



The implementation of human resources management strategy within restaurants in East London, South Africa

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Abstract

Investors are ensuring a sufficient return on investment by crafting and implementing relevant strategies. The study sought to investigate the implementation of human resources management strategy within restaurants in a sample of businesses in the hospitality industry specifically in the context of tough economic times. Amongst such strategies, the human resource strategy is the most critical as some organisations tend to devote less time on it and hence lost their game in the market. A survey methodology and the population consisted of hospitality supervisors and managers involved in the hospitality industry was adapted. Questionnaires were distributed at a selected restaurants, and a sample size of 220 supervisors and managers was used in the study. The questionnaires were the main instrument used to collect data. However, there are still noticeable labour profile imbalances which can only be addressed by implementing sound HR strategies. The literature investigated in the study revealed that HR strategy implementation is not only the social system issue as it is predominantly branded to be, but is also a technical, business and financial system. Hence, the results of the study proved that in all dimensions of HR strategy implementation there is a social component, technical component, business efficiency component and a financial component. The managers also indicated that they have insufficient knowledge on HR issues and are however forced to run their restaurants with regard to HR issues. Therefore, it is recommended that training should be given to all restaurant managers on basic HR issues and that the HR policy should be regularly revisited. Restaurant managers have to revamp HR practices considering the current trends in HR in order to remain competitive in the global market.

Keywords: Mixed-methods, restaurants, human resource strategies, implementation, South Africa.

Introduction

The restaurant sector has been regarded as an expert in the hospitality industry for centuries because of its four outstanding or distinctive features, which are intangibility, time perishable, capacity and inseparability (Boxall, 2003). Batt (2000) has been able to trace linkage of completion strategy and human resources (HR) strategy in the restaurant industry. In order to have unique blend of (HRM) practices, restaurateurs need to have a proper HR strategy in place.

Further, most organisations (public and private) have a challenge of implementing an HRM strategy. HR has to be a strategic partner if it needs to successfully implement the HRM



strategy, In the light of the fact that hospitality has been identified as a key growth sector of our economy, these initiatives are very important for future industry leaders. Against this backdrop, the challenges facing the restaurant management in the implementation of HRM strategy in the East London restaurants are examined. The managers also indicated that they have insufficient knowledge on HR issues and are however, forced to run their restaurants with regard to HR issues (Aswathappa & Dash, 2008).

This sector started to show some developments in 2008 by implementing a few projects; whereby one of those projects was the introduction of the National Qualifications Framework (NQF) level 2 courses to matriculates aiming at capacitating them and to employ them in the restaurant. This has led to a number of initiatives in the restaurant sector in that the restaurant sector has established partnerships with institutions of higher learning in order to design and develop restaurant management courses from NQF level 2 to NQF level 6. The implementation of the HR strategy is a challenge to this sector, since it is a newly established sector. This study has been conducted in selected restaurants in the East London area. The East London economy is influenced not only by its central business district (CBD); but also by its sub-urban restaurants.

Purpose for the study

Few years ago, studies have been reporting that tourism is the fastest growing industry in the world. However, some research endeavours such as Mhlanga (2018), reported that over the last couple of decades, tourism has been recognised as playing a significant role in global and national economies. According to the World Travel and Tourism Council (WTTC 2017), the travel and tourism industry generated 108 741000 jobs directly in 2016 (3.6% of total employment) and supported 6 million net additional jobs. In total, travel and tourism generated US\$7.6 TRILLION (10.2% of global gross domestic product [GDP]) and 292 million jobs in 2016, equivalent to 1 in 10 jobs in the global economy. Tourism is predicted as supporting over 380 million jobs by 2027 (WTTC, 2017).

Nonetheless, the restaurant sector in South Africa is generally regarded as a growth sector and is the fourth largest contributor to the Gross Domestic Product (GDP) in South Africa for a number of years. This led to a number of initiatives in the restaurant sector in that the restaurant sector has established partnerships with institutions of higher learning in order to design and develop waiter's management courses from NQF level 2 to NQF level 6.

Therefore, the implementation of the HR strategy is a challenge to this sector, since it is a newly established sector. By flattering this role, HR Professionals need to increase the capacity of a business to implement its strategies (Ulrich, 1997). This study has been conducted in ten (10) restaurants in the East London area. The East London economy is influenced not only by its central business district (CBD); but also by the restaurants that are operating around this city. A reasonable number of customers allows a restaurant to have a competitive advantage over another and thus positively contributing to the South African economy.

Problem statement

The restaurant industry is faced with some challenges, amongst those challenges; war for talent (lack of talent) on the hospitality bundles of success such as customer care skills, unavailability of experienced manpower, lack of formal waitering education, threat of poaching by other restaurants, a stressful environment, high labour turnover, complex human resources environment and women in watering (Berman & Evans, 2006). This study examines the challenges faced by restaurant managers in implementing HR strategies that would give them



the competitive advantage. This forces the restaurant managers to make HR a priority in their organisations, however, there are still noticeable labour profile imbalances; which can only be addressed by implementing sound HR strategies. The Human Resource strategy is the most critical as some organisations tend to devote less time on it and hence lost their game in the market. Purcell (2011) mentioned that HRM strategy implementation is not only the social issue but also equivalently encompasses issues like a technical, business and financial system.

Objectives

- To examine how the restaurant management implement its HR strategy in restaurants.
- To examine how the HR strategy contributes to the business operations' efficiency and effectiveness in East London restaurants.
- To make recommendations to improve the implementation of HRM strategy in the East London restaurants, South Africa.

Literature review

HR has been on the transformation road over the last couple of decades (Jackson, Schuler, & Werner, 2011). This has then led to noticeable areas of inability of HR to support the business strategy although. HRM is the corner stone or the engine of the organisation. This means that an organisation cannot function without HR. In addition HRM is a brain child of marketing and capitalism; and requires special attention and or competencies for its efficient and effective implementation (Reilly & Williams, 2006).

HRM is broad in nature and it emphasises or enforces the principle of mutual interdependence throughout the organisation (Kenton & Yarnall, 2005). The purpose of HR's existence is to communicate with and understand the business processes entirely, although it is still a challenge to most organisations. This is motivated by the fact that all organisations have two main policies (HR and Organisational) to control its employees' behaviours and implement its business strategy. This makes HR to be a strategic partner to the business strategy because it would be difficult to implement a business strategy without the influence of HR (Ulrich, 1997).

To be a strategic partner means that HR helps the organisation to make the necessary shifts and take the organisation to where it needs to be (Kenton & Yarnall, 2005). Ulrich (1997) is also of the view that the role of a strategic business partner is successful in helping, executing business strategies, and meeting the customer's needs and wants.

Strategic HRM, as defined by Noe, Hollenbeck, Gerhard and Wright (2001) is a pattern of planned HR deployments and activities intended to enable an organisation to achieve its goals. The concept of strategic HRM, although it is of benefit to many organisations, possesses challenges, more especial in its implementation stage. One of the reasons is that HR strategies are not easy to identify.

Barriers to HRM Strategy Implementation

Business strategy is the main steward of organisational objectives and the corner stone for all strategies to be developed for organisational competitive advantage. According to Purcell



(Purcell, 2011) the shift in focus to business strategy makes HRM critical and once implemented, HRM is seen as a central concern of strategy. Purcell (2011) mentions that people who make strategic decisions are important and these include the formation, and cognition and 'leadership' of top teams. The alignment of workforce, compliance and motivation, can never be taken for granted.

HRM strategy implementation is not only the social issue but also equivalently encompasses issues like a technical, business and financial system Purcell (2011). The analysis of HR strategy process reveals that HR strategy is a pre-requisite in any organisation which has an ability to be on the competitive edge globally. A current interest is on the investigation of barriers that would hinder the effective implementation of the concept of HR strategy as per the study (Cornelius, 2010).

Researcher such as Tesone (2012), mentioned that HR strategy cannot be implemented without first identifying the obstacles that currently exist to prevent the desired change in the organisation.

According to McKnight (2005) there are five basic causes for HRM strategy implementation failure. The core causes and their related issues as discussed by McKnight (2005) are shown in the table 1 below:

Table 1. Causes of strategy implementation failure

Causes of strategy implementation failure	Explanation
Lack of management coordination	In appropriate goals, opinions, and policies among upper-level executives can obstruct the cross-system corporation required by the strategy.
Low interest from workers to understand company strategy	Workers they don't want to educate themselves about the company's strategy and therefore are not willing to implement it.
Poor management team building within the unit	Line managers failed to put the management strategy in place.
Not collaboration within the department	Lack of team work to make life easy for the operation of the business and the specific fiction areas
Unavailable progress measurement	Model to measure the organisational progress is absent to check the goals of the business.

Source: McKnight (2005)

The above challenges highlighted in Table make it difficult for most organisations to implement their HRM strategy. The restaurant sector is bound to be affected by these challenges since it has spent centuries in manufacturing only. HRM strategy implementation requires strong HR capabilities which are usually 'rare' in the restaurant sector (WRSETA, 2010). Muell and Cronje (2008) as part of their findings, revealed the following barriers to strategy implementation: The lack of strategic orientation; Cultural alteration leading to a lack of relevant information exposé; Knowledge imprison raised by the fact that most skilled and brisk managers were made superfluous; Performance haziness; Tactical rather than strategic focus; Lack of resources; Improper communication; and The organisational structure was not aligned to business needs and competitive requirements for future strategic success.

The above challenges prove that HR strategy implementation is not only a social issue. It also encompasses technical, business and financial issues (Muell & Cronje, 2008). Thompson and Martin (2010) mentioned that "if the actions required for strategy implementation are not clearly defined, there is insufficient focus on critical strategy initiatives as well as a lack of commitment



from key individuals. HR transformation or any HR related change in an organisation depends on the quality of HR professionals and their rapport with line managers. Four roles as mentioned by Ulrich, Allen, Brokeback, Younger and Nyman (2009) are more vital to this process. The roles include the chief HR officer (CHRO), the HR leadership team, the head of HR and HR professionals (Armstrong, 2010).

HR transformation requires a set of skills and passion. Implementing a strategy is time consuming due to the huge number of activities to be performed in the process. Based on the above discussion of the barriers to strategy implementation, it will then be wise to trace HRM strategy implementation as a business system issue, technical system issue, financial system issue and as a social system issue (Ulrich, 2009).

Human Resource Management Strategy Implementation as a Business System Issue

HRM has a direct influence in the overall strategy formulation and its implementation. In addition HRM plays its role as a strategic business contributor, whereas corporate strategy is to create sustainable competitive advantage (Nieven, 2011). It is necessary to review HR architecture which describes the relationship between HR functions, HR system and employee performance. The HR review will clearly reveal the importance of HR professionals in strategies formulation and implementation as follows:

HR Functions: Selection, recruitment, training and development, have a direct influence on the organisational structure and it is only possible to select, understand and implement right strategies at the right time and right place if the organisation structure is working as per organisation business needs (Wilkinson, Redman & Snell, 2009).

Technical Functions: The technical functions of Human Resources are recruiting, selection, compensation, training, development and benefits (Grobler & Warnich, 2005).

Strategic Functions: Strategic functions of HR are responsible to motivate and deliver all the above technical functions to implement the organisation strategies (Mann, 2010).

Human Resources System: The HR system has its own systematic arrangement of professionals who are capable to achieve HR functions and must be able to build a high performance based business environment (Maidment; 2002).

Employee Performance: Employees are regarded as the engine of an organisation in that if they are appropriately managed they will likely achieve the desired performance. The HR department is responsible to manage, maintain and control employees' behaviours to attain the expected performance (Doole & Lowe, 2005). However, a business must have the ability to change its strategies by implementing new strategies in order to be adaptive to the continuously changing and dynamic business environment (Doole & Lowe, 2005).

Human Resource Management Strategy Implementation as a Technical System Issue

HR is the process by which the guiding members of an organisation envision its future and develop the necessary procedures and operations to achieve that future (Dhar, 2008). Human capital is the basic resource of an organisation and HRM is responsible for the changing behaviour of human capital in an organisation. To attest to the afore-mentioned statement, employers need to have good Employee Value Proposition (EVP), which means that employers have a long-term commitment in motivating and rewarding human capital with the aim of retaining them. In addition HRM has to cover many competing demands to fulfil its duties and to make an organisation proficient to enter into new markets, to withstand in current markets and to manage the behaviour of employee working within the organisation (Godstein,



Nolan & Pfeffer, 2009). HRM also impacts in organisational perilous decisions or strategies. HRM has to achieve the competing demands of an organisation and enable a better action plan to produce its required products and to meet employee's goals and expectations (Mathis & Jackson, 2010). These competing demands also changed timeously as per requirements of new markets, continuous competition in business and challenging future trends. It is always easy for organisations to decide where they wanted to go (vision statement) but the hard part is to get the organisation to act on the new priorities (Boninelli, 2004).

HRM can be treated as an agency working for the organisation which in turn benefits the organisation by using its practices and activities to achieve business from overall utilization of employee skills. According to Lewis and Varey (2012), in its current role, HR activities appear to be, and often are, disconnected from the real work of an organisation. To be of value in today's environment, HR must develop beyond its old niche and become more integrated with. This means that HR activities are to make the expectations and to make the employees enable to meet these expectations but as a proactive part of organisation and should also be empathically drive its employees to achieve their goals (Kotter & Rathgeber, 2006).

These competencies or proficiencies are all imperative because an organisation will not be able to meet its current and future challenges without them. The restaurant management need to have the above mentioned competencies or proficiencies in order for them to be able to implement HRM strategy in their prospective organisations. Therefore the technical aspect is vital in the strategy implementation. If the strategy drivers are not competent, they will end up delegating much of their responsibilities (Pablos & Lytras, 2008).

Human Resource Management Strategy Implementation as a Financial System Issue

According to Smith and Zook (2011) cost efficacy has a direct effect on the revenue and forfeiture in the organisational processes. This calls for organisations to pay more attention on cost efficacy as most are doing. In addition HRM also works for the cost decline, but in an organisation some costs are fixed and may not be abridged inter alia purchase of resources, process costs and utilities.

Holbeche, (2012), states that the financial system issue of HRM strategy implementation does not only influence the HRM costs but also considers the value added by the HR and strategy in the entire business. This is normally achieved by aligning HRM strategy with the business strategy. The major aim of aligning HRM strategy with the business strategy is to build a sustainable competitive advantage. This involves building a value for customers (Becker, Huselid & Beatty, 2009). Niven (2006) mentioned that the HR scorecard emphasizes on the following four main perspectives:

- Financial perspective: This perspective measures what the company's strategy for the satisfaction of stakeholders is.
- Customer perspective: What does the customer want? The overall aim is to satisfy the customer.
- Internal business processes perspective: How will the business satisfy its customers? What are business's crucial dimensions of its approach to the concept of business processes and re-engineering and integrating them with its customers' objectives?
- Learning and growth perspective: This helps the business to measure the extent to the amount of learning that needs to take place in order to achieve its objectives (Callara, 2008).



Niven (2006) highly commends the issue of the balanced scorecard (BSC) which guides managers on the step-by-step process in the implementation of BSC. The research by Niven (2006) gives managers hands on view of the BSC implementation and a number of case studies that make it easier for them to interpret and understand how the BSC works. The restaurant sector could benefit if they could implement the HRM strategy as it brings a valuable change within the organisation. The BSC allows an organisation to find out whether the organisation has really invested effectively in its resources or not. The restaurant are only interested in the return of their investment. However, the restaurant could combine the BSC with the strategy, they could attain good results (Jackson, Schuler & Werner, 2011).

Human Resource Management Strategy Implementation as a Social System Issue

Although technical and financial system imperfections are a barrier to a successful HRM strategy implementation, in a business, the major failure is still within the human system. According to McKnight (2005), the acumen of strategy implementation respites in four divisions: The business system; the technical system; the financial system; and the social system.

Most organisations tend to predominantly focus on the first three divisions (business system, technical system, financial system) and completely ignore the social system issue which makes it impossible to implement the HR strategy selected for the organisation (McKnight, 2005). The link of social system and strategy is far too often a compact one. McKnight (2005) adds that the HR is capricious and multifaceted, difficult to understand and, as a result, difficult to successfully manage. By working to mend human interfaces, HR will, by extension, be working to improve the actual implementation and use more of the straightforward technology and business processes (McKnight, 2005).

Restaurants should not ignore social issues if it desires to be progressive in the implementation of HR strategy. No matter how current the organisation is in terms of its technology, without the right people to operate it, it is useless. HR professionals therefore become indispensable in their roles of interceding social issues and edifice up a support force to help drive the strategy implementation (Mayhofer, Brewster & Morley, 2012).

Research methods

Both qualitative and quantitative methods (McMillan & Schumacher, 2010) were employed in the study. A tentative talk seminar (qualitative) was held with nine (9) of the twelve (12) restaurateurs to sightsee their opinions on the conducted study. The group interview was followed by the development and completion of structured questionnaires (quantitative) by East London restaurateurs in order to collect data for the study.

The choice of this design was guided by the research objective which sought to investigate the implementation of human resources management strategy within East London restaurants and the purpose of the study were discussed with the restaurant managers and supervisors during the scheduled meeting. They were also given the opportunity to give their opinions about the study. Based on the outcomes of the meeting, the research design needed to be guided by two overriding concerns.

A list of local registered restaurants was obtained from Buffalo City Municipality. There were 28 registered restaurants in East London at the time of the study, of which nine (9) of them were included in the study. These restaurants complied with the criteria set by SSA (Statistics South Africa, 2016) namely, an “enterprise involved in the sale and provision of meals and drinks, ordered from a menu, prepared on the premises for immediate consumption and with provided seating.” The other food and beverage outlets could not be classified as restaurants,



but as fast-food outlets and were therefore excluded. These enterprises provide food and beverages intended for takeaway purposes and in a packaged format. Ethical clearance was obtained from the Walter Sisulu University. The study was voluntary and verbal consent was obtained from all the restaurant managers whilst permission was obtained from the restaurant owners. Restaurateurs were assured that all information collected would be treated as anonymous. It was, however, agreed that each restaurateur would only be informed of the identified of his or her own restaurant. The level of expected and perceived service quality was measured on the basis of 32 restaurant service quality attributes. These attributes were adapted from Markovic, Raspor and Segaric's (2010) study.

The questionnaire items were phrased in English, not only because the majority of restaurant waiters and management (were expected to be quite conversant in English, but also because it is one of the main languages spoken in East London, South Africa apart from IsiXhosa and Afrikaans. Therefore, all respondents were able to respond in English. Struwing and Stead (2011) point out that a questionnaire should be phrased in the language that the respondents will easily understand and should be precise to maintain interest and to ensure reliability of the responses. The clarity of the instructions, ease of completing the questionnaire and time taken to complete the questionnaire (Leedy & Ormrod, 2013) were piloted using ten managers in each of the targeted restaurants. No changes were made to the questionnaire. Restaurants were visited for data collection from Tuesday to Saturday, over a two months period.

Questionnaires were provided by the researcher to the restaurateurs. The researcher explained the purpose of the survey, indicated that participation was voluntary and requested restaurateurs to complete the questionnaire. Convenience sampling was used. The sample size for the study was determined such that it achieved a 75% confidence level and was within a 10% sampling error (Leedy & Ormrod, 2013). Consequently, a sample size of 220 restaurateurs was deemed appropriate and used for this study. Completed questionnaires were collected by the researcher.

Findings of the study

Research by Berman and Evans (2006) reveals that the restaurant sector is faced with challenges such as lack of talent, unavailability of experienced manpower, lack of formal education, threat of poaching, stressful environment, high labour turnover and complex human resources environment.

The majority were male managers. The age group for males ranged from 25 to 42 with experience ranging between an averages of three years to a maximum of 12 years. Females' age group ranged from 26 to 40 years with an experience ranging between eight years and 18 years. Four female mangers had a grade 12 qualification and one manager had an Honours degree in HRM, majoring in Industrial psychology and the last one has an honours degree in Management. Four of these managers are Store Managers one of them is an Assistant Manager, and one is an HR Manager.

Female managers' experience in their respective positions varies from an average for more than eight to 18 years for their current organisations which is excellent in terms of understanding their work environment. The findings also reveal that the age group of managers varies between 25 and 42 years of age which is the young adulthood stage of development as stated by Bergh (2011). According to Bergh (2011) people who belong to the young adult developmental stage are commended cognitively as they are using dialectical thinking, which is the capability and ability to integrate opposing ideas.



Male managers' experience in the respective positions varies from an average of more than 3 years to 12 years for their current organisations which is fair in terms of understanding their work environment. Female managers' experience in their respective positions varies from an average for more than 8 to 18 years for their current organisations which is excellent in terms of understanding their work environment.

- Twelve managers have indicated that they have managed to maintain harmony in their respective workplaces through using effective communication skills regularly, whilst three indicated that they struggle with maintaining harmony in their respective workplaces.
- To enable the managers to handle the HR tasks more efficiently, 11 managers believe that the HR department needs to be decentralised.
- All managers believe that they are playing a generalist role. They have to handle both HR issues and to run the entire administration of the store.
- Three managers indicated that they believe that their HR is efficient as they have an induction programme which is carried out on Mondays and a management development programme for new Trainee managers.
- Twelve managers believe that their HR is inefficient as there is no one qualified to deal with HR issues since the owner deals with all HR issues on their own. HR issues are a challenge to business owners.
- One manager feels that the store is supposed to have a good structure and strategies in place as it is crucial for the success of any business.
- All managers believe that for the reengineering process to be successful it must be aligned with the company goals and vision and it must be realistic and clearly defined.
- All managers are of the view that for the reengineering process to be effective, HR needs to design a system and strategies to deal with the process.
- Internal promotions should be decided by the managers.
- All Managers indicated that in store managers should be empowered in HR issues so that the stores can run efficiently and effectively.

Limitations and suggestions of the study

Despite the importance of this study, with specific reference to the East London restaurants, in a qualitative study it is not possible to interview the total population due to time constraints to complete the study. A small scale of the investigation prevents the findings from being generalized. For this study only 15 managers and supervisors were interviewed.

Recommendations

The organisation needs to realistically analyse the current state of all HR related matters and to develop a concept for its future development. This will revolve around the issues of market changes in coming years and the company's skills and core competences. The organisation needs solid HR strategies if they want to achieve their goals. Smith and Zook (2011), advise that organisation should hold regular meetings or even go away for a retreat to determine and set clear and comprehensible HR strategies.

In order to define a framework for development, a SWOT (strengths, weaknesses, opportunities, threats) and PESTLIED (political, economic, social, technological, legal, international, environmental and demographic changes) analyses should start immediately. After the SWOT analysis is completed, management should reflect on the analysis and work with the managers to strengthen the weaknesses of the organisation. In addition customer and employee surveys should be designed and completed in order to provide important information about the way to develop HR strategies (Carter, Clegg, & Kornberger, 2011).



Table 2. Action Plan 1

What	How	Who responsible	When
Analyse the Current State of the Organisations' HR Strategy	The organisation should hold regular meetings or even go away for a retreat to determine and set clear and comprehensible HR strategies.	Management and HR	Within the next six months

Decentralisation of Human Resources

HR should be decentralised so that store managers can be more effective in the daily activities of their staff. A central rationale for decentralization is that by moving HR closer to the people, it makes people decisions and activities less complicated. Managers will be able to make quick decisions regarding internal promotions, staff recruitments, appointments and selection of staff.

Table 3. Action Plan 2

What	How	Who responsible	When
Decentralisation of Human Resources	Employ an HR manager for each store so that making of decisions can be less complicated	Management and HR	New appointment needs to be budgeted for in the current year.

Revisit Human Resources Policies

The HR Policy should be revisited. If decentralizing of the HR does take place, all branches must follow the same policy. Further, many staff are working for long terms on contract or temporary and the HR policy should determine the status of contract and temporary workers. The policy should also stipulate how long an employee can either be on contract or temporary.

Table 4. Action Plan 3

What	How	Who responsible	When
Revisit Human Resources Policies	Meet with all managers to review all policies and to finalise new policies	Management and HR	This meeting should be set up urgently because the policy

Training and Development for Managers

Managers should be empowered on HR issues so that the stores can run efficiently and effectively. This should start immediately. A decision should be taken that maybe every Wednesday for about 1 hour, compulsory training should be given to empower the managers. Areas inter alia, communication, customer satisfaction, leadership behavior, culture, dealing with difficult customers and employees should be given at this training.



Table 5. Action Plan 4

What	How	Who responsible	When
Training and Development for Managers	Short courses for critical areas for managers	HR and Managers	Every Wednesday for approximately 1 hour, compulsory training should be given to empower the managers

Training on Customer Satisfaction

All staff should be trained on an on-going basis regarding customer care, depending on the line managers or business owners, those with HR or HRD specialists can utilise them, but those without them can consult externally. Customer care is important for the survival of any business. Staff should be informed constantly of this critical area through emails, messages on bulletin boards and at meetings. Staff should also be encouraged to give their suggestions to improve on customer care. Incentives should be awarded those suggestions that implemented (Bryson & Alston, 2011).

Table 6. Action Plan 5

What	How	Who responsible	When
Training on Customer Satisfaction	Compulsory short courses on customer care	HR and managers	New staff must be inducted through training and old staff must be trained as the manager identifies the need

Conclusion

HR is the hub of the organisation serving as a liaison between all departments. The tasks of an HR department can be quite demanding, however, HR strategies are critical if the organisation wishes to stay competitive. Managers have indicated that they are playing a generalist role in that they have to handle both HR issues and to run the entire administration of the restaurant (Callara, 2008). HR issues are a challenge to business owners and some managers have indicated that their HR is inefficient as there is no one qualified to deal with HR issues within their restaurant. However, the majority of the managers have indicated that they have managed to maintain harmony in their respective workplaces but have recommended that the HR department needs to be decentralised. The findings have also revealed that managers should therefore be empowered in HR issues so that the restaurant can run efficiently and effectively. From the findings it is recommended that HR Policy should be revisited. In addition if decentralizing of the HR does take place, all branches must follow the same policy (Phillips, 2012).

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