace through different questions during this online interview. Your participation and responses to the questions will be kept strictly confidential and your privacy will be protected in all the stages of the research.

Your participation will be a valuable addition to our research and findings could lead to greater public understanding of HR mental models and enacted HR practices of the restaurant sector of New Zealand.

If you are willing to participate please contact the interviewer to schedule an interview that is convenient to you. If you have any questions, please do not hesitate to contact.

Thank you!

A handwritten signature in black ink, appearing to read 'Lakshika', with a stylized flourish at the end.

Lakshika Dulmini Kapukotuwa

Contact: [tnh2139@autuni.ac.nz](mailto:tnh2139@autuni.ac.nz)

Date: 16th March 2020

*Approved by the Auckland University of Technology Ethics Committee on 03<sup>rd</sup> March 2020, AUTEC Reference number 20/7*



## Participant Information Sheet

**Date Information Sheet Produced:** 16 January 2020

**Project Title:** How human resource management (HRM) is translated in the restaurant industry:  
An exploratory study of managerial mental models, HR partnerships, and enacted human resource practices in New Zealand.

### An Invitation

Kia Ora!

My name is Lakshika Kapukotuwa, and I am studying Master of Business Management (MBus) at Auckland University of Technology (AUT). As a fulfilment of my studies at AUT, I'm conducting the research (thesis) on the above project title. As an experienced HR professional in the hospitality industry with qualifications of BA - Human Resources Development (IND), I am expecting to conduct this research to understand the HR mental models and enacted HR practices of the restaurant managers in New Zealand. I am looking forward to inviting you to be a potential participant in this research to take part in this online case study. Findings of this research will help to understand the perceptual discrepancies of owners, line managers and employees in HR aspects and it will give the indications to develop mutual understanding and the knowledge on both HR and business operations for all the parties involved, to manage the intended HR practices and mental models effectively within the operations of the restaurant sector. The confidentiality of the participants will be thoroughly ensured throughout this study, as there won't be any risk involved to the participants in terms of identity by undertaking this case study.

### **What is the purpose of this research?**

With the developing need for better HR practices in the restaurant industry in New Zealand (Williams, 2018), the purpose of this study is to explore how managers in the restaurant sector implement their mental models of human resource management and the process through which HRM is translated into implemented practice. This study will explore how the mental models of line managers of restaurants will explicate how HR partnerships are enacted in the organisation. HR partnership of line managers will be studied in this research to understand managers' HR mental models and the process through which their practices emerge and evolve.

Followings are the key research questions of this research:

1. What are the managers' mental models of human resource management in the restaurant industry?
2. How do managers utilize their mental models of human resource management to implement HR practices in their organisation?
3. What is the role of the HR partnership of the line managers in the restaurant industry and how does this relate to their mental models of HRM?

the findings of this research will help to understand the gaps between intended and enacted HR practices in restaurants and unique partnership between line managers and employees, and how it affects the perception of the employees and their behaviour. Practical and theoretical implications will be developed for HRM practice, to maximise the efficiency and productivity of the HR functions and business operations in the restaurant sector. The findings of this research may be used for academic publications and presentations.

### **How was I identified and why am I being invited to participate in this research?**

As per the recruitment process of this research, you have received this participant information sheet after the authorised approval received by your company owner/restaurant manager/HR personnel of the company to participate in this research. Once you have read the information about this research, you can contact the researcher directly on given contact details to participate in this research.

**How do I agree to participate in this research?**

Your participation in this research is voluntary (it is your choice) and whether or not you choose to participate will neither advantage nor disadvantage you. You can withdraw from the study at any time. If you choose to withdraw from the study, then you will be offered the choice between having any data that is identifiable as belonging to you removed or allowing it to continue to be used. However, once the findings have been produced, the removal of your data may not be possible. Your participation in this study will be strictly confidential as the employer or other employees at your workplace will not be / should not be revealed about your participation in this research.

**What will happen in this research?**

This study will explore how the HR mental models of your restaurant are practiced, how HR partnerships are involved in the organisation. To conduct this research, we will undertake the case study method, where the participant will be interviewed online (telephone / video conference) for nearly 1 ½ hour. Only the researcher and the participant will be taking part in the interview and no other control groups will be involved. The research information that participants will be provided will be strictly confidential where the access to the information will only be maintained with the researcher and the supervisors. The identity of all the participants will be confidential as the interviews will be conducted remotely through telephone/ videoconferencing as per your convenience. No collection of data relating to the employment of the participant will take place without the explicit consent of the participant in any manner.

**What are the discomforts and risks?**

As we study about the company HR practices, a risk may involve the conflicting employer-employee relationship in the workplace, if the confidentiality was not maintained strictly. However, as per the ethical guidelines of AUTECH, the risk will be well managed as participation for this study is voluntary and the identity of the participant will not be revealed in any place of this research or the participants (employees) will be strictly confidential where the participant details will not be revealed to any parties/ management of the respected company. The recruitment process of this research will be done with separately to employer and employee. However, if you will feel uncomfortable by any of the questions during the interview, you do not have to answer any questions you do not wish to do so.

**How will these discomforts and risks be alleviated?**

As voluntary participation will take place, this research will strictly adhere to the ethical principles of the AUT ethics committee, hence we respect the confidentiality of each participant. In any discomfort that occurs to the participants with this study in terms of emotional/ mental aspects, you should not be hesitated to inform the same to the researcher.

As you have to contact the researcher directly if you are willing to participate and it is completely on voluntary participation. As your participation in this research is voluntary (it is your choice) and whether or not you choose to participate will neither advantage nor disadvantage you. You can withdraw from the study at any time. If you choose to withdraw from the study, then you will be offered the choice between having any data that is identifiable as belonging to you removed or allowing it to continue to be used. However, once the findings have been produced, the removal of your data may not be possible.

Adhering to the ethical guidelines of AUTECH, the risk will be well managed with the carefully planned and managed recruitment process, where the identity of the participant will not be revealed in any place of this research. Your participation in this study will be strictly confidential as the employer or other employees at your workplace will not be / should not be revealed about your participation in this research. The restaurants which are subject to this research will not be identified in any place of this study. A separate approach to the employee participants in this study will make sure that the conflicting outcomes will not have occurred to any employee in a harmful manner. Information provided by the participant in the research will be well secured with the researcher. All data will be held on the laptop of the researcher with the consent forms being held by the supervisor in a locked drawer of his office (WY137)'

**What are the benefits?**

This study will be completed by the researcher as a fulfilment of the qualification of Master of Business Management at Auckland University of Technology.

The wider community will benefit from this project in several ways. The results of this study will enable a better understanding of people management through human resource management to improve performance in organisations. The potential findings may offer insights for restaurant managers or HR personnel on important employee outcomes such as employment relations, job satisfaction, organisational commitment, employee engagement and trust in organisations.

Potential benefits to the participants include increased knowledge on HR implementation which should be of use to restaurant managers and owners of the businesses. Develop mutual understanding and the knowledge of both HR and business operations for all the parties will help to manage the intended HR practices and mental models effectively within the operations of the restaurant sector.

**How will my privacy be protected?**

The Interview records and information on the study will be accessed only by myself and the supervisors of this research. The participant will be interviewed with strict confidentiality where the participants' identification will be not revealed to any other parties involved in this research. Restaurants that will be selected for the study will not be made under any previous working relationship of the researcher.

**What are the costs of participating in this research?**

Interview time of 1 ½ hour.

**What opportunity do I have to consider this invitation?**

One Week

**Will I receive feedback on the results of this research?**

Yes. The summary of the findings of this research will be sent to you by email

**What do I do if I have concerns about this research?**

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor,

Marcus Ho, [Marcus.ho@aut.ac.nz](mailto:Marcus.ho@aut.ac.nz), (+649) 9219999 ext. 5448

Concerns regarding the conduct of the research should be notified to the Executive Secretary of AUTEK, [ethics@aut.ac.nz](mailto:ethics@aut.ac.nz), (+649) 921 9999 ext 6038.

**Whom do I contact for further information about this research?**

Please keep this Information Sheet and a copy of the Consent Form for your future reference. You are also able to contact the research team as follows:

***Researcher Contact Details:***

Lakshika Dulmini Kapukotuwa

tnh2139@autuni.ac.nz

***Project Supervisor Contact Details:***

Marcus Ho, Marcus.ho@aut.ac.nz, (+649) 9219999 ext. 5448

Pola Wang, pola.wang@aut.ac.nz, (+649) 9219999 ext. 6544

**Approved by the Auckland University of Technology Ethics Committee on 03-03-2020**

**AUTEC Reference number 20/7**



## Participant Information Sheet

### **Date Information Sheet Produced:**

16 January 2020

### **Project Title**

How human resource management (HRM) is translated in the restaurant industry: An exploratory study of managerial mental models, HR partnerships, and enacted human resource practices in New Zealand.

### **An Invitation**

Kia Ora!

My name is Lakshika Kapukotuwa, and I am studying Master of Business Management (MBus) at Auckland University of Technology (AUT). As a fulfillment of my studies at AUT, I’m conducting the research (thesis) on the above project title. As an experienced HR professional in the hospitality industry with qualifications of BA - Human Resources Development (IND), I am expecting to conduct this research to understand the HR mental models and enacted HR practices of the restaurant managers in New Zealand. I am looking forward to inviting you to be a potential participant in this research to take part in this case study. Findings of this research will help to understand the perceptual discrepancies of owners, line managers and employees in HR aspects and it will give the indications to develop mutual understanding and the knowledge on both HR and business operations for all the parties involved, to manage the intended HR practices and mental models effectively within the operations of the restaurant sector. The confidentiality of the participants will be thoroughly ensured throughout this study, as there won’t be any risk involved to the participants in terms of identity by undertaking this case study.

### **What is the purpose of this research?**

With the developing need for better HR practices in the restaurant industry in New Zealand (Williams, 2018), the purpose of this study is to explore how managers in the restaurant sector implement their mental models of human resource management and the process through which HRM is translated into implemented practice. This study will explore how the mental



models of line managers of restaurants will explicate how HR partnerships are enacted in the organisation. HR partnership of line managers will be studied in this research to understand managers' HR mental models and the process through which their practices emerge and evolve.

Followings are the key research questions of this research:

1. What are the managers' mental models of human resource management in the restaurant industry?
2. How do managers utilise their mental models of human resource management to implement HR practices in their organisation?
3. What is the role of the HR partnership of the line managers in the restaurant industry and how does this relate to their mental models of HRM?

the findings of this research will help to understand the gaps between intended and enacted HR practices in restaurants and unique partnership between line managers and employees, and how it affects the perception of the employees and their behavior. Practical and theoretical implications will be developed for HRM practice, to maximise the efficiency and productivity of the HR functions and business operations in the restaurant sector. The findings of this research may be used for academic publications and presentations.

#### **How was I identified and why am I being invited to participate in this research?**

As per the recruitment process of this research, you have received this participant information sheet after the authorised approval received by the management of the company to participate in this research. Once you have read the information about this research, you can contact the researcher directly on given contact details to participate in this research.

#### **How do I agree to participate in this research?**

Your participation in this research is voluntary (it is your choice) and whether or not you choose to participate will neither advantage nor disadvantage you. You can withdraw from the study at any time. If you choose to withdraw from the study, then you will be offered the choice between having any data that is identifiable as belonging to you removed or allowing it to continue to be used. However, once the findings have been produced, the removal of your data may not be possible. Your participation in this study will be strictly confidential as the management or other employees at your workplace will not be / should not be revealed about your participation or about the information you shared with this research.

**What will happen in this research?**

This study will explore how the HR mental models of your restaurant are practiced, how HR partnerships are involved in the organisation. To conduct this research, we will undertake the case study method, where the participant will be interviewed online (telephone / video conference) for nearly 1 ½ hour. Only the researcher and the participant will be taking part in the interview and no other control groups will be involved. The research information that participants will be provided will be strictly confidential where the access to the information will only be maintained with the researcher and the supervisors. The identity of all the participants will be confidential as the interviews will be conducted remotely through telephone / video conferencing as per your convenience. No collection of data relating to the employment of the participant will take place without the explicit consent of the participant in any manner.

**What are the discomforts and risks?**

As we study about the company HR practices, a risk may involve the conflicting employer-employee relationship in the workplace, if the confidentiality was not maintained strictly. However, as per the ethical guidelines of AUTECH, the risk will be well managed as participation for this study is voluntary and the identity of the participant will not be revealed in any place of this research. Participant details will not be revealed to any parties/management of the respected company. The recruitment process of this research will be done separately to the employer and employee. However, if you will feel uncomfortable by any of the questions during the interview, you do not have to answer any questions you do not wish to do so.

**How will these discomforts and risks be alleviated?**

As voluntary participation will take place, this research will strictly adhere to the ethical principles of the AUT ethics committee, hence we respect the confidentiality of each participant. In any discomfort that occurs to the participants with this study in terms of emotional/ mental aspects, you should not be hesitated to inform the same to the researcher.

As you have to contact the researcher directly if you are willing to participate and it is completely on voluntary participation. As your participation in this research is voluntary (it is your choice) and whether or not you choose to participate will neither advantage nor disadvantage you. You can withdraw from the study at any time. If you choose to withdraw from the study, then you will be offered the choice between having any data that is identifiable as belonging to you removed or allowing it to continue to be used. However, once the findings have been produced, the removal of your data may not be possible.

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### **What are the benefits?**

This study will be completed by the researcher as a fulfilment of the qualification of Master of Business Management at Auckland University of Technology.

The wider community will benefit from this project in several ways. The results of this study will enable a better understanding of people management through human resource management to improve performance in organisations. The potential findings may offer insights for restaurant managers or HR personnel on important employee outcomes such as employment relations, job satisfaction, organisational commitment, employee engagement and trust in organisations. Potential benefits to the participants include increased knowledge on HR implementation which should be of use to restaurant managers and owners of the businesses. Develop mutual understanding and the knowledge of both HR and business operations for all the parties will help to manage the intended HR practices and mental models effectively within the operations of the restaurant sector.

### **How will my privacy be protected?**

The Interview records and information on the study will be accessed only by myself and the supervisors of this research. The participant will be interviewed with strict confidentiality where the participants' identification will be not revealed to any other parties involved in this research. Restaurants that will be selected for the study will not be made under any previous working relationship of the researcher.

**What are the costs of participating in this research?**

Interview time of 1 ½ hour.

**What opportunity do I have to consider this invitation?**

One Week

**Will I receive feedback on the results of this research?**

Yes. The summary of the findings of this research will be sent to you by email

**What do I do if I have concerns about this research?**

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**Whom do I contact for further information about this research?**

Please keep this Information Sheet and a copy of the Consent Form for your future reference.

You are also able to contact the research team as follows:

***Researcher Contact Details:***

Lakshika Dulmini Kapukotuwa

tnh2139@aut.ac.nz

***Project Supervisor Contact Details:***

Marcus Ho, Marcus.ho@aut.ac.nz, (+649) 9219999 ext. 5448

Pola Wang, pola.wang@aut.ac.nz, (+649) 9219999 ext. 6544

**Approved by the Auckland University of Technology Ethics Committee on 03<sup>rd</sup> March 2020**  
**AUTECH Reference number 20/7**



## Consent Form

**Project title:** *How human resource management (HRM) is translated in the restaurant industry: An exploratory study of managerial mental models, HR partnerships, and enacted human resource practices in New Zealand.*

**Project Supervisors:** *Marcus Ho, Pola Wang*

**Researcher:** *Lakshika Kapukotuwa*

- ☐ I have read and understood the information provided about this research project in the Information Sheet dated 16<sup>th</sup> January 2020
- ☐ I have had an opportunity to ask questions and to have them answered.
- ☐ I understand that notes will be taken during the interviews and that they will also be audio-taped and transcribed.
- ☐ I agree and understand that the interviews will be conducted online, and taking part in this study is completely voluntary, especially with the given situation and restrictions during COVID 19
- ☐ I understand that taking part in this study is voluntary (my choice) and that I may withdraw from the study at any time without being disadvantaged in any way.
- ☐ I understand that any information on my employment will not be / should not be required to provide direction to the researcher in any form (letters/memos/ employment agreements etc.)
- ☐ I understand that participation to this study should not be revealed to my management or to any co-worker at my workplace and it should only be communicated with the researcher
- ☐ I understand and well explained to me that there is no provision of collecting data relating to my employment without my consent in any manner
- ☐ I understand that if I withdraw from the study then I will be offered the choice between having any data that is identifiable as belonging to me removed or

allowing it to continue to be used. However, once the findings have been produced, removal of my data may not be possible.

- ☐ I agree to take part in this research.
- ☐ I wish to receive a summary of the research findings (please tick one): Yes ☐ No ☐

Participant's signature:.....

Participant's Contact Details (if appropriate):

.....  
.....

Date:.....

***Approved by the Auckland University of Technology Ethics Committee on 03<sup>rd</sup> March 2020***  
***AUTEC Reference number 20/7***

*Note: Please sign this consent form, and scan/photograph this form, and return it to the researcher by email, which clearly indicates your identity. The Participant should retain a copy of this form.*



## Interview Questions

### **PARTICIPANT: OWNER OF THE BUSINESS/ RESTAURANT MANAGER**

#### 1. Background of the Business / Start-up history

What is the nature of the business?

What is the title of your position?

When did you start with this business?

What made you be an entrepreneur/restaurant owner?

What previous experience do you have in regards to the restaurant sector?

What sparked your interest in starting this business?

How was your journey of this business from the start?

What (Were there any) changes made to the initial plan of this business? If so, what were they?

How many employees did you have when you started, and how many are there now?

#### 2. Future Business Goals / Business Strategy and Developments

How do you define a successful business?

Do you think your business is a success?

What is the 'Mission' of your business?

Where do you see your business in five years?

What do you like most about this business/role?

How does your business contribute to the economy of the country?

What measures have you taken in terms of corporate social responsibility?

#### 3. Employment / HR Management and HR Practices

How many staff members do you currently employ?

What are the main roles/positions of employees within your business?

What are the criteria of work distribution?

How does the working hours/shifts will be allocated?

What are the challenges you face when managing employees?

How long have you managed a workforce or been managing people?

What are the special challenges you come across when managing employees in the restaurant sector?

Who do you go to you get advice about HR or management issues?

### 3.1 – Recruitment and Selection

How do/did you select your employees?

What are the qualifications and experience required to work in your business?

In the competitive job market, how do you get the best skilled and talented workers to work with your business?

Why did new recruits choose to work with you?

### 3.2 – Performance Management

What is the career path employees get in this business in the long term?

What are the development opportunities employees have within the business?

How are the employees being evaluated for their work, how often?

What are the benefits employees get with good performance?

Do you have to set targets/KPI's to track the performance of your employees?

How are disputes or conflicts managed?

### 3.3 – Employee Wellbeing

What are the measures have taken to secure employee wellbeing at your workplace?

What is the grievance handling procedure of your workplace?

How you explain the working environment of the employees in terms of infrastructure, people, and procedures?

### 3.4 - Employee Retention

How do you retain/keep your employees?

Generally, how long a newly recruited employee will continue to work with your company?

What is the commonly used reason for leaving?

What are the benefits and advantages of working at this restaurant?

Why employees choose to work here for a long time?

What or how do you motivate people in this restaurant?



## **PARTICIPANT: LINE MANAGER / HR MANAGER**

### **1. Background of the employment**

What is your job role in this workplace?

To whom you are reporting your duties to?

How many hours you are working per week?

How long you have been working in this company?

### **2. Employment / HR Management and HR Practices**

How many employees are you directly managing in the workplace?

What are the main roles/positions of employees within your section?

What are the criteria of work distribution?

How does the working hours / shifts will be allocated in team?

What are the challenges you face when managing employees within the team?

How many years you are experienced as a line manager / HR manager?

What are the special challenges you come across when managing employees?

What are some of the good things about working here?

How does HR/senior management guide your decisions on employees here?

#### **2.1 – Recruitment and Selection**

How do/did you select your employees?

What are the qualifications and experience required to work in your team / company?

In the competitive job market, how do you get the best skilled and talented workers to work with your business?

Why new recruits would choose to work with you?

#### **2.2 – Performance Management**

What is the career path that employees get in this business for long term?

What are the development opportunities employees have within the business?

How the employees being evaluated for their work, how often?

What are the benefits employees get with good performance?

Do you have to set targets/KPI's to track the performance of your employees?

### 2.3 – Employee Wellbeing

What are the measures have taken to secure employee wellbeing at your workplace?

What is the grievance handling procedure of your workplace?

How you explain the working environment of the employees in terms of infrastructure, people, and procedures?

### 2.4 - Employee Retention

How do you retain/keep your employees?

Generally, how long a newly recruited employee will continue to work with your company?

What is the commonly used reason for leaving?

## **PARTICIPANT: EMPLOYEE**

### 1. Background of the employment

What is your job role in this workplace?

To whom you are reporting your duties to?

How many hours you are working per week?

How long you have been working in this company?

### 2. Employment / HR Management and HR Practices

#### 2.1 – Recruitment and Selection

How you became an employee in this restaurant?

Who recommended you for this workplace?

What are the benefits you see in this workplace comparing to your previous workplaces?

Did qualifications and previous experience in the industry helped at the selection process?

#### 2.2 – Performance Management

Do you think you have a future career path in this workplace in the long term?

What are the development opportunities you have in this workplace?

How often your supervisor evaluates your performance?

How does your supervisor evaluate your performance?

What are the benefits you receive with good performance?

### 2.3 – Employee Wellbeing

How does the management take action against grievance handling in the workplace?

If you have come across a conflicting/problematic situation during work, to whom can you inform and seek help for the situation?

How did you explain your working environment in terms of infrastructure, people, and procedures?

### 2.4 - Employee Retention

What is your future career plan in this company?

Are you happy to grow with the company? Why?

How often have you changed jobs in the past?

What are some good things about working here? What are some examples?

Student Researcher: Lakshika Dulmini Kapukotuwa

Signature :

Date :21-01-2020

Primary Supervisor: Marcus Ho

Signature :

Date : 21-01-2020

***Approved by the Auckland University of Technology Ethics Committee on 03<sup>rd</sup> March 2020  
AUTEC Reference number 20/7***

*Note: The Participant should retain a copy of this form*