The Strategic Use of HRM-Practices in the Grand Café Restaurant Industry

The Case of Cafe & Bar Celona: An Explorative Study

Master thesis

Thomas Lorenz

s1009729

Human Resource Management

Faculty of Behavioural, Management and Social Sciences

1st supervisor: Huub Ruel

2nd supervisor: Tanya Bondarouk

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Abstract

Purpose: The purpose of this paper is to provide insights into the strategic use of HR-practices in the Grand Café Restaurant Industry by means of a case study of the company Cafe & Bar Celona.

Design/methodology/approach: The paper provides a qualitative explorative research about the strategic use of HRM-practices. Analysis was done in two dimensions: Soft and Hard HRM; Vertical and Horizontal Alignment of HR-practices.

Findings: The results of the paper showed that Cafe & Bar Celona HR-practices are in line with its business strategy. Horizontal and vertical alignment have been confirmed. Soft and Hard HRM are both part of the HRM function, even though Soft HRM is prevalent.

Practical implications: This thesis can be used as a basis for future research about SHRM in the Hospitality and Food Delivery Industry.

Originality/value: This thesis provides a description of state of the Strategic Human Resource Management in the Grand Café Restaurant Industry.

Keywords: Strategic HRM, Soft HRM, Hard HRM, Vertical Alignment, Horizontal Alignment, HR-practices

Paper type: Research paper

1. Introduction

The hospitality industry is the world's leading industry regarding the nominal amount of people being employed (Davidson et al., 2011). In Europe, every 13th employee is working within the greater field of hospitality (Ernst & Young, 2013) while in the U.S. this ratio is fluctuating around 8 % (Statista , 2018). When including indirect contributions of the industry its volume accounts for 10.2 % of the global GDP making it the number one GDP contributing industry in many middle and low industrialized countries (Langford & Weissenberg, 2018). The term hospitality industry includes a wide variety of different businesses such as restaurants, hotels and bars that offer food, drinks or a bed to sleep (Cambridge, 2020). The different industries consist of several multinational corporations (MNC's) such as Hilton Hotels, Mc Donald's and Aida. Nevertheless, it is a prominent characteristic of the hospitality industry that it is mainly comprised of small-, medium- and large sized domestic market businesses, especially regarding dining and lodging (Davidson et al., 2011).

Given the fact that the hospitality industry is highly workforce incentive one could assume, that Human Resource Management would be a critical tool to deliver an optimized product, which is being provided in its essence by the service of the employees in the hospitality industry.

Nevertheless, research from international hotel chains has shown that line employees were looking for a wider range of benefits than just financial rewards (Namasivayam, Miao, & Zhao, 2007) and that a greater use of HR-practices could ease the problem of high employee turnover (Cho, Woods,Jang & Erdem, 2006). Poulston (2008) concluded that the persistence of high staff turnover, poor training, theft, misuse of on the job training and frequent sink-or-swim initiations suggest serious misalignment with higher management strategies. Accordingly, Enz (2009) added that while middle managers were mostly concerned with

attraction, turnover, training, and morale of the staff it was not mirrored by senior managers which often lack strategic thinking according to middle managers. Thus, the misalignment of HR practices with the organizational strategy seems to be a prevalent theme in the Hospitality Industry. Traditionally research within this field has mainly focused on multinational corporations but less on small to large sized national businesses. Therefore, this paper examines the strategic use of HR-practices in the Grand Café Restaurant Industry (GCRI) operating primarily on a national level. The main Research Question of this paper is as follows:

To what extent does the Grand Café Restaurant Industry (GCRI) use HRM practices strategically?

2. Literature review and theoretical background

This section serves two purposes. First, a general overview of the current state of strategic HR-Research in general and specifically in hospitality will be provided. In the second chapter of this section the theoretical body, which forms the basis for this research will be developed.

2.1. Literature Review

This section is divided into two parts. The first serves as a general overview about the current state of SHRM research. The second part narrows the field down to SHRM research in the hospitality industry.

2.1.1. SHRM – The current state of research

Strategic HR is concerned with the relation between the HRM function and firm performance. Research has shown that firm performance is improved when recruitment and selection, reward systems and training and development are aligned with the firm's business strategy (Huselid and Becker, 2010). This process is called *vertical alignment* of the HR-function. The better the HR-practices are aligned with the chosen business strategy the higher the firm performance.

However many scholars regard the link between stated HR-functions and firm performance as unclear (Buller and McEvoy, 2012, Guest, 2011, Paauwe, 2009). Their general critique is that important mediators between the HR-function and firm performance are missing. This phenomenon is called the "Black Box" of SHRM and many scholars have started to research this missing link. They have found that mediators such as human capital (Wright and Mc Mahan, 2011; Carmeli and Schaubroeck, 2005), social capital (Chisholm and Nielsen, 2009) and motivation (Chuang and Liao, 2010; Macky and Boxall, 2008, Guchait

and Cho, 2010) are all influenced by the HR-function and have direct influence on organisational performance, thereby serving as the missing mediator.

This lead to a change of perspective in SHRM research. Traditionally SHRM research was concerned with organizational performance and outcomes (Wright and Boswell, 2002). Research for these missing intermediaries however has highlighted the importance for employee outcomes such as job satisfaction, commitment and employee engagement that in turn directly influence organizational performance (Guchait and Cho, 2010).

2.1.2. SHRM in hospitality

Research in SHRM in the field of hospitality is concerned with a variety of topics that are linked to firm performance. Several researchers have shown the importance of *human capital* (Jung and Yoon, 2015; Graham and Lennon, 2002) and *social capital* (Ooi, Hooy and Som, 2015) on firm performance. Furthermore High performance work practices are a reoccurring theme in SHRM research in hospitality (Combs et al., 2006; Karatepe, 2013a; Tsaur and Lin, 2004). *High performance work practices* seem to have a positive influence on service orientation, which is a crucial trait for *customer satisfaction* and in turn organizational performance in the hospitality industry (Tang and Tang, 2012). Karatepe (2013b) found that high performance work practices also influenced employee *turnover intentions*. Complementary to the research about "bundling" (HPWP's) there is also a stream of research about individual HRM practices such as *training climate* (Tracey and Twes, 2004), *training programs* (Tracey et al., 2015) and *compensation practices* (Namasivayam et al.,2007) that have a positive direct or indirect link to firm performance. Another stream of research is concerned with globalisation and internationalisation. One research was concerned with the integration and adoption of HR-practices within multinational corporations and the use of

universal, contingency or localized strategies while facing the characteristics of national business contexts (Gannon et al.,2015).

The stated examples show that there is indeed research about SHRM in the hospitality industry, but the content does not vary significantly from general SHRM research. Furthermore the examples chosen are not only exemplary but are also representing a great amount of the total body of research about SHRM in hospitality. Even less can be found about companies in the hospitality industry working on a national level and particularly with regard to the Grand Café restaurant Industry. Therefore, this research is designed to create a snapshot of the Grand Café Industry striving to provide an analysis of the status quo of the strategic use of HR-practices in the GCRI. Accordingly, in the following the type of HR-theory will be presented, which is regarded by the author to be the most constructive in order to create such a first explorative impression.

2.2 Theoretical background

This section will develop the theoretical body, which will be the basis for this research.

2.2.1 HRM and SHRM – Vertical alignment.

"[SRHM is] a *strategic and coherent approach to the management of an organization's most valued assets - the staff who individually and collectively contribute to the achievement of its objectives.*" (Michael Armstrong, 2011)

Strategic HRM has emerged in the last decades of the last century. The first suggestions for SHRM were proposed by the researchers Fombrun, Tichy & Devanna (1984) and the *Michigan Model* in which it was suggested that HRM strategy should be aligned with external and internal factors like cultural, political and economic forces and respectively organisational structure and mission & vision. According to them HR functions should be designed around Selection, Performance Appraisal, Rewards and Development.
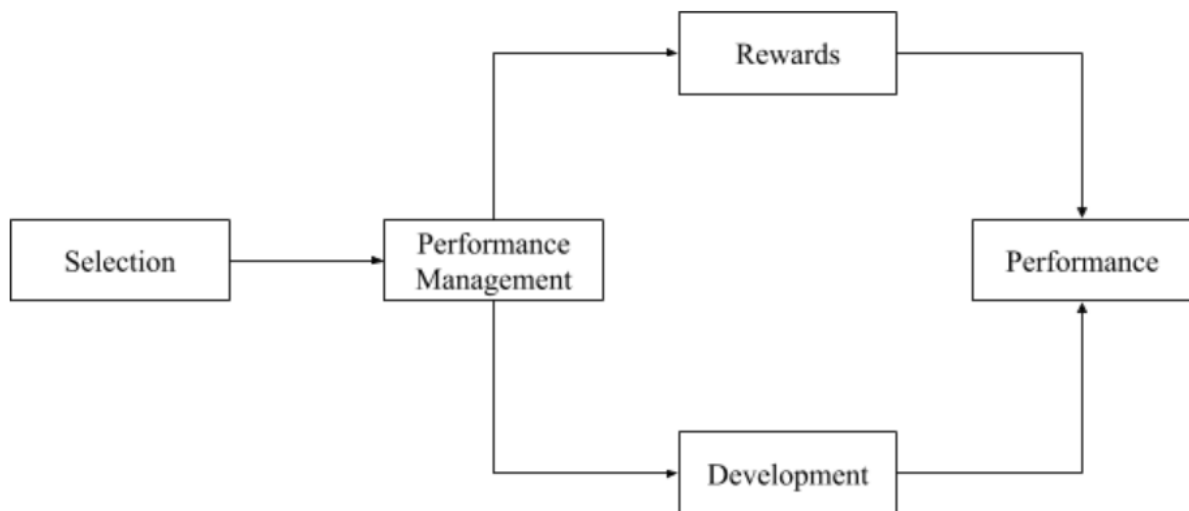
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Figure 1. 4 Main functions of HRM (Fombrun et al., 1984).

Hendry and Pettigrew (1986) created a somewhat more comprehensive overview of these
ideas in their model: "Strategic HRM Model".

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Figure 2. Strategic HRM Model (Hendry & Pettigrew, 1986).

These models show that the alignment of HR functions and practices with the overall business strategy are necessary steps in order to achieve competitive advantage. According to Hendry and Pettigrew (1986) Strategic HRM leads to the following benefits:

- It is a coherent approach to the design and management of personnel systems based on the employment policy and workforce strategy.

- It matches the HRM activities and policies to some explicit business strategy.

- It is a way of planning.

- It oversees the people of the organization as a *strategic resource* in order to achieve a *competitive advantage*.

These models show that vertical alignment of the HR function and its practices with the business strategy can be a route to gaining competitive advantage. Armstrong and Taylor (2020) provide a good example of HR practices being aligned to the 3 basic competitive strategies suggested by Porter et al. (1985): quality leadership, innovation leadership and cost-leadership.

Table 1

Achieving Vertival Fit between HR and Business Strategies (Armstrong & Taylor, 2020)

HR Strategy	Competitive Strategy		
	Achieve competitive advantage through innovation	Achieve competitive advantage through quality	Achieve competitive advantage through cost-leadership
Resourcing	Recruit and retain high quality people with innovative skills and a good track record in innovation	Use sophisticated selection procedures to recruit people who are likely to deliver quality and high levels of customer service	Develop core/periphery employment structures; recruit people who are likely to add value; if unavoidable, plan and manage downsizing humanely
Learning and development	Develop strategic capability and provide encouragement and facilities for enhancing innovative skills and enhancing the intellectual capital of the organization	Encourage the development of a learning organization, develop and implement knowledge management processes, support total quality and customer care initiatives with focused training	Provide training designed to improve productivity; inaugurate just-in-time training which is closely linked to immediate business needs and can generate measurable improvements in cost-effectiveness
Reward	Provide financial incentives and rewards and recognition for successful innovations	Link rewards to quality performance and the achievement of high standards of customer service	Review all reward practices to ensure that they provide value for money and do not lead to unnecessary expenditure

Therefore sub-question one and two emerge from this chapter as the following:

I)   Which type of organizational strategy do the HR practices resemble?

II)   To which extent are the HR practices vertically aligned with the business strategy?

Another big debate in Human Resources is the debate between hard and soft HRM. At the core of the debate lies the question which approach is the best in order to get people motivated. The whole debate can best be viewed through the lenses of Theory X and Y by McGregor (1957). The theory states that some people lean towards x, are therefore unwilling to work, and are trying to avoid responsibility. Thus, the need for control, clear tasks and punishment for lack of achievement is prevalent. Other people lean towards y. These people are naturally driven, seek responsibility, are intrinsically motivated and seek self actualisation - as described by Maslow (1954) - through their profession.

Another polarizing vantage point of view can be created by comparing the Market Based View (mbv) (Porter, 1980) to the Resource Based View (rbv) (Barney, 1991). Mbv regards external and internal processes of a firm in a market in which employees are assigned a certain productive value in order to complete a given task to achieve organisational goals. Therefore, an employee is regarded as an asset that is hired on the market in a transactional matter in the same way a machine would be acquired. Creating an arbitrage in the manifold transactions that occur can therefore lead to a competitive advantage. Rbv on the other hand regards the employee itself as a resource that can be developed, trained, motivated and committed to organizational goals in such a way that competitive advantage can be gained over competitors.

2.2.2. Hard and Soft HRM

Based on the theories above it can be deducted what Hard and Soft HRM stands for. The Hard approach to HRM resembles theory x and the market-based view, in which performance management, cost control, achieving organizational goals and the transactional character of

job-based relations are prevalent. The Hard approach to HRM is somewhat regarded as traditional approach, which nevertheless retains its utility in Human Resource Management nowadays (Lepak & Snell, 2002). The Michigan model (Fombrun et al., 1984) that was described at the beginning is a well accepted example for a Hard approach to HRM, since it focuses on the achievement of organisational goals and utilises Human Resources in a transactional way.

Soft HRM on the other hand is rather resembled by theory y and the resource based view in which the employee is a central resource in order to gain competitive advantage. The focal points of Soft HRM are the following: Needs of employees, employee Training, Development, Commitment, Participation, Motivation, Workforce flexibility, Quality (Armstrong & Taylor, 2020). The Harvard framework (Boxall, 1992) is a generally well accepted example that resembles Soft HRM. In this model employee influence is central to the achievement of competitive advantage.

Both - Soft and Hard HRM – can be regarded as ideal states, which are never fully applied. Therefore, every organisation will show both types of HRM to a certain extent when managing their workforce. Lepak and Snell (2002) have provided a guideline of which type of HRM to use for which kind of employee. They suggested that employees with a high strategic value and a high uniqueness should be treated with HR practices resembling soft HRM, while employees with a low uniqueness and high strategic value should be treated with HR practices resembling Hard HRM.

Table 2

Employment systems model by Lepak and Snell(2002)

		Strategic Value of Human Capital	
		Low	High
Uniqueness of Human Capital	High	**Quadrant 4** Alliances / Partnerships Collaborative-based HR configuration	**Quadrant 1** Knowledge-based employment Commitment-based HR configuration
	Low	**Quadrant 3** Contractual work arrangements Compliance-based HR configuration	**Quadrant 2** Job-based employment Productivity-based HR configuration

From this vantage point, the third sub question can be derived in order to answer the main research question:

III)   Which type of HR – Soft or Hard – is being applied depending on the strategic value and the uniqueness of employees?

The objects of this research are going to be predominantly employees from Quadrant 1 and 2 since this research will be about staff and employees. Therefore, it is relevant to research to which extent Commitment- based HR configurations and Productivity based HR configurations are being applied at Cafe & Bar Celona.

<u>High Commitment-based HR configuration: knowledge-based employment</u>

High Commitment and High Performance Work Practices are bundles of practices that resemble the suggested commitment-based HR configuration. High commitment work practices are " A form of management which is aimed at eliciting a commitment so that behaviour is primarily self-regulated rather than controlled by sanction and pressures external to the individual, and relations within the organizations are based on high levels of trust" (Wood, 1996). He further elaborates that a crucial component to HCWP's is that employees

are being regarded as an asset to be developed rather than a transactional factor of production. The combined use of job redesign, problem-solving groups, team working, job flexibility, low status differences and career ladders are central to high commitment (Beer et al., 1984; Walton, 1985).

High performance work practices (HPWP's) are practices that foster skill enhancement, motivation and employee involvement (Appelbaum et al., 2000). These practices include sophisticated recruitment and selection procedures, extensive and relevant training and management development activities, incentive pay systems and performance management processes. Thompson and Heron (2005) further elaborate that the focus lies indeed on employee's skill and ability development, collaborative problem solving and discretionary decision-making.

Commitment Based HR or Knowledge-based employment is amongst others suggested to be used for employees that are middle management, strategic planners and functional management. Therefore, this type of HR configuration would be suitable for restaurant managers and owners and partly for shift leaders, head Chefs and bar Chefs.

Productivity based HR configuration: Job-based employment

Due to the low uniqueness of these type of employees, it is more efficient to buy certain skills on the market than developing them. Furthermore, if the company would be investing in development, chances of the employee leaving would be high. Therefore, the productivity-based HR configuration circles around performance management, with a results-oriented appraisal, market-based wages and short-term goals. This type of configuration resembles hard HRM, with its focus on performance management and the transactional type of relation. Productivity is suggested to be most suitable amongst others for salesperson and customer service agents. Looking at Cafe & Bar Celona, these are the shop floor employees and partly shift leaders, head Chefs and bar Chefs.

2.2.3. Horizontal Alignment

Horizontal Alignment of HR practices is a strategy to make each practice more effective than if any would be applied on their own. That only holds true if the goals of the practices are mutually reinforcing and matching. This process is called bundling. If above proposed bundles are carried out in an orchestrated way horizontal alignment is achieved (Armstrong & Taylor, 2020). Nevertheless, some types of HR practices might be counterproductive to others if different HR strategies are mutually exclusive. Discretionary decision-making might not always be possible if a short-term goal needs to be reached. Therefore, in order to analyse the strategic application of HR at Cafe & Bar Celona it is necessary to research the horizontal alignment of their HR practices.

IV)   To which extent are HR practices at Cafe & Bar Celona horizontally aligned?

3. Method

The method of this research is an exploratory qualitative multiple-case study (n=5). According to Zainal (2007, p. 1) it "allows the exploration and understanding of complex issues". According to Yin (2018), generalizable results from case studies are not based on a sufficient research population but rather in accordance with well-established theory. This method suits very well for this research since there is not much research about Grand Café chains in the academic literature. Accordingly, findings that will agree or disagree with stated theories are going to generate valid questions for future quantitative and qualitative research that are relevant to the scientific community.

3.1. Participants and research object

3.1.1. Cafe & Bar Celona

Cafe & Bar Celona is a Grand Café restaurant chain headquartered in Germany. The company consists of 32 chain- and affiliate stores that are distributed throughout various cities in Germany. Cafe & Bar Celona employs roughly 1800 employees and its overturn was around 70 Million € in 2019, thereby being part of the top 100 in the System Catering Industry in Germany (dfv.de, 2017).

The structure of the company has a centric approach, meaning that there is a purchasing department, the menu is widely similar in stores and there is an orchestrated corporate communication. Nevertheless, there are certain degrees of freedom for the store managers when it comes to certain products and services and other managerial decisions depending on the characteristics of the location of a store.

Cafe & Bar Celona has created its human resource department in 2016 that is comprised of one Head of HR and one employee. Every tore is managed by one manager and by two assistant managers.

3.1.2. Selection of participants.

The selection was based on the functions of the respondents. It was crucial to the study to interview the HR-manager to research the respective Cafe & Bar Celona strategy. Accordingly, the subsidiary managers had to be interviewed in order to research the implementation of the proposed strategy.

The study was carried out with five participants working for the Grand Café restaurant chain Cafe & Bar Celona. Four of them were subsidiary managers of at least one subsidiary. The fifth respondent held the position of HR-manager. The selection was based on the availability of the managers. The respondents insisted on a live meeting that was held in a subsidiary of Cafe & Bar Celona in West Germany.

3.2. Design

According to Lee (1999), sufficient case studies base their setup on five pillars: Research Question, Theoretical propositions, Units of analysis, the logic linking data to these theoretical propositions and the criteria for evaluating these propositions.

The research question has been elaborated thoroughly within the first chapters. Subsequently, a theoretical framework has been established in order to give this research a scientific guideline. The unit of analysis is a Grand Café restaurant Chain with 2500 employees headquartered in Germany: Cafe & Bar Celona. The respondents are comprised of the sole HR-manager and the department managers of individual subsidiaries within Germany. The selection has been made on basis of availability of Cafe & Bar Celona subsidiary managers. The logic linking of the data happened through the design of the constructs that are described underneath. The fitting of those constructs with proposed theory provide the Evaluation Criteria.

3.3. Data Collection

In order to generate enough information from store managers it was decided that the "conversational technique" would be most appropriate, since the technique suits well when researching unexplored fields (Yin,2018). Accordingly a semi-structured open interview was carried out that included a question list (Appendix 1) that was used as a red wire during the interviews. The interviews have been taking place live. The time frame for each interview was set to be 30 to 60 minutes maximum. The question list that was used was deducted from the 7 basic HR functions: Recruitment, Compensation, Benefits, Training and Development, Performance Appraisal and Management, Employee and Labour Relations, Compliance Management (Armstrong, 2011). The question list was accordingly designed to ask about the "what" and "how" of stated categories.

3.4. Analysis

The Analysis was carried out through ATLAS.ti 8 in which the codes underneath have been generated.

3.4.1. Hard HRM.

As described in section 2.2.2. Hard HRM was assigned if the following terms were described by the respondents:

- performance management

- cost control

- focus on achieving organizational goals

- transactional character of job-based relations ("hiring, moving, firing")

3.4.2. Soft HRM.

As described in section 2.2.2. Soft HRM was assigned if the following terms were described by the respondents:

- Needs of employees

- Employee Training

- Development

- Commitment

- Participation (Voice of employee)

- Motivation is central

- Workforce flexibility

- Quality

3.4.3. Vertical Alignment.

Vertical Alignment according to the three basic strategies by Porter (1980): Innovation,

Quality and Cost-Leadership.

Innovation Strategy

- Selective recruiting and retaining of innovative people

- Enhancement, encouragement and facilitation of innovative skills

- Enhancing innovative capital of the organization

- Provide financial incentives, rewards and recognition for successful innovation

Quality Strategy

- Sophisticated selection procedures aimed at people that deliver quality and high levels
  of customer service

- Encourage the development of a learning organization, develop and implement
  knowledge management processes, support total quality and customer care initiatives
  with focused training

- Link rewards to quality performance and the achievement of high standards of
  customer service

Cost-Leadership Strategy

- Develop core/periphery employment structures

- Recruit people who are likely to add value

- Provide Training to improve productivity

- Training which is closely linked to immediate business needs

- Training needs to generate measurable improvements in cost effectiveness

Productivity Based HR configuration

Productivity Based HR configuration was assigned if the following terms were described by

the respondents, as mentioned by Lepak and Snell (2002):

- performance management

- results oriented appraisal

- market-based wages

- short term goals

Commitment Based Hr Configuration Code

Commitment Based HR was assigned if the respondents, as mentioned by Lepak and Snell

(2002) described the following terms:

- Self-regulation

- High levels of trust

- Focus on employee's development

- Job redesign

- Teamwork & collaborative problem solving

- Low status differences

- Career ladders

3.4.4. Horizontal Alignment

Horizontal Alignment was deducted from the assigned codes above. The denser the codes for a certain strategy with regard to a certain type of employee, the higher the horizontal alignment. This concept will be elaborated on in the conclusion.

4. Results

In this section, the various codes that have been found and analysed will be described. The codes in itself are going to be interpreted in order to prepare the data for the general conclusion of the main research question and its sub-questions.

Performance management

Cafe & Bar Celona have a performance management system in place that tracks the overturn and provides shift leaders with a certain share. If the overturn exceeds expectations that percentage has an upwards variability in order to motivate shift leaders. The same goes for subsidiary managers and franchise owners that have an intrinsic motivation to perform well. For floor personal the cultural phenomena of tipping in the gastronomy provides a natural incentive to perform well. The single performance of an employee is not tracked via "ordermans" or other technical equipment. Therefore, the hard figures only represent the team effort of an evening, but not the individual effort. This task is up to the shift leaders that are expected to have oversight over the individual performances of their employees in a given shift.

Performance Management has a wide variety regarding the importance, which is given by the subsidiary managers. When asked how efficiency is being measured the answers were divided. Accordingly R2 answered "Performance is key" [Ganz klar nach Leistung"; 2:11], while R4 highlighted the importance of the collective [Also das kollektiv ist mir immer wichtig, 4:29] and that the fit into the team is more important than individual performance. The respondent even stated that he would never go as far as to evaluate anybody by efficiency but always by team fit.

Cost control

Cost control is achieved via a reporting tool that shift leaders must use and report their expected overturn, employee costs and expected productivity. Furthermore, this tool provides

assistance with historical data from earlier years including data about weather conditions, public holidays and more, so that shift leaders are being assisted in their estimations automatically (2:22, 4:22, 4:30,7:27,).

Cost Control seems to be a given and was not really highlighted within the interviews. Most of the Codes refer to the controlling system that is described above.

Focus on achieving organizational goals

Achieving organizational goals is described as a "win-win-win" (7:5) cascade effect. The HR-manager states if the employees are doing well, then the guests are doing well and in turn the company is doing well. Therefore, the interviews did not show a lot of focussing on the organizational goals, but a lot of focus on employee goals and the achievement of high-quality customer service, which in turn leads to the achievement of organizational goals.

> *"If you are feeling well[…]then the guest is feeling well[…]and if the guest is feeling well, then the company is feeling well."[Wenn es dir gut geht[…]dann geht es dem Gast gut[…]und wenn es dem Gast gut geht, dann geht es dem Unternehmen gut]* (7:5)

Transactional character of job-based relations

The transactional character of seasonal and side jobs was mentioned by only one respondent (2:6) but was not emphasized. The respondent stated that seasonal work has a low risk since the relation is not for long. In opposition, the need for quality, social and team-oriented employees was highlighted and is a necessary criterion for all employees at Cafe & Bar Celona.

Needs of employees

The needs of employees were highlighted by most of the subsidiary managers and the HR manager. According to them employees and teams are only capable of working well if their needs are being taken seriously. In turn this type of behaviour would lead to a good atmosphere that is appreciated by the customer. Examples of meeting employee needs are:

schedule flexibility (4:37), pledges for employees(4:28) and needs for development (7:2,5:4,4:20). An overarching theme that comes back with most of the respondents is the well-being of the employees, which seems to be a priority for Cafe & Bar Celona and its managers.

Employee training

Cafe & Bar Celona have a facilitated employee training structure in place. The structure is designed to provide initiation trainings for beginners such as tablet training and product knowledge(1:2). Furthermore they provide trainings for guides that in turn train their staff (2:7). These trainings are designed to provide in depth knowledge for the guides and basically train the trainers. Mentioned Trainings are often task specific. One hierarchy level further they provide trainings for managers that have a functional component but are also about personal management and especially work culture and ethics (7:14).

Development

Development is twofold at Cafe & Bar Celona. The subsidiary managers are aware that many employees are there for seasonal work and that training and development should be task specific(1:2,5:3). Nevertheless the interviews provide many examples of full time workers and also some students and part time workers that have developed in various ways. Some examples reflect the ideal story of someone that made it from the dishwasher to the subsidiary manager (2:14) and general skills development coming with certain positions (7:14). Aside of these stories there are also employees that have created a new field and were give the chance to innovate on processes and products (4:20).

Commitment

Even though the reliance on seasonal work and a high industry fluctuation of employees, commitment seems to be an existing construct at Cafe & Bar Celona. One subsidiary manager described having a 50% retention of its full time staff over the course of 8 years (5:9) .

Another described having two students that are intrinsically motivated due to the innovative tasks they were being given (4:20). Not only is commitment bottom up, from employees to the organization, but also top down, where subsidiary managers commit to their employees by providing lending, unlimited contracts and official pledges for residence permits (4:28). Nevertheless these types of occurrences and relations seem to be strongly dependent on the type of subsidiary and its manager.

Participation (voice of the employee)

Voice of the employee is a crucial concept at Cafe & Bar Celona on several levels. On the floor level Cafe & Bar Celona is trying to create responsibility through feedback loops and asking employees for solutions to work processes. Respondent 1,4 and the HR-Manager (R7) highlighted the importance of a somewhat flat informal hierarchy. Nevertheless the HR-Manager pointed out that a formal hierarchy is existing and necessary(7:32). R1 and R4 both showed examples of how employees could participate in the processes. R1 highlighted that employees get the chance to "find a spot which fulfills them"[etwas zu finden, was ihn erfüllt] (1:32) and both respondents mentioned that operating jobs had been created on the initiative of employees that now work full-time at Cafe & Bar Celona. The HR-manager summarized the idea as follows: "So that everybody has the same rights[...]then it works and they take responsibility"[Nämlich, dass jeder die gleichen Rechte hat.[...]Dann funktioniert das und die übernehmen Verantwortung](7:32,7:33)

"Give the human space and he will (full-)fill it"

[Gib dem Menschen Raum und er wird ihn ausfüllen]

(1:36)

Motivation is central

Motivation is a necessary component for Cafe & Bar Celona. Nevertheless according to the HR manager, motivation has to occur intrinsically due to the necessity of a good atmosphere. If motivation is forced or faked it would have direct implications on the atmosphere and in turn on the organizational goals. Therefore motivation is created by listening to the employees needs and treating employees like a customer, so that the employees enhance their customer service(7:35).

All of the subsidiary managers mentioned the monetary reward system, which is only in place for shift leaders and above. Furthermore many highlighted that leading by example is the best way to motivate people in doing it right and with joy (2:15,4:27).

"People don't want to have to"

[Menschen wollen nicht sollen]

(7:19)

Workforce flexibility

Workforce flexibility has not been a big topic in the interviews. Subsidiary managers stated that they would not require students to work in exam time and that employees would have a say on which day they could be free. Nevertheless the weekends are usually working days.

Quality

Quality is provided by exceptional service and atmosphere of the floor employees. The quality of the food seems to be a given criteria, while the quality of the service is the focal point at Cafe & Bar Celona (7:5,7:6). Therefore, the competitive advantage is not being realised by the quality of the products, but by the quality of the service (7:7).

Quality selection procedures

As mentioned before selection procedures are face to face and are often based on internal referrals. The screening of the applicant is done by the subsidiary manager. Therefore it can

be assumed that the quality of the floor personnel meets Cafe & Bar Celona standards (7:1, 1:39; 2:1, 4:2)

Quality performance and the achievement of high standards of customer service

For floor employees the link between quality performance and reward is the tip of the customer(4:7,4:24). For shift leaders and subsidiary managers there is a system in place that provides bonuses for exceeding expected overturn. However this system is only an indirect indicator for Quality. There are no direct feedback loops linking a quality service with e.g. shift leaders efforts.

Encourage the development of a learning organization, develop and implement knowledge management processes, support total quality and customer care initiatives with focused training

Cafe & Bar Celona provides this construct in many ways as mentioned before through database systems, trainings on all levels of the company(2:7,4:10,4:21) and by a bottom up approach in which superior systems from one subsidiary are transferred to other subsidiaries and are thereby implemented into the companies structure (4:21,7:13).

Innovation

Selective recruiting and retaining of innovative people

Innovations and innovative people rather seem to be developed than recruited (7:14, 4:20). Cafe & Bar Celona occupies its management positions mostly internally (7:18). Therefore, every employee at a higher point in the hierarchy has once been a floor employee. Respondent four showed how he retained innovative people by organising an "operations field" (4:20). Furthermore the HR-manager stated that he somehow stayed at the company because he was given the chance to create and become the first Head of HR at Cafe & Bar Celona They now have a talent-workshop in place by which uprising talents are fostered (7:18).

Enhancement, encouragement and facilitation of innovative skills

Cafe & Bar Celona have a platform for talents in which employees that attract attention can be developed. Furthermore, one subsidiary manager created an Operation force in which two students were assigned to create a new shift leader and menu system. Furthermore, the innovation aspect has not been mentioned a lot and the space for innovation seems rather small. This is well resembled by the fact that.

Enhancement of innovative capital and financial incentives, rewards and recognition for innovation

These codes have not been found in the interviews.

Cost Leadership

Develop core/periphery employment structures

Cafe & Bar Celona indeed has a structure of temporary periphery and full time core employees. Furthermore these employees have different training programs and are differently managed as mentioned under *Development* and *Training*. Bonus systems and development trainings are solely provided for full time employees.

Recruit people who are likely to add value

The recruitment process is carried out by the subsidiary manager in a face to face interview. This process and the trial structure leads to an employee sourcing that is capable of quality recruitment.(See: *Quality selection procedures*)

Provide Training to improve productivity & Training which is closely linked to immediate business needs

Productivity Trainings are especially provided for job initiations and for shift leaders. These kind of trainings focus on the processes and knowledge of the product. Thereby leading to an

improvement in productivity (1:2, 2:7, 1:23, 4:30). On a higher level there was no mentioning of productivity trainings, but especially trainings about culture and leadership (7:14).

Training needs to generate measurable improvements in cost effectiveness

R4 who is a subsidiary manager of different locations has highlighted the importance of training and its long time effects. At one location that has undergone trainings for years he stated that his employee costs have declined significantly. Another location that was just recently opened had significantly higher employee costs (4:30). He stated that "the Benchmark [for each subsidiary] is different"[da ist der Maßsstab ein anderer](4:30)

Results oriented appraisal

Results oriented appraisal is aimed at shift leaders and subsidiary managers. Their bonus is dependent on the staffing demand and the exceeded turnover (1:25, 2:15, 4:7, 5:13, 7:21). Furthermore subsidiary managers have a certain, but limited, degree of freedom when it comes to wages for full time employees.

Market-based wages

No reference to the wages has been made.

Short-term goals

Short-term goals are comprised of the overturn targets that are expected per day or month. Nevertheless, the focus of HRM at Cafe & Bar Celona is the long-term goal of customer satisfaction and retention, by caring for their employees and creating a good atmosphere (7:5, 7:6). Short-term goals have not been highlighted or mentioned.

Self-regulation

Self-regulation is reflected in the way the floor employee conducts its position with the client. Furthermore, responsibility and intrinsic motivation is being fostered (7:33). Nevertheless, the job itself provides only certain degrees for self-regulation at the floor level. Subsidiary

managers on the other hand have shown different approaches to their management. Cafe &
Bar Celona provides a certain guideline but leaves the management of the people to a great
deal to the subsidiary managers. R4 made this point quite clear by saying, that his most
experienced subsidiary has been given various degrees of freedom from the headquarter and
there is no need for him to micro manage because the team is self-regulating. On the other
hand, his newest subsidiary needs more attention but also has to fulfil, lower overturn
benchmarks (4:31).

High levels of trust

R1 and R4 have stated that their relations with the staff is comprised of high levels of trust
and associations with that concept (1:8, 4:27). R4 even stated that they regard themselves as a
"bigger brother" [großer Bruder] and provided proof with examples of support and advocacy
for their employees (4:28). R2 and R5 did not mention trust explicitly. The Head of HR
mentioned trust with regard to the team, which has to rely on each other. Furthermore he
implicated trust with authenticity in which a real smile, the "du-chen smile" [du-chen
Lächeln] can only be shown when the atmosphere is real (7:7).

Focus on employee development

The measures of development have been stated under *development.* Accordingly, it can be
stated that Cafe & Bar Celona indeed has a focus on employee development and retention of
core employees.

Job redesign

The interviews have shown that job redesign is possible above the shop floor. Examples of
job redesign are the innovative function of two dual students that have created an innovation
task force in order to optimize the shift leader system and the menu system(4:23).
Furthermore, R4 highlighted the bar operations team, that is optimizing the Bar processes at

Cafe & Bar Celona (4:23). R1 stated that an operator job was created on initiative and in co-working with Cafe & Bar Celona for a part time student (1:36). Lastly the Head of HR serves as a good example for job redesign, since he has created the first HR-department which was called "Human" [Mensch] on his initiative (7:13).

Teamwork & collaborative problem solving

Teamwork lies at the core of the shop floor processes at Cafe & Bar Celona. This is highlighted by the fact that every respondent has referred to the concept several times. Employees need to be "teamplayers" (1:1), have to fit into the team (1:26, 4:1), have to be "team-minded" [teamfähig](2:12). Furthermore, it was stated that the collective is most important (4:29) and that the responsibility lies within the team (5:20).

According to the HR-manager, the Team is the crucial component to deliver an outstanding customer service and create competitive advantage (7:5).

The focus lies eventually always on the teams [Im Fokus stehen schlussendlich immer die Teams] (7:5)

Low status differences

Even though there is a clear organizational hierarchy, the subsidiary managers highlighted the importance of every employee (7:32). The respondents stated that there are no or very low formal differences and that every employee has the same right (4:32, 5:21, 7:32,). Bottom up approaches and Feedback from their employees was a crucial tool to deliver a good service. R1 highlighted the importance that leading by example is crucial (1:30) for teamwork and that "leading means serving" [führen heißt dienen].

"All for one and one for all" [Einer für Alle und Alle für Einen] (1:32)

Career ladders

As mentioned before career ladders and employee development is crucial to Cafe & Bar

Celona. Cafe & Bar Celona provides several career chances such as: Subsidiary manager,

Operator, Guide, Shift leader and several organizational positions in the headquarter. Because

the recruitment takes place predominantly internally, assisted by the "talent workshop"

[Talenteschuppen] (7:18) the chances for a career are given.

5. Conclusion & Discussion

5.1. Conclusion

In this section, the sub questions of this research will be revisited in order to give a general conclusion at the end of the section about the extent of strategic HR-practices at Cafe & Bar Celona.

5.1.1. Hard HRM

Cafe & Bar Celona indeed use a hard approach to HRM in certain fields and with certain employees. For example there is a seasonal and temporary structure for many employees. Contrary to stated theory, the seasonal workers are not financially incentivised on an individual level and are assessed only on a team level. *Performance management* is carried out by the shift leaders, which in turn use a *cost control* platform to manage the staffing needs of the day. The system itself provides a guideline about the needed resources and is fed with historical data. Furthermore, shift leaders are being paid an extra percentage bonus if the turnover performance exceeds the expectations and a regular turnover share if the expectations are met. Therefore, *performance management* and *cost control* are both part of the instruments at Cafe & Bar Celona in order to be profitable. Nevertheless, these tools are rather regarded as a given as opposed to being the critical tool to achieving organizational goals. Indeed floor employees are being shown which the fastest routes are, but their individual performance is not being tracked, they are not being pushed to do upselling or trying to sell products the customer does not want. *Organizational goals* are rather reached in a two-step flow via a good atmosphere, the focus on teams and the well-being of employees than over the "hard" route of direct individual performance and competition between employees. Furthermore, seasonal work is a big topic in hospitality, which would play into a *transactional character of job-based relations* . Nevertheless, the research shows that the

Cafe & Bar Celona has a quite high employee retention rate and temporary staff tends to come back in high season.

Conclusively it can be said that there are necessary parts that can be regarded as *Hard HRM,* but it does not seem to be the focal point at Cafe & Bar Celona.

5.1.2. Soft HRM

Even though some *Hard HRM* practices have been analysed the *Soft* approach seems to prevail. Analysis has shown that Cafe & Bar Celona takes the *Needs of employees* seriously. Examples are *schedule flexibility*, *needs for development* and even pledges for employees. Furthermore, not only initial *Employee trainings* are provided but also *trainings* to foster a good work atmosphere and lift the team spirit.

Development and *Commitment* go hand in hand at Cafe & Bar Celona. Due to the possibilities of personal *Development*, employees are being rather committed to the organization. This is further highlighted by the fact that the recruitment for vacant positions is generally being carried out internally. Commitment is not only bottom up, but also top down, since a few respondents showed how they committed to their employees (e.g. pledges).

Motivation is a central aspect. Even though it is also created by extrinsic rewards (e.g. pay, raise, and share of the overturn), Cafe & Bar Celona strives to create intrinsic motivation through team design, a good and authentic atmosphere and the focus on the wellbeing of the employee.

The focus on teams also provides space for *Participation (Voice of employee).* Employees are encouraged to co-create processes. This ranges from small processes like table arrangements, to menu adaptions, to new shift leader systems and the creation of innovative functions.

Last but not least the focus on *Quality* of the service and customer orientation is a concept that is not only applied to the customers but also to the employees, since the

management is convinced that cascade effects can be created by focusing on the employee, that focuses on the customer, which in turn leads to meeting organizational objectives.

This is very well illustrated by the HR-department which has been created in 2016 and was labeled "Mensch". Conclusively it can be stated that the HRM-strategy at Cafe & Bar Celona shows significantly higher characteristic of a *Soft* approach to HRM than a *Hard* approach.

5.1.3. Strategy and Alignments

In this section it will be summarized to which extent the three basic competitive strategies by Porter (1980) are existent at Cafe & Bar Celona and which HR-practices resemble those. Subsequently it will be analysed to which extent they fit to each other (horizontal alignment) and to which extent they match the business strategy (vertical alignment).

Innovation

Cafe & Bar Celona are showing several incremental innovative efforts such as new shift leader systems, menu systems and an operator system to improve processes. Furthermore a talent workshop has been installed in order to retain talent. Nevertheless *innovation* is not at the core of the business strategy. Stated practices are rather incremental process improvements than product improvements. Therefore, it can be concluded that existing practices are a necessity in order to stay competitive but are not representative for the orientation of the HR-System.

Cost-Leadership

 Cost-leadership practices have been found regarding basic competitive necessities such as *initial productivity trainings*, *core- and periphery employment modes* (e.g. seasonal work) and bonus incentives for exceeded overturn. Nevertheless these practices can be regarded as an industry standard that are not necessarily critical arguments for a cost-leadership strategy.

Overturn is simply a necessity and the heartbeat of any company. Prices and competitors were not directly mentioned or have played a big part in the interviews, nor was there any mentioning of realising competitive advantage through cost competition. Therefore, it can be concluded that Cafe & Bar Celona is not following a *cost-leadership* strategy.

Quality

Quality has been a dominant theme throughout this research. Beginning from the *selection* procedure in which employees are handpicked by the subsidiary manager in order to fit the team chemistry, over *quality performances,* which are not primarily measured in sales, but in quality of customer service and the capability of fitting into the team. Furthermore *customer service trainings* and *product knowledge trainings* are constantly provided to the whole staff. On top of that, Cafe & Bar Celona is an organic organization, which tries to implement and transfer Best-practices within the organization from leading subsidiaries. Quality of the employees and teams lies at the core of the HR-strategy. The strategy of Cafe & Bar Celona is best summarized as the following: High customer service is generated, when employees are being treated like customers, which in turn leads to the achievement of organizational objectives.

Productivity Based HR configuration

Productivity based HR configuration has a great overlap with Hard HRM. Therefore, it is indeed true that this configuration exists to a certain extent, but only to the necessary level to keep up with competition in the market (e.g. *performance* management for shift leaders) .. In contrast to the suggestions by Lepak & Snell (2002) the amount of productivity based HR-configuration which has been detected is employed for employees of Quadrant 1 and not, as suggested for employees in Quadrant 2. Therefore productivity based HR is not the dominant characteristic of the Cafe & Bar Celona strategy

Commitment Based Hr Configuration Code

Commitment Based HR is at the core of the HR strategy at Cafe & Bar Celona especially for full time employees, but rather surprisingly also for the seasonal workforce in Quadrant 2 (Lepak and Snell; 2002) . *Career* and *development* is possible, Cafe & Bar Celona is predominantly recruiting from within. *Self-regulation* is governed by social processes through the team compositions. *High levels of trust* have shown to be existent not only for core employees from Quadrant 1. *Low status difference* & *collaborative problem solving* are said to be a prerequisite for functional teams, which are the focus in order to provide a high quality of customer service. *Trainings* that are provided differ between the two types of employees but the general theme in both employee groups favours commitment based HR rather than productivity based HR.. Accordingly it can be concluded that the Commitment Based HR Configuration is significantly prevalent and is rather all encompassing, for Q1 – Knowledge-based employees as well as Q2 – Job based employees with regard to the employment systems by Lepak and Snell (2002). Therefore, the results pose a great contradiction to the widely accepted theory of employment modes by Lepak & Snell (2002).

Vertical Alignment

In order to answer the question of vertical alignment with the business strategy it is first important to state, that subsidiary managers are being given certain degrees of freedom when it comes to their leadership style and managerial choices. Therefore, it cannot be expected that all practices are carried out in the same way. Nevertheless, the important aspects that have been highlighted by the HR-manager, such as *Team composition, Trainings, Low status differences, collaborative problem solving* and *high quality of customer service* have been mentioned and highlighted by all participants. Therefore, it can be concluded that the business strategy is carried out in an orchestrated manner within the business through HR-practices, which are therefore largely vertically aligned.

Horizontal Alignment

The vantage point of the HR-manager is clearly the team focus. Therefore, the HR-practices need to surround and foster teamwork. *Low status differences, bottom up communication, low and informal hierarchies and collaborative problem solving* support the creation and cohesion of teams. Shift leader bonuses might work a bit counterproductive for a general cohesion, but within the teams, competition is not being promoted. The "Hard"-practices that have been stated are a necessary requirement and are not counterproductive to the "Soft"-practices. Conclusively it can be said that the HR-practices are largely mutually reinforcing in order to create team cohesion, leading to the wellbeing of the employees, which in turn create a spill over effect in customer service, which subsequently leads to the achievement of organizational objectives. Therefore, horizontal alignment of HR-practices is given to a great extent.

5.1.4. To what extent does the Grand Café Restaurant Industry (GCRI) use HRM practices strategically?

Regarding the case of Cafe & Bar Celona the business strategy is very well linked with the HR-practices. The *Hard* approach is used where it is necessary, while the *Soft* approach is used in order to create competitive advantage. The HR-practices are horizontally and vertically, exceedingly aligned with the business strategy. Cafe & Bar Celona is a company that fosters its own resources (rbv) and thereby creates competitive advantage, rather than looking through the lens of a market based view (mbv) and trying to outcompete competitors through pricing.

Thus, based on this case the Grand Café Restaurant Industry seems to have incorporated a strategic approach to Human Resource Management.

5.2. Discussion

Two interesting outcomes come forward from this research. Firstly, regarding the *vertical* and *horizontal alignment*. BAR Celona has installed its HR-department just in 2016, the managers of the subsidiary have certain degrees of freedom and there was no mentioning of reading any scientific literature by the respondents. Given those facts and the quasi-lean and inductive approach, it is quite surprising that all the subsidiaries have a similar approach to HR-management. Therefore, it seems that there must be undetected intermediary variables in order to implement a strategic approach to HR, than a central top-down strategy. These intermediaries might be cultural or based on recruitment of the right managers. Moreover, a bottom up approach in which the subsidiaries partake in the creation of the HR-Strategy (e.g. by providing best practice examples) might be a contributing factor to create the wellbeing of all employees that seems to be a mediating factor for financial organizational objectives in the GCRI and maybe in other customer service industries. To make a great leap, the management of many companies and the rollout of certain strategies often seem to resemble the planned approach of commanded economies when regarding the internals of an enterprise as a market. By using the communicative technologies of the present era, it seems possible to capitalize (as opposed to unfree markets) the market within the company. Apparently, it works in the case of Bar Celona, which has proven to be the breathing, organic organisation many claim to be. This type of entrepreneurial mind-set is built into the structure of BAR Celona since many subsidiary managers own a certain percentage of the subsidiaries. The question thus arises: What are the prerequisites of creating an internal entrepreneurial mind-set within a company in the hospitality industry that is comprised of employees?

Secondly, the author proposes an exemption with regard to the employment modes by Lepak & Snell (2002). Whenever the essence of the product is a service with high need for customer satisfaction but low need for knowledge, commitment based HR should be the prevalent

employment mode for all employees when following a quality based strategy. To say it in other words: The uniqueness of an employee in some service industries might not be dependent of the knowledge about a certain product but on the capability of delivering high quality customer service.

5.2.1. Shortcomings

This thesis was developed in order to create a first image of the Status quo of Strategic HRM in the Grand Café Restaurant Industry. As such it has fulfilled to show that indeed HRM is strategic in the case of Cafe & Bar Celona since there is a horizontal and vertical alignment with the firm's strategy and the use of hard and soft HRM is being used in a strategic and orchestrated manner throughout all subsidiaries. Nevertheless, certain inadequacies happened along the process that should be mentioned.

First, the number of participants has been – even though sufficient – rather low. This has been due to the internal recruiting efforts by the HR-manager. The otherwise rather autonomous subsidiary managers had to be convinced of the surplus value of this research. Therefore, not more managers could be convinced in participating.

Secondly, the core of this research is based on matured sources that were nevertheless more suited for a general explorative research, than newer sources that would maybe show more depth in general. This might seem outdated at the first glance, but has been a conscious choice.

Thirdly, HRM is still lacking an overarching conceptualization in which different terms are still used for the same concepts and vice versa. For example, High commitment and High Performance Work practices have been used as synonyms in several sources, even though performance management practices are often quite the opposite of commitment management practices. This lack of professional terms and especially the lack of a consolidation of those can be a great challenge to deal with. Furthermore, many concepts are

stated but often not clearly defined in the literature, which seems to lead to overlapping and blurred concepts.

Lastly the interviews made clear, that the respondents had a tendency for "social desirability" and many answers were highlighting the positive, but less the negative. This way "cold" topics like e.g. cost control, controlling were rather circumnavigated resulting in a somewhat asymmetric data collection. Addressing these topics directly and including shop floor personnel would have provided more depth to the research.

5.2.2. Advise for future research

Since this research was designed as pioneering research in the field of GCRI, many possibilities can unfold from it. First that comes to mind is research into leadership mentalities in the GCRI. This research has shown that the differences between the subsidiaries were especially dependent on the mentality of the subsidiary manager. Therefore, manager mentalities seem to play a big role in the GCRI. Furthermore, this research should provide a basis for quantitative research about SHRM in the GCRI. Now that Strategic HRM can be expected, at least in the case of Cafe & Bar Celona, it can be assumed that other companies in the industry do have a similar approach or level of strategy regarding HRM. Therefore, it would be advisable to generate some quantifiable data about the extent of Human resource practices in the GCRI. At last, the concept of "customer service" seems to be all encompassing in the GCRI, which kind of blurs the idea of employment modes. Employees with a low uniqueness are at the same time the figurehead of the company. Therefore it would be interesting to research the "paramount" organisational objective of *customer service* and its influence on concepts like *employment modes*, *best practices* and *general strategy research* in the GCRI.

An interesting addition to this research, would be in the field of the online food delivery

industry. The industry is expected to keep growing rapidly by 7.5% per year (Statista, 2020)

until 2024. Within this industry the proposed concepts of the entrepreneurial employee and

the switch of the employment mode to *commitment* might have large strategic benefits.

Within this industry the delivery driver and the call recipient are the ones to deliver high

customer satisfaction aside of the quality of the product itself. Therefore it would be

interesting to research the strategic value of delivery drivers and the call recipient on these

dimensions: speed, quality of interaction (e.g. friendliness, clarity) in order to raise customer

satisfaction and in turn create competitive advantage. These behaviours could be facilitated by

either commitment employment modes or entrepreneurial possibilities (e.g. share of the

overturn, higher reward for good feedback, job design influence) for employees that are

traditionally Q2 employees (See: Lepak & Snell, 2002).

Appendix

Attachment 1

Fragenliste

1. Wie werden neue Mitarbeiter rekrutiert und ausgewählt?

2. Wie werden neue Mitarbeiter in das Unternehmen integriert?

3. Wie oft finden Trainings statt und was ist Ihr Inhalt?

4. Wie bestimmen Sie die Anforderungen an das Personal?

5. Inwieweit gibt es eine Chance auf Karriereentwicklung? Unter welchen Bedingungen werden Mitarbeiter gefördert?

6. Wie motivieren Sie Ihre Mitarbeiter? Gibt es Anreizsysteme?

7. Bitte beschreiben Sie Arbeit und soziale Sicherheit in Ihrem Unternehmen.

8. Wie bestimmen Sie die Effizienz und Effektivität Ihrer Mitarbeiter?

9. Bitte erlaeutern sie, ob sie sich regelmaesig informieren ueber den neuesten Stand der wissenschaftlichen Human Resource Literatur.

10. Wie würden Sie Ihre HR-Strategie generell beschreiben?

Questionnaire

1. How are new employees recruited and selected?

2. How are new employees integrated into the company?

3. How often do trainings take place and what is their content?

4. How do you determine the requirements for the staff?

5. To which extent is there a chance for career development? Under which conditions are employees being promoted?

6. How do you motivate your employees? Are there any reward systems?

7. Please describe labour and social security within your company.

8. How do you determine the efficiency and effectiveness of your employees?

9. Please explain to which degree you are up to date with scientific HR-literature.

10. How would you describe your HR-strategy in general?

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