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**Master Thesis**

**International Hotel and Tourism Leadership**



**What Managers Believe as Important while  
Recruitment in Fast Food Industry within  
Norway: A case study of  
Burger King & McDonald's**

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**Abstract**

It is true that recruitment and selection of employees is expensive but less expensive than the cost of hiring a wrong person and it better to “be economical with truth”. This paper investigates factors, that managers believe as important while recruitment in fast food industry within Norway. The main objective of this paper is to find out that how restaurant managers recruit and on what basis they select from potential candidates. We want to interrogate the methods of recruitment and selection because employee turnover is very high in this industry.

This study is a based on a qualitative research and interview guide has been used as a tool. All related data has been collected from restaurant managers with fast food restaurants in Norway. Semi structured interviews were conducted with 11 restaurant managers.

The findings indicated that recruitment and selection is very challenging and dynamic in fast food industry. Because restaurant managers are responsible for human resource management for their restaurants and off course they are not specialized personals for this. Same fast food chains are using different measure for recruitment and selection. Only those recruitments methods are in practice which are save cost. There is very less use of rational thinking and more use of intuition.

**Keywords:** Recruitment and Selection, Fast Food Industry, Human Resource Management,

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## 1 Introduction

Recruitment is biggest challenge facing by human resources managers in any organization since 1990's. Recruitment can be defined as, "all activities directed towards locating potential employees, attracting applications from suitable candidates" (Foot & Hook, 2008) (p.63).

Recruitment has been researched and discussed by many authors, and now it is the vital part for many small or big organizations. Recruitment is now growing fast because of the more challenging and competitive market. Recently, many companies decided to formulate their recruitment policies to give equal opportunities and avoid discrimination. Generally human resource management issues can be analysed in term of legal, moral and business consideration (Foot & Hook, 2008) (p.64). And how these policies work well in recruitment e.g. legal issues in terms of anti-discrimination hiring, morally not to be biased or not personal preference and in business. It is very important to focus on achieving corporate goals instead of family business or personal goals. The Scandinavian countries are more determined and begun to explore the HR accounting and measure the success of companies. If your business is highly successful and needs to grow, recruitment will be the prime driver for growth (Brown, 2011) (p.5). A successful recruitment engage the entire business together in effective and efficient manners in any organization.

We will critically discuss and analyse the recruitment in the service industry especially in the fast food chains within Norway. In our research we will try find out that what managers believe as important while recruitment in fast food restaurants especially in well reputed restaurants like Burger King and McDonalds and how inappropriate recruitment can affect an organization and what managers do to control these issue. High turnover can be due to poor recruitment or hiring people with personal choices. Hospitality industry is the fastest growing

industry in the world with an above average turnover (Dagsland, Mykletun, & Einarsen, 2011). The cost of poor recruitment can lead a company to worst conditions ethically or legally. Hospitality manager are more active now to make good recruitment and selection policies to avoid consequences. As selection is also seen very important part, if a manager choose a wrong person for the required position it can reduced the mobility.

## 2 Reasons behind this study

We consider recruitment and selection as a very important part of hospitality and fast food industry on certain basis. A question can be raise, why study recruitment? As it is already researched by many researchers. The purpose of this thesis is to write about recruitment specifically in fast food industry. Recruitment facts and trends have been studied by many authors in the past years. The very first reason we come up with is, limited research and literature about recruitment in fast food industry in Norway.

Another reason behind this study that we have very close relationship within the fast food industry. We have a better understanding about the problems that occur in restaurants since we are working in same fashion. We are curious to investigate the reason behind high turnover within the fast food industry. Our aim is to find out that is there any link between turnover and recruitment.

### 3 Literature review

This part elaborate the literature to human resource management, human resource planning, recruitment, selection, fast food industry and relation between these subjects. The purpose of this chapter to get theoretical knowledge about human resource management that also includes recruitment and selection in general, recruitment process that makes organizations different from each other and the possible ways of doing recruitment progress and goal accomplishment. In this chapter we will introduce a model that specially focus on human resource management, recruitment, and selection process.

#### 3.1 Human resource management

Foot & Hook (2008) states that, the concept of HRM first appeared in the 1980s and the use of the term grew in the 1990s (p.14). According to (Sarma, 2009) Human resource management is an approach of managing people based on four key principle (p.15-16):

1. Human resource management is essential and key to success for any organization.
2. If personnel policies and procedures are linked closely with each other to achieve the corporate objective.
3. If the organizational culture, value and managerial behaviours achieved.
4. Lastly, if everyone within the organization work together as a team.

The main purpose of human resource management is obtaining an retaining the right people, according to (Dessler, 2014a) " the process of acquiring, training, appraising, and compensating employees, and of attending to their labour relations, health and safety, and fairness concerns"(p.4). Human resource management is very important to all managers in order to avoid personnel mistakes, e.g. hire a wrong person, high turnover, lack of training,

discriminations, wasting time on interviewing wrong people. Furthermore, Human resource management is proactive rather than reactive, e.g. looking forward what need to be done and doing it rather than waiting to be told (Sarma, 2009) (p.16).

According to Dessler (2014) employer now introduce four new ways to organize human resources: first, Transactional approach to centralized call centres and outsourcing arrangements day to day, second corporate means focusing on assisting top level management in long term planning , third embedded also called relationship managers with different department to understand the needs of particular department and lastly, centre of expertise they provide specialized assistance in different areas (p.9). Thus, The best competitive advantage is human capital (Dessler, 2014a). Competitive advantage means to differentiate a company's product and services from others, and it is depends on you work force how they work hard, skilled, motivated and self-disciplined that differ organization form others.

In HR process planning, recruitment and selection are the primary part. Usually, human resource process is divided in three parts, the first one is person specification and job description (will be discuss in job designing or job analysis). Secondly, attracting new people by using different method and sources (discussed in recruitment part). Lastly, assessing, selecting, reference checking of the candidates (discussed in selection).

### 3.2 Human resource planning

Human resource planning is also called talent management. HR planning is one of the important component of the HRM. HR planning means how many people you need in present and future. In other words, HR planning set out to define how many people the organization wants, in term of their expertise and how they fit to corporate culture (Sarma, 2009) (p.20).

Furthermore, human resource planning is a process to estimate what will be required in term of skills and number of people to achieve corporate goals (Foot & Hook, 2008) (p.37).

According to Sarma (2009), Job analysis information model basis for many interrelated HR management activities. The job analysis includes Job description and specification, recruitment and selection, compensation and training requirement as draw in the figure.1.

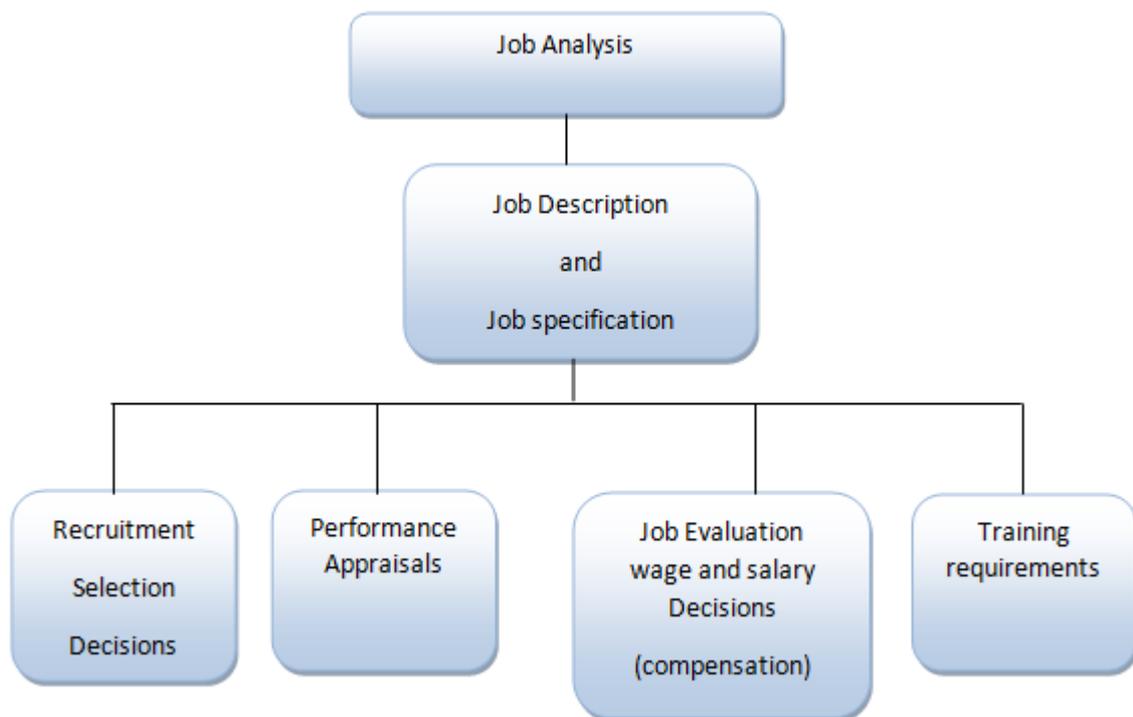


Figure 1: Uses of Job Analysis information (Sarma, 2009) (p.62)

Talent management start with job analysis (Job Design). Job Analysis, is the procedure through which you determine the duties of the positions and characteristics of the people to hire for them (Dessler, 2014a) (p.105). According to (Sarma, 2009) for recruiting purposes, a job analysis method must provide information on personal qualifications, necessary to perform job related behaviour (p.62). The first task of job analysis is *job descriptions* is to gather information about the tasks that are performed by the post holder (Foot & Hook, 2008) (p.39). In other words, job description tells the candidates what is expected from them in order to perform the duties that are listed. *Job specification* means what kind of people going

to be hired (Dessler, 2014a) (p.105). In other words we can say that, person specifications is very useful to assess the appropriate candidates for the specific job.

### 3.3 Recruitment

After job designing as above, we have defined clearly the next step is to attracting the potential applicants is recruitment. Recruitment is one of the most essential part for any organization, which is govern by human resources management. According to (Noe, Hollenbeck, Gerhart, & Wright, 2004) " Recruitment is any activity carried on by the organizations with the primary purpose of identifying and attracting potential employees" (p.136). Recruitment refers to the process of attracting, electing and appointing suitable candidates against any job for any organization, which can permanent or temporary, full time or part time, paid or unpaid. The recruitment, selection, and retention of competent, reliable, motivated managers has been the cornerstone of any organization (Van Dyke & Strick, 1990). Some authors argue about recruitment as it used to attract suitable candidate for available positions in any organization (Foot & Hook, 2008; Valkonen, Huilaja, & Koikkalainen, 2013). In other words we can say that recruitment and selection process is an overall aim to obtain the right and quality candidates that positively satisfy the human recourse needs of any firm. A more explicit argument about recruitment given by (Newell, 2005) is, organization's success is dependent upon attracting and retaining high quality individual who can respond effectively to the changing environment. It cloud be go wrong, in the situation of hiring wrong individual, and then they can be liability not the asset for the organization. If the hired employee not performing well according to job needs, it can be harmful for the organization. Thus, recruiting and selecting the right individual can be proved as paramount for any organization. Overall we can say that, Identifying, sourcing and recruiting people for an opportunity.

In order to give the equal opportunity and to avoid discrimination it is essential for any organization to analyse the legal, business and moral issues. According to (Foot & Hook, 2008), it is important to have systematic approach so that all steps of recruitment and selection process are conducted in the line with equal opportunities and organization's human resource strategy. In order to attract right candidates it is necessary that firms should know their strength and weakness, and the internal and external environment of the firm. (Brown, 2011) suggested that if your business is highly successful and need to grow, recruitment will be prime driver of growth; capacity to get the right skills in the right place at the right time at the right salaries will determine the capacity to keep up with , or drive, the growth curve. According to many authors (Brown, 2011; Newell, 2005; Valkonen et al., 2013; Van Dyke & Strick, 1990) finding the right person is very critical to the success or failure for any organization.

### 3.3.1 Recruitment policies and equal opportunity

In recruitment policies and equal opportunity is equally important as other factors. Recruitment policies are used in organizations to make job vacancy more attractive (Noe et al., 2004) (p.136). Generally policies are statements that followed by the employees and top management. In other words we can say that a policy is set by human resource managers to achieve specific organizational goals. (Noe et al., 2004) suggested some recruitment policies for successful employment. First one is internal recruitment because employees see more opportunity and growth in future. Secondly, policies is a lead-the-market pay strategy that makes jobs economically desirable , third due process policies signal that employers are more anxious about employees' rights and lastly image advertisement policy that give applicants good impression about the organization(p.137-139).

Sometimes organization adopt the policy to give the preference to the internal employees over external recruitment(Foot & Hook, 2008)(p.66). For example if there is available vacancy at

upper level where the recruiter need experienced employees, organizations prefer to hire the person within the organization. Another example is that in Pakistan if a Government employee want to appear in competition exam of civil services then he / she get special leverages in terms of age and selection criteria, which depicts that Government prefers internal recruitment over external recruitment.

Equal opportunity is another factor while recruiting. Internal recruitment sometime have negative impact or it shows the discrimination even within the organization. If there is more the one candidate that equally compatible for the same position. Equal opportunity is the right of every single person externally or within the organization. Legislation exists against discrimination and to give the equal opportunity in several countries. It is every individual right to get the equal opportunity regardless sex, marital status, origins, age, religion, nationality or any other that cannot reasonably be constructed as being related to person's ability to do the job(Foot & Hook, 2008) (p.66). (Windolf, 1986)suggested that job seekers must overcome the unequal distribution of job opportunities and the structuring of labour lines of sex, race and formal education. Human resource department keep the eye open externally also, are there any upcoming or new laws you need to know?(Brown, 2011)(p.76).

### 3.3.2 Recruitment fountains/sources/approaches

Sourcing is the use of one or more strategies to relate talent to the organizational vacancies (Sinha & Thaly, 2013) Organizations have option to choose between a considerable variety of recruitment source when they searching for new employee to fill the available position (Moser, 2005). During the recent years, a considerable number of studies have been published concerning the effectiveness and efficiency of recruitment source (Chan, 1996; DeVaro & Morita, 2013; Moser, 2005; Sheehan & Scafidi, 2005; Sommerville, 1996; Woods, Johanson, & Sciarini, 1992). Recruitment Sourcing can be formal and informal or internal and external. Formal channel typically use external and Informal channel use internal recruitment

(Valkonen et al., 2013). These can be subdivided in to further parts. First, we will define the external and internal recruitment and then discuss the approaches within the external and internal recruitment.

### 3.3.3 Internal recruitment

Internal recruitment is a process seeking applicants from inside the property to fill the open positions(Woods et al., 1992). In other words, As an explicit policy Organizations may also adopt a policy of giving preference to qualified internal employees over external applicants (Foot & Hook, 2008)(p.66).

A employer with larger number of workers having managerial, potential, in turn, has a great probability of filling its managerial position with an internal promotion(DeVaro & Morita, 2013). Most of the managerial position filled within the organization, because it has several benefits. First of all, it is time effective procedure, because current employee already know and understand the culture of the firm, philosophy, roles, regulations, laws. Employees recruited via internal recruitment sources can be expected to have more internal information then employees recruited via external recruitment(Moser, 2005).Secondly, it is cheaper than external recruitment, recruiter do not need to invest on advertisement, orientation etc.

Internal recruitment sometimes leads to the confusion about choosing the best employees. According to (DeVaro & Morita, 2013) , more the one employees have the same qualification for the same job that leads to conflict. Secondly, if you choose only within the organization might be less comes. Lastly, managers should take into that when an employee promoted, his/her position is vacant, then recruiter have to hire a new employee to fill that position that should be more costly.

### 3.3.4 Internal recruitment categories/methods

Internal recruitment further have some categories to attract and employ peoples for available position within the organization. Referrals, job posting, rehire, internship, and in house notes are example of internal recruitment sources (Moser, 2005). All of these are the different methods to make internal recruitment effective in different situations.

### 3.3.5 Referrals

Another internal method of recruitment is referrals. This method is to use employees as referrals sources. In other words, job seekers exposure to word of mouth was strongly positively related to their attraction to organizations (Van Hoyer, 2012). Furthermore, in this method easy to access desire candidates then external candidates. If current employee has the right information about the vacancy, they can attract their family and friend who are currently unemployed, looking for starting a new career or want to switch the job. On the other hand, based on our job and observation this method is very common in the fast food industry. Thus, fast food industry manager should take in account that they will not misuse it according to the law of discrimination.

Referrals are the informal sources of recruiting qualified individuals (Rafaeli, Hadomi, & Simons, 2005; Van Hoyer, 2012). As such, for the past 40 years, the main finding has been that employees recruited through informal sources show higher job satisfaction, better job performance, and lower turnover than employees recruited through formal sources (Breaugh, 2008). As well as, referrals provided more accurate and more specific information then outside sources (Zottoli & Wanous, 2001). It is also argued that , referrals is one of the most cost effective recruiting method over others (Van Hoyer, 2012). Recruiting through referrals is likely to be less costly than recruiting through employment advertising. Furthermore, (Zottoli & Wanous, 2001) summarized the referrals are the most effective way to recruit employee in the past years that proved by many authors previously.

### 3.3.6 Re-Hire

Rehiring is also a form of internal sourcing. It is supported by many authors, rehiring is some times more positively affected than referrals (Rafaeli et al., 2005; Van Hoyer, 2012; Zottoli & Wanous, 2001). The main advantage of this method is they employee already aware from the organizational environment, policies and laws. Rehiring is also called as "Boomerang hiring", it can be a smart strategic to ensure that a corporation is managing talent efficiently (Apy & Ryckman, 2014; Association, 2013). According to (Apy & Ryckman, 2014) once key employee leave the company, maintaining a good relationship with them very important in order to rehiring to be possible. Furthermore, when an employee leave the job, eventually organizations realize that no other individual fit for that position so manager should have the choice to approach the former employee. So, when a company operates an open door policy, it can capitalized on those moments and possibly benefit from a successful rehire of the former employee (Apy & Ryckman, 2014).

Further (Apy & Ryckman, 2014) suggested that , if manager need to rehire the ex- employee it should be very selective, employee leave the job in good standing; not because of any unethical violation, should be considered as an asset for the organization. On the other hand, bringing back an employee can have its draw back too, maybe enduring feeling of anger or betrayal (Raj, V. S., & Hundekar, S. G., 2013). Therefore, it is important for manager to aware of why employee left the job before.

### 3.3.7 Job Posting

In general, initially recruiters usually announce the vacancy within the organization. Job posting normally come with job description and job specification. Newsletters are recommended for the internal sourcing (Moser, 2005; Sinha & Thaly, 2013). It considered to

be very effective way of recruiting within the organization, because usually employees follow the job opening for having a good position and for further progress.

### 3.3.8 External recruitment

There are many avenues of recruitment open to an employee who has decided that external recruitment is necessary to fill a vacant or new position (Ryan, Gubern, & Rodriguez, 2000). External recruitment approach has a vital role for any organization, if the available position cannot be filled by existing employees, managers approaches the external candidates to fill the available vacancy. External recruitment is usually use by recruiters at initial level, but it is more expensive than internal one. External workers are usually recruited only if they are significantly superior to existing one (Chan, 1996).

However, external recruitment have several pros, for most is brings fresh people, with new idea, innovative expertise, with more passion and motivation than existing, young talent in the organization. Generally, newly hire employee is more motivated towards his work, externally hired more focused towards their job and brings innovative idea that much better for the organization success and more cost efficient. Hence, it is cost efficient to hire more young workers (DeVaro & Morita, 2013). Another advantage of external recruitment sometimes a bit cheaper than training, as organization can hire a significant employee from any competing firm. Additionally, external recruitment cover the advertisement, and this kind of source also use as promoting tool for the organization, that more people know about your organization.

External recruitment have some draw backs, it is considered more expensive than internal recruitment. There are two kind of costs, first overt that covers advertisement to attract candidates, recruitment agency fees, employer branding costs, training courses, website design, head hunting and liaison with universities. Secondly, hidden cost that often avoid by managers are on the job training, management time, time spirit and morale, HR and payroll

time, Lack of knowledge transfer (Brown, 2011) (p.14). Furthermore, as we both are working in fast food industry, it can be seen more turn over in the fast food industry other than any other organization, unsuitable employees waste firm resources. Specifically, in the fast food industry there are more ratio of part time employees. Therefore, Hospitality managers should keep in mind that part-time employees frequently to change the job or might be lower company productivity.

### 3.3.9 External recruitment methods

External recruitment methods considered most difficult to handle in any organization. The methods of external recruitment are job advertisements, employment agencies, executive search firms (headhunting), and educational institutions. As there are variety of recruitment approaches. Here is some most common sources by big organizations.

The overall average percentage of sourcing channels used by big companies like Infosys, TCS, Wipro, HCL and IBM in India. Job portals and sites are used the most and stays on top with 28% where as social media is on number second with 23% of usage as sourcing channel. On campus hiring participates as a recruitment source with 22% and employee referrals are at 11%. Rest of sourcing channels like recruitment agencies, company websites and advertisement are on 7%, 5% and 4% respectively.

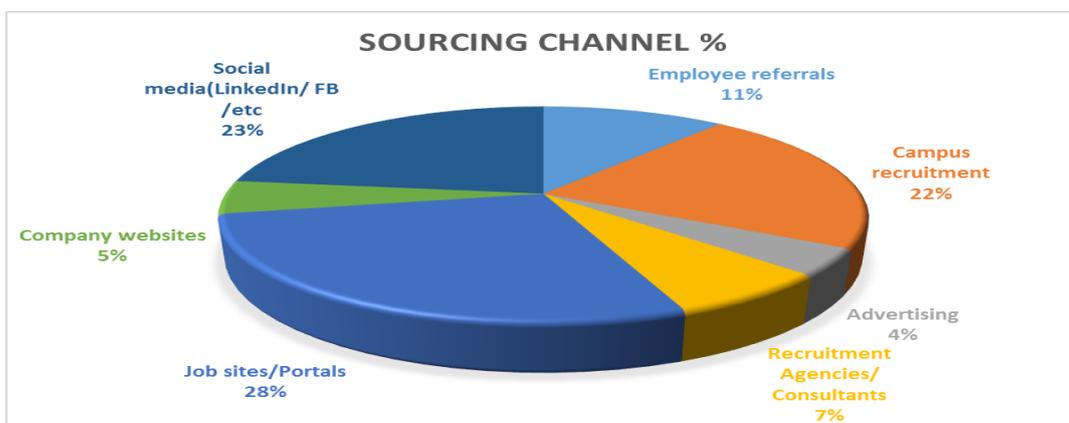


Figure 2: Sourcing channel percentage Source:(Sinha & Thaly, 2013)

### 3.3.10 Educational institutions

Recently, recruitment from school/colleges/universities become one of the vital method in external recruitment. A number of universities are doing job fairs and career days, where recruiters have the opportunity to interview the potential individuals and hire them right away. In the career days managers have the good opportunity to discuss about their firms in detail, give awareness about the product and services, present the company itself and have chance to establish good relationship. According to (DeVaro & Morita, 2013; Douglas, Klein, & Hunt, 1985; Moser, 2005) this method is expensive but less time effective than other external methods.

Furthermore, many organization have healthy collaboration with high ranking institutions, through that collaboration they hire the fresh graduates. Moreover, now educational institution have their own job centre, recruiters inform them about available jobs and hire prospective students through those centres. On the other hand, firms employ students at part time bases and after they graduates give them the full time work(Douglas et al., 1985). Therefore, students get experience in professional life and get to know the culture and environment, policies of the organization well, this is one of the common method in fast food industry. According to (Douglas et al., 1985) universities recruitment can be the expensive recruiting in term of students are young and inexperienced.

### 3.3.11 Advertisements

According to many authors advertising is one of the traditional method of recruiting people from outside the firm. Advertising is intended to attract the most suitable individuals, and give the opportunity to present the organization. As merriam-webster suggested that advertisement is something (such as short film or a written notice) that is shown or presented to the public to help sell a product or to make an accouchement. Job advertisement is the formal way of recruiting new employee (Rafaeli et al., 2005; Van Hoyer, 2012). There are different tools of

advertising to attract the potential individual. As (Ryan et al., 2000) suggested that using employees in the advertising has become very popular in recent years, using them in the ads provides the real face of the corporate image, it shows that current employee have fulfilled their own aspirations and been successful in achieving their goal .Advertisements of vacancies in newspaper and journals are commonly used in recruitment, with a wide reach of prospective talents (Sinha & Thaly, 2013). These type of advertising have different effect on the individual that can be positive or negative. For instance sometime individual see their self-fit for their position, but on the other hand they might perceived themselves unsuited for the job (Ryan et al., 2000)

Advertising can be consigned on newspaper, magazine, radio, Television, internet and industry publications. Furthermore, (Hanssens & Levien, 1983) the recruiter use different type to ads, such as brochures posters and flyer. Since the early 1990, internet advertising has grown exponentially and has occupied a place as a necessary part of the advertising mix(Pergelova, Prior, & Rialp, 2010). This is why internet now considered more effective and efficient than traditional media. Recruitment manager should take into account that there should be a proper map of construction and medium of advertisement for successful ads.

Another most popular method is advertising in press, many organizations are still using this traditional mean advertising. It is less cost effective and flexible way to attract qualified individuals. Furthermore, Almost any paper, business or professional magazines will confirm that print ads are still popular (Dessler, 2014a) (p.153). According to (cf.Inland press Association,1996) advertising with high geographic focus( i.e., in local newspaper) is likely to be less expensive because it follow the logic of product advertising which is priced according to the number of paper an ad can reach as cited in (Rafaeli et al., 2005). Manpower manager should take in to account that the cost of advertising is vary. For instance, costs of new hires vary among recruiting sources because it is highly normative to pay for some sources(e.g.,

formal newspaper ads) (Rafaeli et al., 2005). Though, the charges of ads vary depending on where an ad is going to be posted. So, we can say fast food industry manager should take into account that from which mean and in how much budget they want to advertise effectively and efficiently.

### 3.3.12 Headhunting

Headhunting is another tool for external recruitment. According to Oxford dictionary "a person who identifies and approaches suitable candidates employed elsewhere to fill business position". Head-hunters also known as executive recruiters and they have specialize recruitment agencies only for hiring at executive and top level. The process of headhunting is to some extent different form the traditional recruitment. According to (Dessler, 2014a)there are two type of head-hunters contingent and retained (p.157). Further the same author state that maybe head-hunter is the only option for recruiting executive staff, and employer always pay the fees .In this process first the potential individuals prospected and their background are checked and then further procedure comes, for instance interview and evaluation of the candidates.

### 3.3.13 Internships

Many college students get their job through college internships (Dessler, 2014a) (p. 159). Internships can be paid or voluntary, but it is big opportunity for the students to jump in the professional life. Many students who are going to finish their studies get internships, where they have the opportunity to learn business skills and internal organizational environment. According to Dessler (2014a) around 60% students get job offer after the internships (p.159).

### 3.3.14 Employment /Recruitment Agencies

Recruitment agencies providing services and helping organizations to referring, screening and find out potential candidates. In the fast growing industry, employment firms have a very important linkage with the all type of organizations. Agencies can be public or private. As

instance in Norway nav.no also providing employment assistance publically. It is free of charges people and can registered their self-online free of cost. As a foreigner job seeker it would be the best option to start with. On the other hand private agencies charge a certain fees , for instance Adecco, People for you, Man power are the famous private recruitment agencies in Norway. Many organization specially big one using recruitment agencies for hiring potential people, that cloud be time effective and less expensive and to avoid referrals and walk ins.

### 3.3.15 E-recruitment/ online recruiting

As above we already discussed various method of recruitment. Organizations used different kind of method as per their needs, size, policy, target market and according to the internal and external environment. Hospitality industry still have very limited used of different recruitment methods. In general, most of the researcher suggested that the internal recruitment is the effective source of recruiting potential recruitment. Thus, there is need to explore more recruitment sources in the hospitality industry. In recent years, Internet is another one of the best source for many recruiting manager and companies, and many authors agreed to fit it in external source (Brown, 2011; Dessler, 2014a; Newell, 2005).

Well, The internet as we know it has been around for two decades, and it has certainly been transformative (Breton, 2011). in the 1989s the internet has become popular, Tim Berners-Lee first proposes an information management system, the World Wide Web, for use by researchers , The World, the first internet service provider, offers dial- up to the public (Gribbin, 2011) .In 2011, there is an estimated 2.1 billion internet users worldwide (Gribbin, 2011). In 2013, more than 95% of the population in Norway are surfing internet (World Bank). According to the World Bank report Norway is the 4th country, which has the highest internet users of 4,892,976. That is the huge number and everybody rely badly on the internet. In other we can say that, internet is like oxygen for people now.

The internet has already impacted the recruitment process (*Advanced Series in Management, Volume 24 : Electronic HRM in Theory and Practice*, 2011)(p.143). The web recruiting in recent years has been increased drastically (Cappelli, 2001; Malinowski, Keim, & Weitzel, 2005; Parry & Tyson, 2008; Sylva & Mol, 2009; Thompson, Braddy, & Wuensch, 2008). E-recruitment also known as online recruitment, social recruitment and web recruiting. Several survey indicates that approximately 90% of large organizations have official recruitment pages (Cappelli, 2001). The substantial increase in recruitment activities on the internet is no surprise as payoffs can be substantial and it has been estimated that World Wide Web saving up to 90% of financial cost of traditional recruitment while 25% of time saving (Sylva & Mol, 2009). In other words, companies recognised well the benefits of online recruiting. Recently, internet as recruitment source increased dramatically and majority of the organizations are using e recruiting to attract high quality of applicant all around the world. Recruitment is not limited anymore, Applicants from all over the world can sit anywhere and search for a job online, and manpower managers can have the access of potential applicant worldwide.

The careerBuilder.com I phone application offers unique way to search nearly 2 million Job on CarrerBuilder.com, the largest US website (Dessler, 2014a) (p.150). On the other hand, according to the same author recruiting for professional and managers is shifting from online job boards to social network like face book and LinkedIn. Social media turn to huge concern for the recruitment, companies can post and advertise jobs online on their personal websites to attract and screen the applicants. Now, most of the recruiting agencies in Norway rely on the internet. For instance, LinkedIn is the best recruitment and career blog in the world that used by both applicants and recruitment managers. Face book and Twitter are also used by various recruiters to attract job applicants. In Norway, finn.no is largest mean for online recruitment, a number of manpower manager advertise jobs and large number of jobseeker follow it.

Currently, internet surfing shifted from normal pc to smart phones and tablets, many companies and recruitment agencies have apps that make the recruitment modern, easy, faster for both job seekers and employers. A few facts and arguments showed that how e-recruitment is different from traditional recruitment.

If we see recruitment a phase of four goals i.e. attracting candidates, sorting applicants, making contacts and closing the deal and make a comparison of traditional recruitment and e-recruitment we can see that e-recruitment gains superiority over traditional recruitment and same has been shown in table;

Recruitment process	Traditional recruitment	E-recruitment
Attracting candidates	Using sources that are not technology supported, like advertisements, flyers, spokespersons, to draw as many applicants as possible to contact to the organization	Using the organisation’s reputation, product image, online technology and other methods to draw as many potential applicants as possible to the organisation’s website. There organization can present themselves
Sorting applicants	Using a paper-based test for applicants to create a manageable applicant pool	Employing sophisticated, standardised online tests to screen candidates, and to winnow the applicant pool to a manageable number
Making contacts	Contacting the sorted applicants by phone or mail	Using automated hiring management systems to

	and having face to face conversations	contact the most desirable candidates very quickly, before they are snapped up by another company
Closing the deal	Making the phone call, setting up the meeting and shaking hands	Making the phone call, setting up the meeting and shaking hands

*Table 1: The recruitment process set out in the traditional and 'e' way of recruiting*

*Source:(Cappelli, 2001)*

There has recently "headlong rush" to use the internet for recruitment, and online searcher have proven to be quite popular among job seekers (Thompson et al., 2008) and recruitment managers. As, internet based recruitment is also an appealing method for job seekers, as information can be transmitted immediately, applicants can 'surf' organizations' web-based recruitment portals from home at any time of day(Sylva & Mol, 2009). In other words, it is easier and quicker for applicants to search and apply from available jobs in any organization, and also get an immediate response from the managers about it. Therefore, it is considered as time effective method other than traditional. Online recruiting is cheaper due to: reduced direct costs of newspaper advertisement, job fairs and head hunter fees, reduced mailing costs, and reduced workload for HR department(Sarma, 2009)(p.92).

Unsurprisingly, online recruitment is essential for every organization. A Dutch air-line listed some points how e-recruitment can implemented (Handlogten, 2009):

- Cost saving
- Ease of use for candidate
- Larger candidate pool

- Ease of use for the organization
- Increase the spend to hire
- Success in finding hire
- Keeping ahead of competitors

Thus, internet has become an essential source for recruitment and job seekers and man power managers also progressively using proportionally low traditional channels such as print media, job centres, referrals more turn towards online recruitment as (described in figure 1: Ratio of jobs filled per recruitment channel)(Malinowski et al., 2005).

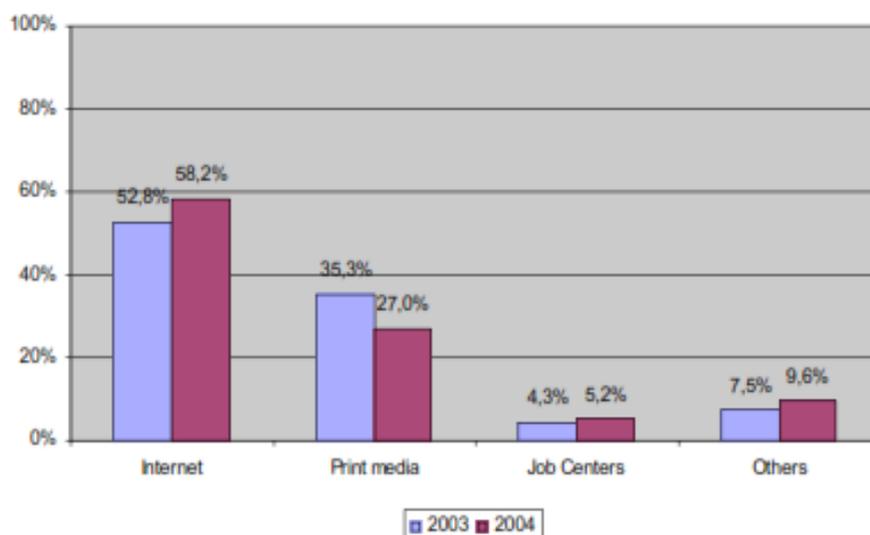


Figure 3: Ratio of job filled per recruitment channel Source:(Malinowski et al., 2005)

Several organizations used web recruiting to attract international applicants to recruit the best talent. Norway has shortage of employee in IT and Oil and Gas sector, thus organizations attract more international talent through online recruiting. Online recruitment is very easy and reliable source for the manpower manager to hire employees all around the world. Therefore, it seems that a successful online recruitment system has become a necessity for organizations who wish to be competitive(Sylva & Mol, 2009). Another E- recruitment tool is passive job seekers, means they are not active to looking for job but may have interest in finding a job with better opportunity, high salary and more competitive advantage.

Despite of positive effect E- recruitment can have some negative impact. The main issue arises with online job posting is tend to generate a number of unqualified applicants. As, it is very easy to apply online people often send their CV's even they are not qualified for that. Therefore, in order to control the high number of application recruiting manager should implement the effective selection tools. Otherwise, managers hastily overloaded with the multiple applications. According to (Parry & Tyson, 2008) the use of online tools for shifting with applicant management system, may allow an organization to cope effectively with the high volume of applicants. Another legal and social issue can come up in E-recruitment, there is a possibility that online recruitment may discriminate some categories of applicants. As, big organization have some selection tools and also introduced some psychometrics tests to check the ability of the applicants , because of these tests even qualified applicants can rejected.

However, there is no doubt about that online recruitment is one of most popular way for the organizations to hire the new talent. The following table indicate that online recruiting is the more popular source of recruitment whether on organizations own web sites or one other internet means.

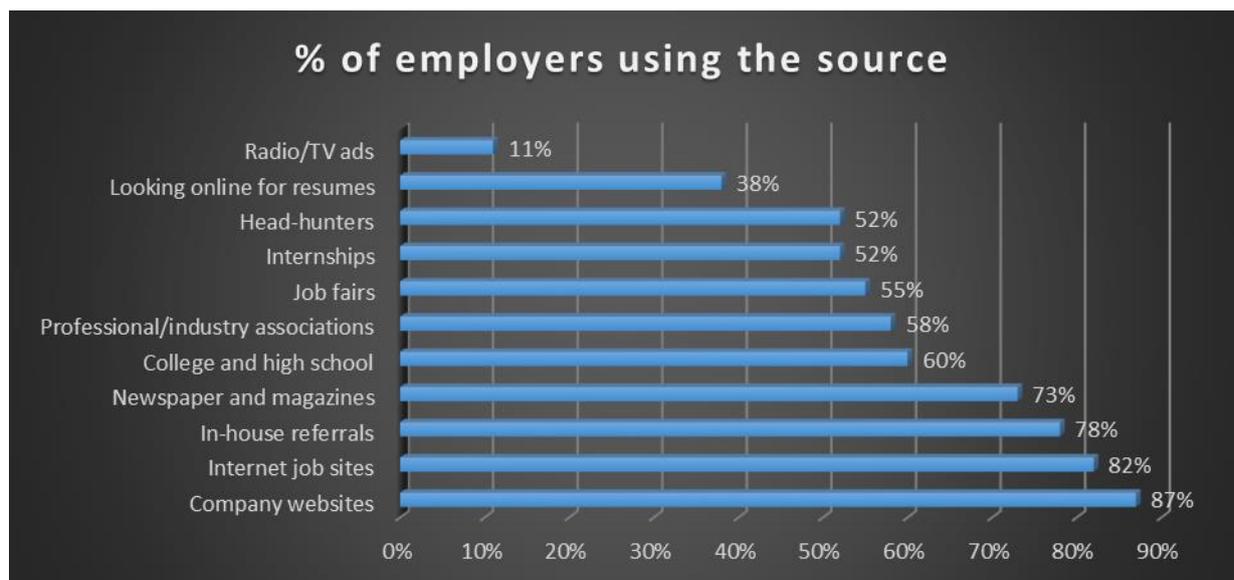


Figure 4: The most popular recruitment method using by recruiters according to a survey  
 Source: DeCenzo and Robbins (2010, p. 145)

### 3.3.16 Assessment and improvement of the recruitment methods

In the past years recruitment got a great place in the small or big organizations. Recruiters and managers are using different approaches to recruit potential candidates. It is also proven by many researchers that it is very crucial to say which method is better than others. Many organization use different recruitment sources , and also different sources do access different populations and that management will have to take this factor into account when determining its recruitment policy(Pecotich & Crockett, 1988) .(Breugh, 2008; Pecotich & Crockett, 1988) suggested that referrals (internal sources) is possibly the best source for the potential employee perhaps employees feel more job satisfaction then other tool and advertisement in the newspaper is the least interesting. Furthermore, manpower managers must continuously review and improve sources of recruitment as well as focus on improving their recruitment systems (Brown, 2011; Sarma, 2009).

(Jameson, 2000) suggested that, word of mouth is one of the most commonly used method in the UK. Researcher at the Leeds Metropolit University researched within 4331 small firms and 1103 returned completed and the response rate is 26%, and the sector was public houses, hotels, bars, travel agents, B&B, fast food and take away. Specifically they were asked about the recruitment method and the word of mouth was most commonly used method and most reliable among others. According to (Jameson, 2000), it was supported the last researches that small firms should recruit within the local job market with tight budget. On the other side, hiring from within can be backfire, if an employee do not get the job; telling them why you rejected them and remedial actions they might take it crucial (Jameson, 2000).

	Value	Rank order
Word of mouth	805	1
Local press	444	2
Job centre	358	3
College/training providers	171	4
Other	111	5
Trade press	95	6

*Table 2: Source of recruitment in UK Source:(Jameson, 2000)*

Consequently, hospitality managers can assess recruitment methods from their pro's and con's. According to (Page, 2011) internal recruitment can build loyalty and sense of identity, backed by strong internal communication and cheaper if implemented correctly. On the other hand, recruiting from outside the firm bring fresh blood with new and innovative ideas, can avoid favouritism. No matter which method an organization choose , it is clear that landscape of recruitment is changing, and the debate against external and internal recruitment will continue (Page, 2011).

Furthermore, Organizations need to decide whether to recruit externally or internally. Mostly external recruitment limited primarily to entry level job, on the other hand, jobs at management level filled with s employees through promotions (Sarma, 2009) (p.91). Author further states that it is not difficult to find potential candidate at entry level, but often they have problem while recruiting managerial and executive staff. According to the same source, companies mostly focus on tangible (monetary) and intangible (training, career path and working environment).Furthermore, manpower manager usually focus on salary and neglecting other factors to find most qualified individual for the available position. Thus, hospitality managers should integrated with recruitment process and human resource plans of the organization.

### 3.3.17 Walk- ins

Mostly, recruiting manager begin recruitment according to the available job. However, in walk-in recruitments starts from applicants. Some applicants just come to organizations with an application and resume and drop it to the HR office. However, many authors argued about walk-in whether is an internal or external source but these two sources not agreed on where should it placed, some authors consider them a separate group (Moser, 2005; Wanous, Poland, Premack, & Davis, 1992). According to (Wanous et al., 1992) it is not clear that what motivated these kind of applicants. The appearance of these kind applicants can be useful, HR manager can review the application and can do interview instantly. Thus, many applicants get the job at the spot. On the other hand, it is cost effective and provide recruiters a large available, highly talented applicants who can join organization in short time of period. These kind of applicants often seen in hospitality and fast food industry. On the other hand, entry level applicants can get more benefit from this kind of source.

### 3.4 Selection

After a concrete review of all the applicants resumes, the next phase is selection of best potential candidate, in other words this means minimizing the pool of applicants by using screening tools, that includes; tests, assessment centers, background check, reference check and intuition etc. Later, supervisor can make a hiring decision after interviewing likely candidates. One of the most important tasks in an organization is to hire a right employee as it has a direct impression on performance, cost and legal obligations (Dessler, 2014a). Few decisions are easy to rectify but most of them are impossible. Selecting a wrong person can be extremely expensive and troublemaking for clients, colleagues and organization. The cost of turnover is one third of annual salary of employee as per labour department statistics. The organization's reputation also get damaged if an employee is properly investigated and causes harm especially in certain situation when media and social media is also very active (Smith, 2012). By selecting the right people, organization's ability to realize their strategic objectives and future challenges management will be enhanced (Barber, 1998). It has observed that organizations have a strong framework of person-job fit, cost effective, speedy and convenient system to meet their personnel selection needs in certain competitive environment (Piotrowski & Armstrong, 2006).

Person-job fit is the actual objective of employee selection whereas person-job fit refers to KSAs (knowledge, skills and abilities) and competencies required to perform a certain job and prospective KSAs (knowledge, skills and abilities) and competencies. The target is to achieve the match (Dessler, 2014b).

### 3.4.1 Employee Testing

Assessment instruments and psychological tests that evaluate prospective employees' personality, reactions in stress situation and interpersonal skills, have gained high attention by human resource researchers and professionals over past 20 years (Gatewood & Hubert, 1998). A test is one of the most popular tool for selection. A test is a sample of person's behaviour. A test is assumed reliable and valid both. The validation process consist of five steps; analyse the job, choose the test, administer the test, relate your test scores and criteria, cross validate and revalidate (Dessler, 2014a).

### 3.4.2 Assessment Center

An assessment center is a complete standardized procedure in which various assessment techniques such as situational activities and job simulations, e.g. business games, group discussions, presentations and reports, are used to evaluate individuals for various purposes (Thornton III & Byham, 2013). Assessment centers have many positives. They can measure difficult attributes, pertain credibility, face valid reputation for participants and expedite adverse impact (Gaugler, Rosenthal, Thornton, & Bentson, 1987). Although all assessment centers have similar features but there are multiple ways to achieve objectives and assessment center process can be tailor made depending upon HRM purposes. Majorly three functions are analysed well i.e. selection and promotion, Identification of strength and weaknesses in working skills as an investment on development and improving job relevant skills(Thornton III & Rupp, 2006). According to Dessler (2014) there are some typical stimulated tasks which are included in an assessment center.

**The In-basket:** refers to interaction of candidates with notes, memos, reports, letters and incoming calls.

**Leaderless group discussion:** A leaderless group discussion to gauge interpersonal skills, leadership ability, acceptance and influence.

**Management games:** Participants solve realistic management related problems

**Individual presentations:** Evaluate each participant's communication skills, confidence and persuasiveness

**Objective facts:** That includes personality and ability tests, interests, and achievements.

**The Interview:** One to one interview to evaluate past performance, motivation and interests.

### 3.4.3 Background and other Investigation Methods

According to study 61% of candidates provide falsified information on resumes regarding their education, job designations and dates of employment. A phone call or an email can help to validate the past experiences and job duration and it is often allowed by Human Resource Department as a policy matter to this certain information and organizations should have background screening through calls. Two of these can be verified easily but if education is mentioned falsified or exaggerated it becomes very risky especially for such positions where education is necessary for success in job role or organization (Smith, 2012).

The best way to make background check more valuable contains few steps

1. A statement of declaration should be attached with application form, signed by applicants that will authorize employer a background check.
2. It is good to make phone calls but if it is preferable to use the reference check as it is considered relatively more reliable and accurate as source. A form has been shown in figure 6-9 in (Dessler, 2014a).

#### 3.4.4 Intuition

In selection managers have more believe in ability of reading people (Myers, 2002)p. 189; (Andrew & Eugene, 2014)and shortlist people from available choices on the basis of their ill-defined or general impression, but necessarily based on their institutional judgement instead of objective evidences (Miles & Sadler-Smith, 2014).

In 2013 Dries adjusted the enigma of intuition in selection method as on decision makers glorified the intuition's validity and ignoring or underestimating the validity of pen and pencil tests (Dries, 2013).

#### 3.4.5 Social Networking Websites

SNW is all about developing online communities of people who, either share their own activities and interests or they are interested to explore activities and interests of other people. According to 'About Us' sections of many sites, My Space claims 248 million users, Facebook has 110 million, Friendster and Hi5 have above 80 million, Google or Orkut stands with 37 million and LinkedIn has 25 million users (Gueutal, Kluemper, & Rosen, 2009).

Although these social network websites have different features but most of them allow users to share their interests, activities, blogs, links and academic profiles. Users can also share their favourite music, pictures and videos. The users of SNWs fluctuate demographically. For instance Facebook is available for everybody but it started exclusively as high school and college students' website with 90% student registration (Gueutal et al., 2009).

Employers have started using SWNs for selection process by knowing number of people who have joined this and easy access to large number of information available on these social network websites. According to Shea and Wesley (2006) around 50% of employers who attend college career fairs are using social network websites and online technology in order to screen candidates. Whereas 40% of employers have shown their intension to use social network websites in upcoming years but legality and ethics have been an emerging concern for HR practitioners while using SNW (Zeidner, 2007). The SNW monitoring legality relates to the law of (EEO) equal opportunity employer which address the

limits of information an interviewer can use or find out e.g. an interviewer cannot ask about marital status, race, religion or sexual preference etc. But all this information can easily be find out through social network websites (Kowske & Southwell, 2006).

## 4 Methodology

Selecting an appropriate strategy is very important during the research process, there is no best way to apply a research method, but the method appropriately selected and applied (Flick, 2006) (p.15) that would fit the research topic. Research is continues process also it does not assure the accurate result always and it is not an easy phenomena to be relied on.

In this section we will go through how the study was made. Our primary purpose is to highlight the ideology and the mind frame of managers in fast food chain while recruiting workers.

### 4.1 Research design

This is explorative study by the attempt to examine the managers views and perceptions about recruiting and selecting new employees in the fast food industry, specifically in Burger king and McDonalds' within Norway.

We decided to employ the qualitative method, and which is non- numerical in nature.

Qualitative method the qualitative, naturalistic approach is used for observing and interpreting reality with the aim of developing a theory that will explain what was the experience (Jha, 2008) (p.7). Therefore, we choose this method because of the compatibility with our case study. It is easy to develop and this kind of data have strong implication for this design. But it is also has some disadvantages, and that we faced during the study was time consuming on collecting data and analyse it. It was challenging to target and communicate with the interviewees, so we tried to develop trust with them in order to share their real views about the research.

We believe that by pertaining this qualitative research method the chances for collecting authentic data will increased. Because during the interview there will be close interaction between interviewee and interviewer. This means that qualitative researchers study things in their natural settings, attempting to make sense of phenomena in terms of the meanings people bring to them (Jha, 2008) (p.45).

## 4.2 Sample

In qualitative research sampling is a very important step (Flick, 2006) (p.133), in this study we used purposive sampling, purposive sampling used along snowballing technique, also referred to as word-of-mouth technique (Tashakkori & Teddlie, 2003). In addition, using this technique you ask about the reference, who else should we speak about this topic? So, we conduct interviews by using referrals sampling technique also called snowballing technique, which uses the connecting referrals, where researchers ask the respondent about other members from the same group of target population and so on.

The target group in this study who are involving in recruitment and selection in Burger king and McDonalds such as (restaurant manager, supervisors). The selection of these respondents done purposefully in order to obtain their views, preferences and challenges about recruitment and what are the major differences among their recruitment strategy.

Afterwards, we started to contact the restaurant managers in the fast industry specifically (Burger King, McDonalds) within the Norway to get appointment for interview. And this was the most challenging part of our study, we must say that getting appointment from the managers for interviews was a hard music to play. Some of them gave us appointments and afterwards they did postponed the appointment time on next day or week but it become more difficult for us because we were travelling and we had a planned schedule for other

interviews. So, it was not expensive just in terms of time but money too. On the other hand we found some of them very cooperative and interested to give their interviews.

Initially, we contacted with 15 manager to get appointment after one another. But we could interview only 11 managers in total. The major reason for reduction in interviews was lack of interest of participants and limited time. Among 11 interviews, 5 of them were Burger King Manager and 5 were McDonalds store managers and 1 Supervisor from McDonalds.

### 4.3 Data collection

Collecting verbal data is one of the major methodological approach in qualitative research (Flick, 2006) (p.204). Researcher have massive options to use different tools towards the research subject and the views of the interviewees. We collected all together 11 interviews that are based on telephonic and face to face interviews. 9 of them were conducted in the participant's offices, and each interview taken between 15 to 30 minutes. And the other 2 interviews were telephonic, and the duration of the interviews were between 15 to 20 minutes. The main difficulty we faced while data collection was while recording interviews, few managers did not allow us to record the interviews conversation. Therefore, we record 6 interviews with the permission of the managers, later on to use it in the analysis part. But all the recording treated anonymously, and all the interviews was taken in English.

We have used semi-structured open-ended interview that conducted face-to-face and telephonic. In this kind of meeting, where researcher and participants connecting in the discussion and interviewer asking open end questions, after listening to the answers interviewer will record or narrate the conversation. After writing or recording these answers, the interview conversation will be interpret. Additionally, interviews are easy to use, e.g. when a certain question does not fit to specific participant then it can be skipped easily. On the other hand, format such as on paper or online may be confuse the respondent.

Interview can be successful or unsuccessful, depend on the participant's trust on the researcher which they develop during their conversation. In other words we can say subjective theory of trust using by researcher, because the interviewee have the complex stock of knowledge about the topic and this knowledge includes assumptions that are instant, which interviewee can express spontaneously in answering an open question (Flick, 2006) (p,155). During Semi- standardized interview both interviewee and interviewer have more opportunity to communicate on the subject.

The major advantage of semi-structure questions is, gain of authentic information from the interviewee. In fact this type of method give the researcher opportunity to get information that is close to reality in societal place. Individual depth interview questions collected wide range of information to the study of the topic that helps researcher to explore the new techniques and approach for the subject. Interview also have disadvantages, the first one we can say the nonverbal behaviour of the interviewee might affect the process depressingly. On the other hand a technical problem might be arise, for instance unsuccessful recording, it is difficult for us to explore the authentic information.

We designed the interview guide under the supervision of our supervisor .The interview question divided in to four parts:

1. Human resource management
2. Human resource planning
3. Recruitment
4. Selection

But we have decided our interview guide into four parts to better understand the views and challenges for managers while recruiting and selecting new employees within fast food industry.

#### 4.4 Data Analysis

After interviewing, the most challenging part is to interpret and transcribed the conversation (interviews) in qualitative method. According to (Flick, 2006) it is important in case of interview data to record the spoken word and then transcribed it(p.283). As we earlier mentioned that, the major problem we faced during the data collection were recording of the conversation, we failed to record all the interviews because some of the participants were uncomfortable to get their answer as a recorded information. So, we made notes of these interviews and transcribed and edit these interviews at the best we could.

Gathering all the key points and information from all the interviews and document them. It makes easy to use in the implementation part. We transcribed all the conversation in the same way we collect the data in parts.

#### 4.5 Limitation of the research

There was very limited literature on recruitment especially in fast food industry, the lack of literature was the limitation for the study.

We could not achieve the required sample size due to limited references and resources. It takes long time to contacting with potential participants and getting appointments for the interviews. We faced the difficulties for getting appointments because of managers miss commitment and lack of time another difficulty was travelling due to limited financial resources.

As we earlier mentioned, some of the manager were uncomfortable while recording the interview. So, the limitation while recording of the interviews, which may affect the validity of the paper afterwards. But all the 11 interviews were documented as an evidence due to check the validity. In this study during the interviews, we try to keep our self-neutral (not share personal views), to get participants correct answer in order to have consistent

interpretation of what they said. It is also very important to have unbiased interpretation of each interview towards their answers.

Normally, in qualitative research validity depend on the interpretation and focused observation of the research questions while reliability depending upon the answers of the respondents. As, manager knew that the answer will used in the paper, so sometime they answer very carefully and hide the part of reality.

## 5 Findings

The interview guide was categorized in different themes to obtain information from participants in an integrated and cohesive manner.

### **Managers Believes as Important While Recruitment**

The interview guide is divided into four sections that represents Human Resource Management, Human Resource Planning, Recruitment and Selection in a fast food restaurant.

#### 5.1 Human Resource Management in Restaurants

There was consensus in most of restaurant managers for being responsible for human resource management in their restaurants. Whereas few restaurants have a combined Human Resource Management Department, that deals with chains of restaurants.

During interviews we found that most of managers have impression that their previous work experiences are replacement to management degrees and their work experiences are enough to deal with human resource management.

#### **Interviewee 2:**

*“That’s me and only I and I have been given authority by my management to take my decisions my own. I have a lot of experience in real estate and made millions kroner transactions in my past career. I have skills in sales and people management since many years and I can take decisions more than any other manager because I have 40%-45% shares in this restaurant. In short I am the one who is responsible for Human Resource Management for this restaurant.”*

**Interviewee 5:**

*“As a Store manager I am responsible for everything. We are five restaurant business and we also have HR department which is following up store managers on both recruiting and people practices.”*

**Interviewee 11:**

*“Well I am taking care of two restaurants and I am responsible for both restaurants in everything that includes Human resource management and administration etc.”*

## 5.2 Recruitment Need Realization and Decision Making for Recruitment

Most interviewees make seasonal recruitment (before summer and after Christmas), recruitment due to increased sales targets and when their software (people plan and easy recruit) highlights that more people are required. Whereas few interviewees have different opinion way e.g. how many part time or full time employees they have, in case of high or sudden turnover, and while making working schedule (Vaktliste).

According to all interviewees decision making for recruitment is decided by restaurant managers.

**Interviewee 1**

*“It’s like we are making analysis how many full time and part time people we have. We have some file in which we put how much is projected sales, how many people we have, how many leaders we have, we call it people plan and I am the one who decides it.”*

**Interviewee 3**

*‘‘We use a system named ‘People Plan’ which tells me if there is a need of more people and it is an ongoing from process for me. I (restaurant manager) am the one who takes all decisions regarding recruitment but sometimes my assistants help me.’’’*

**Interviewee 7**

*‘‘We have this off course we go it like yearly we go it like summer then we know how many people we are going to need I do the recruitment myself or the supervisor Kjetil he does it sometimes as well. There are five restaurant in this group so we do tend to see where the need is for less and where the need is for more and sometimes we do move people around. I decide it.’’’*

**Interviewee 8**

*‘‘I make work schedule for employees for upcoming 4 weeks While making schedule I find out if I need to hire for people and I am the one who decides.’’’*

**Interviewee 11**

*‘‘When we receive any resignation then we hire a person or two in replacement and train them or we might have already someone in training. We realize the need when somebody is leaving, when we have to meet sales targets, when there is summer or Christmas and when we have festivals in town. I am the one who decides for recruitment.’’’*

### 5.3 Recruitment Procedure

According to majority of interviewees online recruitment is most influential and commonly used tool for recruitment. They publish job vacancies either on their official website or public websites like [www.finn.no](http://www.finn.no) and [www.nav.no](http://www.nav.no). Once they have a CV bank they shortlist the candidates and call them for interviews and choose the best one. Few of them believe that

advertising, walk-in and referrals are also play a vital role in recruitment and they prefer to use these methods for recruitment. They shortlist the candidates and assign them categories from 1 to 3, 1 represents excellent, 2 represents average and 3 represents poor. They consider top 10 candidates in category 1 for interview and choose best of them.

### **Interviewee 2**

*‘Do you want to know, what is my recruitment procedure? Store Manager is responsible for recruitment. We have CVs of walk-in candidates us and most of them already been interviewed and evaluated by me. We use our website, Nav and Finn for advertisement or may be referrals. I interview them and select the most appropriate one.’*

### **Interviewee 4**

*‘We place an ad in restaurant so if any customer wants to apply he / she can. We also publish the vacancy on our official and local webpage. Our employees also bring us good people from their friends or family.’*

### **Interviewee 6**

*‘We have mostly part time employees who are university students so we put an ad in university, publish it on our official website. Use websites like NAV and Finn. But most of our recruitment needs get filled through references since they know so many people in university.’*

### **Interviewee 9**

*‘We put an ad on finn.no normally, and in this kind of business we need youngsters mostly, most probably we get 2 to 3 thousand applications coming. We save everything, when we start hiring we put ad on internet. For example I rate the applicants on numbers 1, 2, 3, number 1 is for people have very good applications and CV's and number 3 are those who do not have*

*very good job application. And if a have best job application on list one may be I pick top 10 or 20 applicants, then everyone I call for interview, after that maybe I hire 5 or 6, most likely 3 or 4 will be good and we expect other 2 may quit the job within a month or two.’’*

#### 5.4 Importance of Having Human Resource Courses

There is a consensus in all interviewees for considering human resources courses as important for running a restaurant. According to interviewees there are some special contents of human resource management, as a part of their training for assistant managers and above.

##### **Interviewee 5**

*‘‘I will see that as very important to have some sort of courses or training in human relations. We have very sophisticated training system in McDonald’s system with both theoretic, practical and school. We even have a McDonald’s university.’’*

##### **Interviewee 6**

*‘‘It is obligatory I believe, in management positions like Assistant manager onwards we have special training program that include such courses and undoubtedly they are important.’’*

##### **Interviewee 11**

*‘‘Yes, these courses are very important and they are compulsory for every manager who is involved in recruitment process. We also have courses as a part of managerial training process.’’*

## 5.5 Possibility to Find Potential Candidates in Fast Food Industry

Again, there is a consensus among interviewees that it is easy to find people in fast food industry especially in those towns where there are more immigrants or more educational institutes because in certain places there is high desire for job need. Another reason is positive word of mouth / reputation of the restaurant and because of this people want to work in their restaurant that's why they always have desired CV bank with them.

### Interviewee 5

*“Yes it is in McDonalds, as long as you want to do a good job, McDonalds has lots of rules, lots of things, safety, food safety, lots of services and quality standards and so on. As we usually say it's not a brain surgery most people can do it if they want to. Those who have the right attitude we can train them the rest and there is always lots of young people who needs jobs and we are the largest employer of young people in Norway and we are very attentive to work environment in our restaurant so we think that we keep the good environment we have young people, people who like to work for us and they spread the word to their friends, family and the community so we always have lots of applicants. Any time there is 50 to 100 applicants in our computer database that is just for this restaurant.”*

### Interviewee 6

*“In a town like this I don't feel it difficult because we have many immigrants here who need a job but at the same time it's hard to find those people who wants to excel their career in fast food industry. People take it as for granted or choice fast food industry in summer as part time.”*

## 5.6 Preference between Internal or External Recruitment

Most of interviewees expedited usage of both internal and external recruitment. For them internal or external recruitment is hierarchy based, for labour (crew) they use only external recruitment sources that includes advertisement and online recruitment etc. and for lower management level (shift leader) and middle management level (assistant manager) they prefer internal recruitment e.g. internal job postings and promotions etc. A few interviewees claim to prefer external recruitment over internal recruitment but again that depends upon situation.

### Interviewee 3

*‘Honestly, we use external recruitment for crew and internal recruitment for shift manager and above positions but this is only in restaurants.’*

### Interviewee 5

*‘It depends like if we need managers, as I said we are five restaurants business we will post for managers internally as in McDonalds we see it as one of our things to promote their people who are doing a good job because as a manager it is important you know how to do a job. As a managers of McDonalds we are leading, we are leaders not the managers. If you want to be a leader you need to know what kind of people you going to lead. So when it comes to promotions a lots will be promoted internally. If we see a lot of people to be trained for managers we will apply for manager trainee positions. New people we usually recruit externally and above that (promotions) are internally.’*

### Interviewee 10

*"Again it depends on the situation. I use both, I believe more on external recruitment than internal. If you me to say it in percentage I would say I recruit 65% from external sources and*

*30 to 35% internal sources. For me internally mean hire people with reference of who are already employees, e.g. their sisters, brothers, friends, cousins etc."*

### 5.7 Recruitment sources to obtain potential candidates

Most of the respondents had common answers about sources they use to obtain potential candidates, sources include advertisement, online recruitment, job postings and references etc.

Whereas few believe that walk-in CVs are the best source to obtain potential candidates because with this method you obtain those who really need a job.

#### **Interviewee 5**

*‘Walk-ins, Website, Advertisement, job posting and reference. We have 50 young people working here they know 150 people and they have parents and their parents have friends and so forth. Just by the people working here we can reach thousands so if are I need of people we tell the people who work here and they can tell the people they know and actually the best thing about it is, they can tell other people that, how is to work here?’*

#### **Interviewee 7**

*‘I have pasted in my restaurant an advertisement here this I put up two weeks ago now because I was looking for lot of stuff and I was not getting enough CVs in for what I wanted. We also have a woman actually who is on maternity leaves now but usually we have this email address on these cards we give the customer these cards who asks for the jobs, then their send their letter and CVs mentioned on that email address. And when we will need people she will send us like according to the area if somebody lives in Sentrum, will go Stavanger, if somebody is from Sandness will come here. I know in past they had some advertisement on finn.no and we also consider walk-in, which I assume is enough. We also have Sandness Kvadrat McDonalds email address and all those CVs come directly to me.’*

**Interviewee 9**

*“I prefer the walk in interviews, who directly come to the office and said 'Hi I am looking for a job. Yes I prefer the walk-ins over other recruitment methods.’”*

**5.8 Advantages of Chosen Recruitment Methods**

Interviewees have difference in opinions when it comes to advantages of their chosen recruitment methods. Those who use online recruitment believe that it is cost effective and best way to obtain candidates from all over the country. Those who believe in referrals think it as source of positive word of mouth (WOM) and publicity for the restaurant. They also believe that references helps in team work. Those who does advertisement look satisfy saying it is the easiest was and we follow the company policy.

**Interviewee 3**

*“For us this is cost effective and this is what we have been told to do.”*

**Interviewee 5**

*“Referencing is also a source of advertisement and WOM so people know how is to work in McDonalds.”*

**Interviewee 8**

*“My best employment experiences have been through references. When there is a reference people help each other and they take responsibility because stakes are higher for them. Secondly, it's easy to teach them about restaurant regulations, food safety etc. because the person who has referred will put more effort to justify his / her referral.”*

**Interviewee 10**

*"For me it is most easiest way to find out best candidates from all over the country."*

**5.9 Required Qualifications**

Age, experience, education, reference, language skills, attitude, body language, working hour's flexibility and employee location were described as required qualifications through different interviewees. There is a contrast in opinions of interviewees. Few interviewees consider positive attitude as the most important qualification that a candidate must have, they also emphasized on importance of being energetic and availability for work at multiple timings, but showed less interest in a candidate's education, experience or age as these three factors were not so important for them.

Few interviewees had reciprocal views than other, they did not talk about attitude or body language but they all the emphasis was, on having a reference, good experience and good academic records. These are the only respondents who consider age as qualification of their recruitment too.

There was a consensus in all managers about language skills that candidate should be able to speak English at least but Norwegian will be preferable for being local language.

**Interviewee 1**

*"When you think about future leader then education matters to you and these people will be full time while having part time employees it doesn't matter. We consider their experience which is important to some extent and mostly we prefer youngsters since we need active people."*

**Interviewee 7**

*“First I look at the body language most importantly off course the language they have to speak Norwegian it’s not mandatory we have people here who don’t speak Norwegian but they work in kitchen and they don’t communicate with the customers. But I put my expectation across that they have to learn Norwegian off course, since we are living in Norway. Age doesn’t matter, anyone can come. Education is not so important me myself I don’t have any education and I started from the bottom. If we don’t give people chance so they don’t get the experience and the way people talk to me and eye contact.”*

### **Interviewee 9**

*“I look to a person’s personality number one, grade at school, I check their references, I look at how often he or she go to school, if he or she missing school I check how many hours he or she is missing in the school. I check their reports, if they have only C & D in their report I will not hire that person, it means that you are not taking the school serious then how can I take you serious like how you going to do on our work place. You can't be too old to start working as crew here, then you won't be able to keep up with youngsters. Experience is important, let say any kind of experience from the fast food industry, then the guy or girl already know what is the job is offered and what is going to be required from them.”*

### **Interviewee 11**

*“Positive attitude, energy, working time flexibility, their distance from home to work place, references and their language skills (at least English) are important to me. As you asked me about age or experience, these things really don’t matter if I find the said qualities in a person.”*

### 5.10 How Often Recruitment Need

There is a mutual agreement that recruitment is a continuous process in fast food industry due to high turnover but most likely restaurants make recruitments before summer and near Christmas.

#### **Interviewee 1**

*‘It depends on turnover and we have to follow the sales. Like now my restaurant is new and it has open from last eight months only, how much we would have sales. How many people quit and what is the trend. May be after July because after summer people will quit and we know it.’*

#### **Interviewee 4**

*‘It’s an ongoing process but usually we do more often before summer and near Christmas.’*

#### **Interviewee 5**

*‘We have an ongoing recruiting system. Every month we have one or two people as trainee.’*

### 5.11 Ways to Select a Candidate

Interviews and reference verification are most common ways for selecting a candidate whereas some interviewees told that they use social network websites and group interviews to select a candidate.

#### **Interviewee 2**

*‘Honestly speaking, I conduct only interviews and may a reference check sometimes when someone has written that he / she had worked already in McDonalds. But yes there can be many other ways I believe’*

### **Interviewee 3**

*‘‘Might be there are multiple ways to select, in cooperate office but in restaurant we are familiar with interviews and reference verifications. ’’*

### **Interviewee 4**

*‘‘I google the name of the candidate and try to find all common and available information on internet including Facebook and Twitter etc. I also make reference verification.’’*

### **Interviewee 7**

*‘‘This week I am doing group interviews because we are going to do massive hiring.’’*

## **5.12 Importance of Reference Verification**

A majority of interviewees think that reference verification is very important and every manager should always do it. At the same time a few think differently. Interview answer and situation is everything and we never check references when recruiting externally, was said by few interviewees.

### **Interviewee 2**

*‘‘It is not so important for me if I am hiring someone through advertisement or any other external recruitment method, I only go for any reference verification unless someone has not mentioned McDonalds experience in their CVs.’’*

### **Interviewee 6**

*‘‘Reference verification is very important and I always do it if reference mentioned are domestic, because I see lots of international reference due to diversity in my employees.’’*

**Interviewee 7**

*“Reference verification is as important as health of an employee. I never hire a person unless I am not done with reference check of a person.”*

**5.13 Checking Employee Background**

There are three different opinions of interviewees with respect to check employee background check. A few interviewees think that it is not allowed / illegal in Norway so we don't practice employee background checking practice. Other few claims that it's a part of their online recruitment method but they don't practice employee background check themselves and Rest of the interviewees believe that it is very important to know your employee and getting somebody into your business family it is important to check all the aspects.

**Interviewee 4**

*“It is very important to know employee background because these people who work here are not just employees, we are family and before getting someone into family it is important to know how this employee is as a human. I am not sure that its legal but I check Facebook or Twitter at least to find out what kind of person he / she is.”*

**Interviewee 5**

*“We ask those questions in interview process. If they apply on internet we will ask those questions and whatever they answer, we trust them.”*

**Interviewee 9**

*“Yes I check, I check their Facebook, a lot of other things as well, like I check on Google also for example, A person I am going to hire, as I need them in the night shifts when I ask is he or she able to work in the night they said yeah we can, but I see he or she living far away, and*

*there is no bus coming in the night and going early in the morning and they said we will figure it out, no that is not the answer, it can be problematic for us in future.”*

#### **Interviewee 10**

*"No I do not check the backgrounds."*

#### **5.14 Role of intuition or six sense in selecting a candidate**

Most of interviewees believe that gut feeling is important to select someone. They are attached with fast food industry from more than a decade now and their work experience, age and intelligence always play a part to select someone but it can go wrong as well. Whereas some believe it is better to take rational decision rather than depending on six sense.

#### **Interviewee 3**

*“It is also very important. I go for my gut feeling before selecting someone but I still see how that person performed in interview.”*

#### **Interviewee 6**

*“I have experience of restaurants from last 30 years now and my six sense plays a major role in selecting employees,”*

**Interviewee 11** *“A person like me who is I this industry from last 18 years, my experience works as my six sense, sometimes everything is fine according to the books but I get a gut feeling that this person might not be so good for the business so I simply don’t hire that person.”*

## 6 Discussion

### **Human Resource Management:**

Every manager exclaimed that Human Resource Management is very important for the restaurant and they are managing human resource management tasks in their restaurants.

None of the managers we interviewed, hold a professional degree in Human Resource Management, but even then they are responsible for that on the basis of few hours course. We think it may be difficult for fast food restaurants to have a human resource personal who can perform human resource functions for their restaurants since it is so expensive in Norway to have a skilled worker but if they outsource a third party who is loaded with HR expertise, and will recruit for the them, will be cheaper than recruiting again and again. Because we have heard from many managers saying *“cost of turnover is higher than any cost.”*

The fast food chains have human resource department but that deals most of times with corporate recruitment and matters and same has been observed through answers of interview guide. It has been observed that when recruitment of middle and upper management level is involved human resource department helps restaurants with it but more often only those restaurants benefit from it who are geographically near from head office. In our interview guide we asked managers about required qualifications for a candidate for selection, education was never mandatory for selection and most of the recruitments are made internally through job postings from shift manager and above level. That means future managers will might have experience but not necessarily education.

We believe that human resource management related issues e.g. turnover will exist until and unless human resource management will not be in practice by right people.

## **Human Resource Planning**

In fast food chains restaurant managers are given software applications that helps them to find that when they need to recruit. These software are associated with their current sales, projected sales and manpower they have to run the restaurant. If current sales of restaurant raises on permanent basis, or if projected sales / forecasted budget has increased and if there are less people working on a shift / in case of turnover, the software will highlight that there is a need of recruitment. Computer modelling is being used for forecasting of supply of human resource and inexpensive softwares are available in market for this purpose (Dwivedi, 2009) (p. 48). In our opinion restaurant managers are using these software applications for recruitment to be more cost effective.

Most of restaurants are not using these software application because they believe that they have enough experience to know that when there is a need of recruitment else they have a good CV bank with them and they can make recruitment on immediate basis. Few restaurants have always one or two persons in training since they are familiar with their high turnover.

Many managers believe that that recruitment is an ongoing process for them because of high turnover whereas other says that it is more seasonal based and we recruit before summer and Christmas. According to our observation recruitment can be an ongoing process if there is a constant raise in targets or demand. But, if turnover is the reason or managers are having need to recruit again and again then it may be because of poor human resource planning and management.

## **Recruitment:**

When we talk about recruitment procedures online recruitment is defined as the most influential tool. Restaurants are using their official websites and other websites like [www.finn.no](http://www.finn.no) and [www.nav.no](http://www.nav.no) for recruitment. Their other preferences are advertisements,

references and walk-ins. When we talk about using of internal or external resource for the recruitment most of the managers are using both. And they believe this is dependent on designation. Restaurant managers recruit all the crew with most suitable approach to them either internal or external or may be both at one time. But from the designation of shift manager and above they used on internal methods of recruitment. For example for the position of shift manager the restaurant manager need a person who is familiar with rules and regulations of restaurant, food safety and policies so the only option is to hire someone within the restaurant chain or restaurant. In our view point, either restaurant managers or central human resource department may establish a Management Trainee Program with defined job specifications e.g. minimum education, experience and diplomas etc. This might help restaurant managers, restaurant chains and industry to get educated and good people managers and may be it will also address human resource management issues because restaurant managers are responsible for human resource management.

Restaurants managers are using advertising, online recruitment, references and internal job postings and walk-ins for recruitment. No doubt that advertisement is very good source of recruitment but according to answers of restaurant managers they are using advertisement on very limited level. They just post an ad on a wall of restaurant or within university premises as advertisement which we think is not influential as it should. They also using references as a main source of recruitment and many managers claimed that they depend on references only. As we mentioned earlier that recruiting through referrals is likely to be less costly than recruiting through employment advertising. Referrals are the most effective way to recruit employee in the past years that proved by many authors previously (Zottoli & Wanous, 2001). We also believe that this may cause nepotism and reduce diversity in working environment. There is no participation in career days of university or educational institutes from the restaurant managers which may prove as good recruitment source. Social media may

be a good source of recruitment but restraint managers are using it and depending upon on online recruitment sources e.g. websites only.

As per restaurant managers, they are obtaining two kinds of benefits by using said recruitment methods. First they save money by using said recruitment methods and secondly they get desired candidates. For example referrals help restaurant managers in team work and adjustment of new candidate in the team and cost nothing. At the same time referrals produce a positive word of mouth about restaurant. But we believe it might create WOM among one or two nationalities because reference hiring stays among specific people and confiscates diverse culture. Online recruitment is great source and cost effective and we think it appreciate able. The internet based is conventional source of recruitment now a days and many small and large organizations have adopted it (Price, 2007) (p. 342).

Another appraisable thing is that all restaurant managers understand the importance of human resource management and realize the need of it. Some contents of human resource management are essential part of training for assistant restaurant manager and restaurant manager positions. Although contents are very limited and contain interview techniques and a set of interview questions predicting behaviour of candidates and off course this cannot be declared as human resource management course as it covers some of staffing part only.

Finding the right person is very critical to the success or failure for any organization (Brown, 2011). Finding a potential candidate is not a big issue for the restaurant managers and they consider it easy. The reasons they mention are their good reputation that people want to work for them and lots of immigrants in Norway who need jobs. But in our opinion this may not be possible that every town of Norway there are lots of immigrants and the people who are immigrants they might leave the job after sometime because that time they just needed a job

and if they find a better opportunity there is no attraction for them and they never wanted to excel their careers in restaurant industry.

When it comes to qualifications every restaurant manager has different parameters to gauge the capability of candidates. All the managers claimed that age doesn't matter to them but in our opinion it may matters, apart from managers we did not even witness a single person above 40 years. We also work for a fast food chain in Norway in career of two and half year we are never accompanied by a person who is old enough. Might be someone who is working in restaurant for 16 year from age of 25 can be above forty and that person will not be a crew off course. But since restaurant managers prefer are bound to recruit internally for shift manager and above positions and it is only the crew, who is externally hired so we believe that question was not answered very well. Some managers believe that reference is the most important thing for a candidate and they don't consider anybody without reference which contradicts with our opinion that they might lose very good potential candidates because of this. We may have a strong agreement, that candidate must have a positive gesture and attitude but are all these managers are equipped enough with skills to judge? No doubt that k and work hour flexibility is very important and all the managers had consensus on that and in our opinion that is very right. Education is very controversial, most of the managers they don't care about education and very few thinks that academic records and education is important. Our opinion is with those very few and we think education as important and believe that it may participate in progress of restaurant somehow. On language skill there is consensus of all managers that at least second language is mandatory i.e. English but there is a preference for Norwegian speaker and we agree with opinion because to compete in local market you should be able to communicate well.

According to restaurant managers it is an ongoing process based on situation e.g. turnover but its more based on seasonal business and targets. Before the summer starts and Christmas

vocations all the restaurants start recruitment. In fact they do it one or two months before the arrival of said seasons because they have to get people trained on peak time. In our opinion an ongoing recruitment may depicts failure of manager in terms of turnover. Restaurant managers have a good strategy for timely recruitment for if they focus more on recruitment process then there might not be need to recruit every month.

### **Selection**

Managers described interviews and references as an essential tool for selecting a candidate and a very few explained that they check social media to understand the personality of the candidates. In our opinion all said measures are important but managers don't conduct interviews based on any interview evaluation form but they ask questions according to their own will. A few of them told us that we conduct group interviews too if we do massive hiring and we think it as appreciate able.

The one thing which is common is most of the managers is, that they do for reference check. If a candidate is going to be selected they check all the references mentioned on his / her resume to know that why that person left previous job and how did he/she worked in previous organization. In our view point it is a good way to know the weak areas of your employee and a way of satisfaction that the person you are going to select is good for business. Few managers believe that if a person perform well in interview it is fair enough to be selected.

Background check before selection is considered as important. Restaurant managers had three different opinion about this, few consider it illegal, few claims that while applying online it is part of their website to provide all information and we trust it and few says its must. Everyone doesn't apply online. Many candidates come from references and walk-ins so what about them? Do they go through this process? We see it important but it depends on

national legislation. We think it going extra mile, when you are very concerned about every individual working for you then background check an important role.

Most of restaurant managers are attached with restaurant business from more than a decade and they have a strong faith in their decision making through their six sense sometimes it goes wrong and most of the times it goes smooth. Whereas few go with the flow and stick with their interview evaluations or perception. In our opinion intuition is good but if you set some standards or parameters that can result better than making a decision based on six sense.

Whether want or not but all managers make their selection decision on based of intuition (Andrew & Eugene, 2014)

## 7 Conclusion

The aim of the research was designed to investigate the views and perceptions of managers while recruiting new employee with in the fast food industry. Through studying, our main objective was to obtain, what kind of sources and method of recruitment are used by restaurant manager? Why they choose them? Why there is high turnover in the fast food industry? And was there any link between recruitment and high turnover?

We conducted qualitative research. All the data was collected by semi-structured interviews. 5 restaurant managers were from Burger king and 6 store managers were from McDonalds. Most of the interview were conducted face to face and Interview guide was used as tool. Human resource department is one the major department in any organization. The study showed that only the restaurant managers are responsible for the human resource management although they have a vast experience in restaurant management but may be their academics and other qualifications are not enough to manage HR issues and their experience is not an alternate to their education.

We have concluded that no doubt recruitment is one the biggest challenge within the fast food industry because higher turnover ratio is one of the major problem within the fast food industry. Our finding showed that use of insufficient and inappropriate recruitment methods are one of the reason. At the same time mostly young people are working in fast food industry and time to time they work mostly in vacations or their schools are changed. In our opinion young people are not mature enough and they are not so professional or serious towards their career so this can be a reason too. Restaurant managers think that education is not a requirement for this kind of job but in future these will be the people who will become managers and there should be an education criteria for everyone. In our suggestion, education

is one of the important element and manager should take into account. Furthermore, cost of recruitment is still undefined and questionable and yet to be investigated. We could not identify the cost of hiring a wrong person but question is, do these managers know?

The study identified that managers use both internal and external recruitment method based on hierarchy. At crew level most of the managers prefer external sourcing and at lower management and middle management level preference is internal sourcing. Study also stressed that, commonly use source of recruitment are online recruitment, referrals, advertisement and walk-Ins but they differ from restaurant to restaurant and manager to manager within the fast food industry. Research showed that it is because managers believe that hiring people from these source more reliable and trust worthy and needy for job.

As a suggestion, managers should explore new recruitment methods and explore new markets to target potential candidates and they must try for retaining employees too. Education is a fundamental requirement for proactive HR management. Thus, Fast food industry should focus on more specialized HR courses or educated restaurant managers or set some criteria where education must be mandatory.

## 8 Future work

In our point of view, there are a lot questions that still needs to be answer in this research.

Firstly, the number and variety of samples could be increased to make the research more applicable. Furthermore, our research limited only to restaurant managers, it could be expand from lower to top level management, and answers cloud be vary and may have different views and perspectives towards recruitment. Moreover, empirical research open new doors and issue related to employment of new employee within fast food industry. It seems important to investigate the different kind of costs that involve in hiring new employees, it could be difficult to investigate because most of the HR manager are afraid to show the figures to comparison with others. Lastly, we would say that in future work researcher could emphasise on some other fact such as training facilities, working conditions, pay and education and comparison with other participant in order to understand the issues behind it.

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## 10 Appendix

### 10.1 Human Resource Management

Who is responsible of Human Resource Management in your restaurant?

### 10.2 Human Resource Planning

When do you realize that there is a need of recruitment and who decides it?

### 10.3 Recruitment

How do you work with recruitment?

What is your preference in terms of internal or external recruitment?

What kind of recruitment sources do you use, to obtain potential candidates?

What are the major advantages to use this certain method of recruitment?

How do you see the importance of having any specialized HR courses for recruitment and selection?

How do you see the possibility of finding potential employees within the fast food industry?

What kind of qualifications do you find important when recruiting employees?

How often do you recruit in a year?

## 10.4 Selection

What are best possible ways to select a candidate?

How important is reference verification?

What is the significance to check employee background?

What is the role of intuition or six sense in selecting a candidate?