
AN EXPLORATORY INVESTIGATION OF THE HRM PRACTICES IN HOSPITALITY SERVICE SECTOR: THE CASE OF SMALL FINE DINING RESTAURANTS IN PUNE

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Introduction

Restaurants are fast-paced businesses. They need the support of The manager to manage functions like recruitment, training performance management and staying in line with employment and food-handling regulations. The HR's has the duty range from the instant an trainee expresses an motivation in working for the to the employee's First Day on the work. HR staff expertise, knowledge of industry practices and knowledge create a recipe for success. " This city is located east of Konkan region, and possesses the deepest culture of Maharashtra a growing metropolis, Pune is a cultural region of Marathi tradition featuring stunning architecture and outstanding culinary fare. Tucked within India's western margin surrounded by the Sahyadri Hills, the city casts an energetic vibe with -food eateries offering classic dishes, or historic wonders like the 625-acre Shaniwar Wada fort. Pursue an outdoor or cosmopolitan adventure when you visit Hyatt hotels in Pune. This burgeoning, young city has today inherit its own, when it come of taste and quality of eating out goes there are many options . One has to select the meals to serve and your cuisine and take your take from amongst these excellent options. The atmosphere of Pune could also be relaxed, but the fine dining scene is serious. Pune city features top restaurants located in several major place and main roads as M G Road FC Road and JM Road, each serving very good finger-licking and multi cuisine global delicacies. When you realize these gems, it can desire winning the lottery. So one choose your cuisine and take your pick from the best and cherish able dining experience.

The main economic activities in the city is education, construction and industrial production and hospitality business. Nowadays this city is that the home of thousands international students and in fact their families and relatives who temporary travel and stick with their children. Due to this fact an enormous number of restaurants and fast-food houses are working within the city. Relatively the human resources of those restaurants play crucial role within the satisfaction of such a beneficial market. Despite the substantial risks and the tough hours, owning a business is one of the most rewarding experiences if you plan to get one of these in cities like Pune of your life. If you too have nurtured a lifelong ambition of beginning, and don't skills to travel about it. The levels of employee's turnover and inability of the restaurants to satisfy the customers are two broad reasons of restaurants' failures and closures in Pune. In to see that this decrease the probability of such failures the owners and the managers have to have HRM practices to achieve maximum employee's development which directly will cause higher customer satisfaction and profitability of the world . In spite of the wide popularity of the HRM concept in different sectors of business in Pune , this field of research has been overlooked in tourism industry and there is a need for additional studies in tourism and hospitality sector specially the eatery outlet that are serving specialty food in their area .(Chand & Katou, 2007).

Therefore this study contributes to the hospitality and tourism sector twofold. Firstly this paper tries to fill the gap by focusing on the HRM practices in sectors of Pune the study case, Fine dining Restaurants that too stand alone. A review of the showed that there are not many studies done in this area in Maharashtra especially in Pune researching the business which increases the importance of their existence and also the current research has achieves its objectives through research. The quality probing and respondents based on their responses, where the employees also tries to understand

their motivates. Understanding how your audience takes decision can help derive conclusion in market research it also provides the researcher to deeply study a phenomenon in the context and understand the actual interactions among the individuals (Wang, C., Tsai, H., & Tsai, M.) (2014).. In the case of this study this method enables the researchers to penetrate the experiences of the restaurants' owners and managers and their real beliefs and treatments about the Human Research Practices . Although the qualitative method has had the most significance contributions to hospitality industry , in comparison to quantitative method there are fewer qualitative researches in tourism sector concerning the Human resource practices specifically in Pune . Therefore the present research also contributes both to the practice qualitative evidence to watch this research subject. Although majority of the organizations in tourism and hospitality industry in big cities train their employees unfortunately as stated by Maxwell et al. (2004)we come to know that this industry has developed bad reputation in employees' training issues. The prime responsibility of HR's is recruitment and selection process involve creating job descriptions, advertising job vacancies, conducting interviews and processing new hire and paperwork. HR Managers and Recruiters in the hotels often belong to industry-specific professional associations and networks to enhance the popularity and therefore the chances of recruiting the simplest candidates. The overall purpose of human resources (HR) is to make sure that the organization is in a position to realize success through people.[5] HR professionals manage the human capital of a corporation and focus on implementing policies and processes. They can concentrate on finding, recruiting, training, and developing employees, also as maintaining employee relations or benefits. Training and development professionals make sure that employees are trained and have continuous development. Through training programs, performance evaluations, and reward programs. Employee relations deals with the concerns of employees when policies are broken, like cases involving harassment or discrimination. The employee benefits includes developing compensation structures, various leave programs, discounts, and other benefits for workers. On the other side of the world are HR generalists or business partners. These HR professionals could add all areas or be labor relations representatives working with unionized employees.

When researchers in hotels began documenting ways of making business value through the management of the trainee workforce. it had been take but thanks to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and variety and inclusion. Global work environment in business most Hotels believe in lowering turnover rate and on retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the danger of a replacement employee not having the ability to adequately replace the position of the previous employee. HR departments strive to supply benefits which will appeal to workers, thus reducing the danger of losing employee commitment and psychological ownership. At the macro-level, HR is responsible of overseeing organizational leadership and culture. HR also ensures compliance with employment and labor laws, which differ by, and sometimes oversees, safety, and security. Supported the geographic location, there are various laws. There are several federal laws that are crucial for HR managers to be conversant in to guard both their company and its employees. Important federal laws and regulations include The Company Act 1948, which incorporates establishing a wage and protecting the proper surely workers to earn overtime. The 1 Civil Rights Law protects against discrimination and prohibits making any hiring or firing decision supported race, age, sex, and gender. The Family and Medical Leave Act gives eligible employees up to 12 weeks of unpaid leave for family and medical reasons. Ensuring the hotel is compliant with all laws and regulations is a crucial aspect of HR and can protect the organization from any kind of 'legal liability'. Davis, Robert; Carnovalis, Michael (2018-05-13). HR has representatives, engages in efforts with Hospitality governmental agencies.

A number of past studies have reported positive relations between the hotels and therefore the the satisfaction of the purchasers and the employees and their loyalty, customers' satisfaction, organizational commitment, organizational performance and therefore the employees' retention (Pitt et al, 1995; Ulrich et al, n1991). Unlike the conflicts among the trainees about the accuracy of the very fact that hotels results in the development in financial performance and also the profit generation and employee satisfaction , most of the researchers have consensus on the relationships this issue and therefore the total achievement of the organization and prosperity of the organizations. there's a niche within the context of small restaurants and fast-food enterprises. The achievement of every organization relies on its business performance. In any case, globalization has tossed different new difficulties formerly the associations to reinforce their performance. Keeping in mind the top goal to reinforce the efficiency, nature of things and administrations, associations must get on the toes to manage difficulties of consistent change and rivalry. The managers are to streamline the procedure, actualize the persistent change projects and screen the assembling effectiveness of the framework (Dhaliwal, 2008).On the opposite hand Chan and Kuok (2011) stated that tiny attention has been paid to small hospitality enterprises in reference to the challenges they face about human resource management issues. This study tries to fill these gaps. Performance of an association relies on the mixture performance of its workers. Subsequently, the changing situation of the general economies has drawn a real consideration of social researchers and administration specialists towards execution. it's evident that different human conduct perspectives like personality, motivation, leadership, procrastination, attitude, etc. affect the performance. Likert (1961) expressed that style and behavior of leaders encourage scholars to the design that increased the performance.

As a part of the general consideration HR places on hiring and promoting clinical and support staff, they also must be loyal to the organization. The relies on the prudent use of monetary resources on the a part of HR to satisfy its obligations to the customers and therefore the society, but also relies on HR to stay the profits of stockholders and owners within the forefront.HR managers believe additional, but hiring may require HR to read reserves or reduce the amount of people working there. Decisions like these are made within the parameters and framework of the general budget. It's up to the HR manager to make sure each department and floor within the is sufficiently staffed. With revolving patient counts, it are often a really difficult proposition. HR managers believe reports from department heads, historical counts consistent with seasonal changes, also as current patient needs.

It's up to the human resource manager and therefore the HR department to stay up with the license renewal times of staff members. Cleaning personnel and servers in the restaurants have different requirement than the other .The whole trainee may be a reflection of a hotel's culture, which is why everyone must be trained from top to down. The staff has its own special way of doing things. A tropical hotel might do a Namaste greeting the instant you arrive. Training is additionally important to possess consistency among staff in within the larger chains. From the way the pillows are fluffed to how the lobby is meant for convenience or relaxation, chains got to reflect an equivalent culture, albeit with some customization. So, if a person is staying at a Hilton, there should be consistency as to how the hospitality staff acts and how they do things. Training at each location helps make sure that everybody will have a uniform experience. Many hospitality workers start in entry-level positions and work their high into higher level jobs. It's easier to acknowledge the talent which will be developed for higher management positions. Training for the hospitality industry is diverse. It also involves teamwork training and variety training, because the staff is perceived together unit by guests. Learning to figure alongside people from different backgrounds is important since staff never know what the background of any specific guest are going to be. Yet the guest experience must be an equivalent for everybody.

The HR manager and his team take care of the benefits for employees and monitors employee performance evaluations in restaurants sector . HR tracks employee requests for vacation and extended leave and must ensure those positions are adequately covered when the first job-holder is gone. One of the most challenging aspects of growth in the industry is human resources.

You have two choices at this stage. Either outsource your recruiting process. The best way to keep everything in and ensure your employees are aware of their rights and the policies they must comply with is an employee handbook. Our policy reflects and affirms the commitment to the principles of fair employment and the elimination of all discriminatory practices. Take a glance to ascertain the recommended sample policies that do not sap employee spirits and steal their lives and personal time. As an employee of the firm, the owner expect you to present a clean and professional appearance at all times. They will provide you with uniforms but you will have to obtain your own. It is your responsibility to stay your uniform neat and clean in the least times. Hair should be clean and well-groomed. Guests should be more interested in you and your service than your hairstyle. Men may wear beards or moustaches of reasonable length, goodbye as they're well-trimmed and cared for.

Your co-workers, or our guests. Fingernails must be clean and well-trimmed. All employees, regardless of position, should regularly wash their hands (both for the safety of your as well as that of guests and co-workers). Remember that each employee is essential to the success of our and those of you who serve our guests directly are the public image of. If an employee requires an accommodation relating to the code for any reason, the employee should speak with his or her immediate supervisor or the Manager. Being on time is extremely important as a member of the staff. If you're late you'll impose an undue burden on your co-workers, and/or you'll negatively impact the service we offer to our guests. The employee is expected to be at the service area and promptly at the starting of each shift to which you are assigned. If you're delayed, you want to call your immediate supervisor to state the rationale for the delay. As with absences, you must make every effort to speak directly with your immediate supervisor or the Manager. Continual tardiness in reporting to figure will end in disciplinary action up to and including discharge.

The Manager know in advance that you are going to be absent, he should try to exchange shifts with a co-worker and trainees. When you are able to exchange shifts with a co-worker, each of you is responsible for advising your supervisor in so that your supervisor knows who will be working each shift. It is important for a trainee to report to work on time and to avoid absences. The recognizes that illness or other circumstances beyond your control may cause you to be absent from work from time to time. However, frequent absenteeism or tardiness may end in disciplinary action up to and including discharge. You have to inform the supervisor as soon as possible of any absence. If your absence is unexpected (e.g., you're suddenly ill), you ought to plan to reach your immediate supervisor as soon as possible, but in no event later than one hour before you are due at work. In case the person in charge is unavailable, you must speak with the Manager. You must provide a number where you're in charge manager may readily reach you if need be. Some, but not all, absences are compensated under the leave and benefits policies described in that.

The employment in the fast food and sector is classified by particular elements, for example, low skilled workers; part time employees, low paid and short term staffs (Mohsin, and Lengler, 2015). To satisfy their job and accordingly display the trainees and their ultimate performance to please the clients as well. This has prompted a critical change within the tourism industry because the pioneer sector referred to as industry and therefore the role of qualified personnel in satisfaction of the purchasers is incredible. This industry includes variety of division such as airlines, lodging properties, restaurants, auto rental firms, visit administrators and travel operators, and so on. . Therefore it is highly significant for the employees to continuously update their knowledge in to be able to satisfy the ever changing needs of the customers. Additionally the hospitality sectors need to efficiently manage

its resources to deal with such trends (Wang et al., 2014). Tourism industry employees are determined by the customers as the quality of the service they receive from the providers (Kivela & Kagi, 2008). The customers' satisfaction is of great interest to achieve the goals of organization and as a result their intention for choosing the destinations. Workers in front line service jobs within the tourism businesses are continuously engaged within the middle between customer's demands permanently services and therefore the managers' expectations of higher performance and productivity (Yavas et al., 2013). Hospitality as a service industry always tries to provide high level of service to the customers for its viability. The restaurants and hotels have to work and strives to develop and implement the HRMPs to please its clients more. Unlike its outstanding significance Elnasr, & Sobaih (2011) believe that tourism industry managers are reluctant to train their employees Journal of Tourism and Gastronomy Studies 4/3 (2016) 13-24 One of the overall HRMPs is that the strategy which aims at retaining the workers.

This involvement is for the trainees and exhibit itself in different forms such as skill, knowledge in the kitchen and also fulfilling the expectation of the job (Macey et al., 2009). According to Burns (1997) lack of staff and aptitudes within the tourism industry in Western nations is drawn from a Western-driven perspective of tourism work, Thus the workers who feel in food service jobs wouldn't tend to accumulate and related knowledge and skills that this element are often considered

The manager has to understand that and investment during this issue that results from the nature of the tourism employees working for the benefit of the organisation (Sobaih, 2011b). HRM systems and proposed that the hospitality organizations should follow such practices strictly to have good relations with employees. Unlike the importance of HRMPs in tourism industry and therefore the recommendation of students for the practitioners to determine a scientific format of such activities Kuslivan et al. (2010, p.177) declared that “individual or bundles of HRM practices within the tourism and hospitality industry are unprofessional, underdeveloped, and other industries and aren't practiced. The recognizes alcohol and drug abuse as potential, safety and security problems. Compliance with this drug abuse policy is formed a condition of employment, and violations of the policy may cause discipline and/or discharge.

All employees are prohibited from engaging in wrong activities in the unlawful manner or purchase of alcohol or other form of drugs, as well as the misuse of alcohol on premises or at any time and any place during working hours. While we cannot control behavior off the premises on own time, we certainly encourage you to behave responsibly and appropriately in the least times. All employees are required to report back to their jobs in appropriate mental and fitness, able to work.

Substance abuse is an illness which will be treated. You may inform your immediate supervisor, designated manager, or Human Resources for assistance in seeking help to deal with drug abuse , who also can assist you determine coverage available under the 's medical insurance plan.

This managerial practices in HR for the tiny and medium- sized enterprises (SMEs) that the restaurants are a neighborhood of, is just too important thanks to their limited resources and sensitivity to different environmental forces To do so a series of semi-structured interviews were conducted with the owners and/or with the chief managers of restaurants and nutriment houses (most of the cases the managers also were the owner) in different parts of Pune city during the July and August 2019. The main motive of the research was the employees which should have been more than 50 people. Out of 5 restaurants' owners and managers a total number of 3 accepted to participate in the study. Below is available the sample interview questions which were shared with the participants:

Is there any specific framework in your working schedule? How do you select your employees? What do you do when you see your employees can not fulfil the customers' expectations? How can you help the employees to develop and learn new proficiencies needed in hospitality sector? The interviews

were conducted at the restaurants and supported the time that the managers pointed before. Each of the session which we had interview was written recorded and lasted for about 15 minutes. The recorded data transcribed separately and analysed according to the Journal of Tourism and Gastronomy Studies 4/3 (2016) 13-24 guidelines of Moustakas (1994). In this method the many statements are highlighted then what he calls the “clusters of meanings” is developed from those highlights.

Results of the study

Interpretive coding and identifying the main themes of the collected data based on the reviewed through and the raw data (Lindlof & Taylor, 2010) is the main technique that at the current study was utilized. Totally five major themes were extracted (coded from 1-5) from the transcriptions of the interviews based on their repetition and recurrence. For each theme a number of direct quotations from the respondents were included (coded as A- J). This technique was followed to ensure the confidentiality and anonymity of the respondents and as a result increase the reliability of the data as well. In the following emerged themes (1-5) and significance statements’ of the respondents (A-J) were mentioned:

1. The existing HRMPs frameworks The following statements extracted in relation to the existing human resource practices in the targeted restaurants in Pune region: One interviewer (A) who was the owner and manager of the after hearing the explanations about what the human resource management practices is stated that: “There is no specific human resource management practice in this . All of the employees know how to serve the customers”. It was clear that the respondents did not believe in after hiring the staff as they mentioned (respondents B, C and D):

”Before employing a new staff I always ask them to prove that they have working experiences in other restaurants or hotels. When they prove it that means they are familiar with the job so they need no training”. “Actually I always hire the staff after passing some tests of proficiency. The rule of this is that the newly came employees should work a whole week in here without getting any money just as a test. If I get satisfied with their work I will hire them.” “At the first day of the work I always tell the older staff to instruct the new employees. This usually takes some hours for the newly employed workers to cope with their new environment and constructions. After this session there is not any teaching stuff. They have to know what to do otherwise they will be substituted with other job demanders”. The extraction of the important statements revealed that the owners who at the same time play the role of managers have no human resource management practices within the work place under their authority. Journal of Tourism and Gastronomy Studies 4/3 (2016) 13-24

Discussion

The weakness of the local and national governmental supervision at one hand and the false perception of the restaurants’ managers and owners. The managers feel it free and without any cost to dismiss and replace one employee with another. This fact has decreased the motivation of the employees to display a good performance Journal of Tourism and Gastronomy Studies 4/3 (2016) 13-24 and find them attached to the work. This fact is completely in contrast with the idea of Patiar et al. (2012) that motivated employees deliver superior service to the customers. Accordingly not only the expectations of the managers about the performance but the satisfaction of the customers is not fulfilled. Unfortunately most of the restaurants owners and managers in Pune believed that vast majority of the parts in the positions in their sector don't oblige high abilities and anyone can do these jobs without training. Tourism industry is popular for owning one of the highest turnover rates of its employees (Blomme et al., 2010). In to reduce the costs of substituting the employees it is so important for the managers and owners of restaurants to hire and retain those people whose skills and abilities the demands of frontline jobs in restaurants (Yavas et al., 2013). It is so important for the employees to

display globally accepted front line service requirements that are: smiling when dealing with unsatisfied clients, controlling the negative feelings like as anger, the expression of positive emotions toward the co-workers and customers and so on (Chan & Wan, 2012). Davidson and Wang (2011) suggest that hospitality sectors need to look beyond cost reduction and adopt a more strategic approach to Human Resource Management. Hospitality organizations that provide inadequate training exacerbate staff turnover (Lashley & Best 2002), and threaten quality standards and profits (Poulston, 2008). Creamy Corner in Pune where hosts thousands of educational tourists ban the sector to gain huge amount of profits. Since the youngsters are not worried with sustenance planning and that is the reason, they want to go out for their suppers. They as a rule go to fast-food eateries, particularly when there is no one to cook for them furthermore when they need to mingle. Thus the managers of the restaurants can increase the satisfaction of their customers and the quality of their services as much as possible by increasing the motivations of their employees. A number of factors influencing the motivation of the employees according to Presbury et al (2005) are listed below: job security, fair pay, and staff benefits encourage a feeling of satisfaction and loyalty to the employees. Based on the review of the findings of this research Exhibit.1 displays the strategic role of the restaurants performance.

Conclusion

The logic behind this exploration was to investigate the situation of human resource management practices in restaurant sector of Pune in central Magharashtra. The result of this study indicated that in in restaurant sector is a typical phenomenon. Although the lack of this important managerial strategy has created a number of obstacles and challenges for both the employees and the managers, it seems that the engaged stakeholders in this area have been used to cope with such deficits. The perception of the restaurant owners in this region towards the hospitality occupations is so infatuated. One possible explanation for such perspective may result from the dominance of a short-termism culture among the organization owners (Alipour, Arasli, Rezapouraghdam, 2016). This perspective prevents the restaurants owners to view their staff as the asset of their organizations. Therefore losing the employees sounds has no negative impact on their firms. By the way the availability of the surplus workforce exceeds reluctance of the managers to provide any training and development opportunities for their employees. It was suggested for the managers to at least choose their employees from the hospitality graduated individuals. This strategy has two benefits for the sector: firstly with sparing no expense the managers will benefit from trained and qualified employees and secondly the customers will be hospitalized as they expect. The future studies can focus on the strategies that can shift the inappropriate perception of the society in Pune and especially the tourism sector from the suppliers' side in order not to disesteem the hospitality occupations.

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