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# **International Business Operations in the Quick Service Restaurants and the need for Reformed HR Practices in Finland**

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## **Thesis abstract**

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In this current study, the investigation emphasized the widening acknowledgment of HR Practices by Quick Service Restaurants (QSR). The world trends portray QSRs as an expanding sector in the world economy. Finland, a relatively small nation, has the highest contribution to its economic market. This is why Finland is increasingly enticing international operators to take advantage of its beneficial food market. McDonald's is among Finland's foreign companies that have served the Finnish population with fast foods for more than three decades.

However, the QSR sector encounters visible challenges with its employment structures. This study endeavours to ascertain how international players can exist productively in the QSR sector through reformed HR Practices. The study was built on qualitative techniques with a case-study design. The researchers incorporated primary data obtained from semi-structured interviews arranged with McDonald's participants from its HRD. The study population emphasized on international businesses partaking in the fast-food industry. The study area was Finland, and the study centered on international operations executed by McDonald's and how to respond to the employment challenges.

Furthermore, the study involved a conceptual analysis, in which the researchers determined organizational support, International HR policies, Finland's employment regulations and HRM processes as the key drivers to employment management.

To conclude, the thesis discusses the findings and results of the study, encouraging the enhancement of the human resource practices and organizational management. Finally, the work looks at the solutions after the analysis of the gathered information.

<sup>1</sup> Keywords: Quick Service Restaurants, Human Resource Management, Fast-Foods Sector, McDonald's, International HR policies

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## Terms and Abbreviations

|      |   |
|------|---|
| CPO  | Chief People's Officer                              |
| CAA  | Collective Agreements Act                           |
| CAGR | Compound Annual Growth Rate                         |
| ECA  | Employment Contracts Act                            |
| EU   | European Union                                      |
| FFI  | Fast-Foods Industry                                 |
| FFS  | Fast-Foods Sector                                   |
| FOHS | Finnish Occupational Health & Safety Administration |
| GDP  | Gross Domestic Product                              |
| HCM  | High Commitment Management                          |
| HRD  | Human Recourse Department                           |
| HRM  | Human Resource Management                           |
| HR   | Human Resources                                     |
| ILR  | Individual Labor Relations                          |
| ICF  | Informed Consent Form                               |
| IRB  | Institutional Review Board                          |
| IHRM | International Human Recourse Management             |
| ILL  | International Labor Laws                            |
| ILO  | International Labor Organization                    |
| IMF  | International Monetary Fund                         |

|      |   |
|------|---|
| KFC  | Kentucky Fried Chicken                      |
| MEAE | Ministry of Economic Affairs and Employment |
| QSR  | Quick Service Restaurants                   |
| WTA  | Working Time Act                            |
| YWA  | Young Workers' Act                          |

## 1 Introduction

The Fast Foods Sector (FFS) currently presents a good contribution to world economics. As of 2020, the quick-service restaurant (QSR) and the fast foods market generated US\$ 260 Billion (Zion Market Research. 2019). Finland contributes to that value as it is also recognized for the fast-food demand. The country houses various fast-food brands, although the investigation focuses on international players like McDonald's. Worldwide, the FFS is anticipated to grow at a compound annual growth rate (CAGR) of 5.1% (Straits Research. 2019). This paper studies the international business trends of the FFS in Finland and the need for enhanced HR practices. International evaluation of the FFS is seen to rise in 2019. Before the covid-19 outbreak, many Fast-food operators had already served a 232.3-billion-dollar market (Fast Food and Quick Service Restaurant Market Size 2022-2027, n.d.). The pandemic led to a decrease in the FF market as people had to adhere to the social-distancing and lock-down restrictions. This created major challenges for these operators as they had to institute considerable rectifications to preserve their operations. This created major adjustments in service provisions and the HR practices (Luthans & Youssef-Morgan, 2017).

The FFS have penetrated the international category with power players like McDonald's, Burger King, and KFC (Kentucky Fried Chicken). This has created massive deliberations on how international players can operate without creating global conflicts. All international businesses must abide by certain regulations past their domestic countries. (ILO, n.d). Although taxes or legal restrictions are the main aspects, human resources management (HRM) is a growing concern for international businesses. However, there are HR considerations grounded on diversity. For international players, communication, collaboration, and interpersonal influence are crucial elements in handling.

### 1.1 Background of Fast-food Chains in the Country

In Finland, McDonald's operates under the brand of McDonald's Oy (McDonald's. 2021). It has endeavored to go through economic challenges with its refurbishment plans throughout Finland. The Finnish brand has world recognition for being the best of hamburger fast food. The Finnish subsidiary at least has 3200 employees. The outlets can be accessed in



38 cities, and the company pledges more services. In the 25-year service, McDonald's Oy has generated enormous impacts for the FFS. It is a principal accomplishment for McDonald's Oy. In Europe, Finland has only three decades while it has surpassed its neighbors like Sweden in terms of performance.

As a multinational, McDonald's Finland has strived to maintain all international McDonald's purpose is to boost its customer base. McDonald's operates a global organization with over 80 million customers and 30,000 stores worldwide (McDonald's, 2021). According to David Fairhurst, McDonald's Chief People Officer (CPO), HR was the company's key focus (McIlvaine, 2019). In the alternating global trends, international companies must conquer the strict market. The changing trends are attributed to the eating habits that are increasingly changing. People currently show high preferences for fast foods.

In the necessity for companies in Finland to reinforce customer satisfaction, the HR practices must be coordinated to the business operations. Customer satisfaction represents a ground factor in business performance (Lee, & Madera, 2019). It is with employee management that a company can drive customer satisfaction. If workers are not satisfied, it will transfer to customer treatment. For this sector, customer-employee collaboration and physical reactions are crucial (McIlvaine, 2019). HR practices can assist a business in customer retention. Service operations are other critical areas for the FFS. The services that are delivered to customers are very influential to customer management. Fast foods are more associated with better customer service. Since customers demand goods that are for immediate consumption, the services obtained determine their satisfaction. As the foods are produced, they are immediately delivered and are mostly for lunch hours, dinner, and breakfast (Kloutsiniotis, & Mihail, 2019). The FFS is labor-intensive because it comprises unskilled and professional labor. Also, fast foods, like other foods, are considered perishable, and they need quality handling measures before their preparation. Hence in the FFS, employees handle, prepare, and serve the meals. This causes difficulties for managers to schedule workers for the different roles. This creates complications for both food and labor costs.

According to Mostafa et al. (2019), just like other parts of the world, in Finland, fast foods are popular, and the country possesses various outlets for fast foods. However, the whole

sector in Finland for first foods is dominated with a portion of chains that are half a dozen, with coming contenders and others coming up. There are few outlets of Gourmet Burger that are scattered within Finland with kiosks as well as grills which are large in number. As presented in the article by Rubel et al. (2020), a relative restaurant number also exists. The businesses dealing in first foods in Finland include Arnolds, which opened its first shop in 1991. However, currently, there are about thirty coffee shops scattered in Finland, and every shop dealing in coffee services is found in centers of the city and malls.

Rubel et al. (2020) further suggested that Arnolds came up with various hotels and businesses for restaurants and has progressed well and expanded continuously. Additionally, 55 fifty-five Burger, Cola, Fries has also recently joined the sector for fast foods in the Finland market. These businesses are owned by Kotipizza Corporation, which is very successful and owned by Finnish as well as their goal stated is finding a third place in the market of Finnish hamburger as well as branch internationally out on a schedule that is tight with financial footing provision by Kotipizza, the chain of fifty-five is rapidly expanding in Finland. The extras provided include beef, cheese, fries, drinks, and four distinct section dips (Beurden et al., 2021).

Furthermore, Beurden et al. (2021) suggest that Kotipizza Oy is a restaurant dealing in Pizza, which is the largest in Nordic countries and possesses its head office in Vaasa. Rabbe Grondom developed this business in the year 1987. This business had generated about restaurants three hundred in number in Finland. The main component found on the menu of this business is pizza with an available range that is considerable. These businesses are distinct across the world, and the countries that seem to be producing Pizza of a quality that is best make sales relatively higher than the ones that produce low-quality Pizza.

In addition to Hesburger, another fast-food joint in Finland is Faffa. In 1996, Heikki Samela opened a street kiosk in Naantali, Finland, to offer meals to the public. In comparison to McDonald's, which is the subject of this research, the fast-food industry in Finland is much bigger. This company currently has around two hundred sixty restaurants in sixty towns found in Finland. McDonald's is also a company that deals in sealing of first foods in Finland. These companies are almost the same across the world. They have chains of fast

foods that are bigger in Finland and have about eighty-eight outlets, such as Hesburger. McDonald's first opened in 1984 in Tampere city of Finland. This is presented in the article by Imamoglu et al. (2019).

## **1.2 Problem Statement- Fast Food Chains**

The FFS operates at narrow profit margins combined with other difficulties like food safety, health considerations, and employee management. With the many complications that this sector encounters, HR Practices should be among the measures for managing the alternating customer demands and the low profits. Although McDonald's is an already established player, the market forces also affect its functioning. The sector encounters considerable turnover because of the low labor relations and poor HRM. There are many incidences of voluntary turnover as operators do not extend sizeable salaries in most fast-food chains. As a result, the companies must strive to hold up their businesses with the growing labor restrictions. The problem that this investigation attempts to solve is in the issues of HRM in the FFS. Since the food sector holds 67.3% of the entire market, much Finnish is employed in that sector. This suggests that the FFS challenges affect a considerable section of Finland.

## **1.3 Purpose of the Research**

Underling this qualitative investigation was to ascertain the HR practices that the international players can count on in the FFS. The fast-food operators must upgrade their HR practices to beat the international challenges. Also, refined HRM should aid in employee productivity. The population for this examination is the Finnish FFS. However, the sample will comprise of the international fast-food players within players. In the inspection, McDonald's, as a multinational in Finland, is a noticeable example of how it has captured the Finnish food market with fast-food services. The results in this investigation can aid in the escalating need for superior HRM. Finally, the FFS can emulate these findings as initiatives for improved performance.

## 1.4 Research Questions

- What are modern HR Practices that the FFS can implement?
- How can the FFS gain from the international trends and competition?
- How can the Finland FFS reform its services to widen customer demand?

## 1.5 Significance of the Study

This investigation is great merit to the FFS as it the possible improvements for HR. This should aid in strengthening and encouraging international operations. However, it is of considerable worth to requirements of employment stability for the FFS. For example, it could be a reference for international players to lessen employee difficulties in fast-food operations. It is also an influential study for society as it should direct employees and employers on their obligations in HR practices. Through better HR handling, fast-food restaurants will certainly decrease unfair employment. This should enhance fast-food productivity and also boost competition. In addition, the HR practices will permit the FFS to leverage the growing market.

## 1.6 Nature of the Study

The study was constructed on qualitative methods. we relied on this approach to ascertain corresponding concepts and understanding of the industrial perceptions on HR practices. International businesses count on different cultures and theories in their operations (Rashid et al., 2019). The study estimated the connection that HR practices have on quality performance among fast-food operators. Qualitative methods are most suitable for this inspection because of the necessity to examine insights on HR practices. The researcher chose qualitative methods from the three research methods, mixed, quantitative, and qualitative methods, because of their capability to create in-depth analysis and understanding of contexts, experiences, and phenomena.

Additionally, to fulfill the stated purpose, the investigation accesses the HR strategies for exceptional international activities in the FFS. Researchers utilized the FFS as a case-study design to simplify how HR activities can be addressed in multinational organizations. However, there are qualitative approaches like the ground theory and phenomenological method where the investigator inspects the sample's circumstances on the stated incident. Nonetheless, these methods are mainly applied in generating theories. However, the emerging themes from case studies may not be substantial for theory development (Rashid et al., 2019). The quantitative approach entails the utilization of hypothesis testing and appraising statistical information. However, this research's objective was to comprehend the participant's outlooks and experiences. However, this does not require statistical data. Fast foods are not restricted to a given region or culture. In these real-life circumstances, the researcher had to base on case studies.

## **1.7 Theoretical Framework**

Several theories can be connected to HR Practices and their effects on all businesses (HRT, 2021). First, fast-food employees encounter mental, emotional, and physical demands. They can also be categorized as frontline employees. Second, we developed a theoretical framework applicable to the FFS and suitable HR practices with the socio-economic theory (Rajput & Gahfoor, 2020). The theory helps in examining the influence that economic activities have on social processes. It portrays that social progress has critical collaboration with economic activities. It is through economic activities that societies have been reformed to reach the present economic statuses. Socioeconomics examines the social behaviors that originate from economic factors (Zhang, & Benyoucef, 2016). It relates to the business environment as both economic and social factors are exhibited in daily situations. It is an interdisciplinary perspective that comprises aspects like legal activities, potential gains, and labor markets. Finally, an international business must study the social trends in the foreign market. This should encourage businesses like McDonald's to keep away from illegal operations. All societies have stipulated norms that indirectly or directly impact business operations (Atikur et al., 2020).

Social behavior in the FFS employees relate to the challenging work environments to which they are continually exposed. For example, they encounter demanding customers

while conserving their physical energy, mental capacity, and emotional stability in their work. The fast-food services must be dispatched with warmth and politeness (Teo et al., 2021). This means that workers must suppress their honest emotions to render superior customer service. As a result, workers must stick to rigid and codified procedures, instructions, and scripts to secure service perfection in those workplaces.

Additionally, insufficient training, low wages, unstable contracts, long and unsocial hours are all elements that contribute to the emotional challenges for FFS workers (Bakker, & Demerouti, 2017). Furthermore, the low socioeconomic situations linked to the economic recession are immediately impacting fast-food companies. This has pushed international operators into unlawful employment practices. These practices directly affect the staff as they are responsible for poor retention, job stress, dissatisfaction, and burnout. For the food-services employees' burnout is characterized by endless exhaustion.

Also, motivational theories like "Herzberg's Motivation Theory" and "Maslow's Hierarchy of Needs" are crucial theories in understanding the motivational needs among employees. They reinforce the driving factors to reach a certain outcome. For example, in business management, motivational theories have greatly aided in instating employment reforms. For example, Badubi, 2017, stated that motivation is an indisputable aspect in accomplishing productivity. It empowers workers to act in the direction of the organization's goals. It is a means of making certain that workers become more inspired and productive. Motivation has been proved to probably enhance performance up to at least 12%.

## **1.8 Maslow's theory**

Physiological requirements are emphasized as being the most important in Maslow's hierarchy of needs. These are necessities that everyone must have. FFS personnel, for example, must be healthy and well-fed in order to provide service to others. As a result, it is critical to reduce employee burnout and workplace stress. Workers who have their physical needs met are more likely to perform at an elevated level and have a pleasant outlook on life. Employees will, however, seek safety once their physiological demands are met. Anxiety over one's own safety is a constant concern in the fast-food business (FFI). Job security and physical safety are the two main categories of safety concerns (Cai et al., 2019). In

addition, companies must ensure the safety of their employees. Insurance plans should also be considered. Those who work in the kitchen need this most. While preparing meals, these individuals run the risk of being burned or suffering other harm. Additionally, fast-food workers should be concerned about their safety on the job. Then, they need to have clear and dependable employment agreements. As a result, the quality of service they provide will be improved. Having certainty in one's job security will function as the motive for increased retention.

However, in this unstable sector, it is also complicated for employers to pledge job security. The changing dynamics are creating observable problems in contract employment. As the safety need becomes definite, fast-food employees shift to social needs. This delineates intrinsic human needs for social attachments (Ali, 2019). It is a human desire for people to have social bonds. The fast-food stores should have pleasing environments for socialization. Workers should be authorized to socialize while in their work breaks. It is healthy, mentally, and emotionally recommended to have human attachments. This will encourage teamwork and coordination among fast-food workers. With the social needs acquired, employees should proceed to esteem needs. This means the human desires for recognition and appreciation. It is a motivational factor to seek respect. As employees acknowledge one another, it helps in realizing esteem needs. This should lead employees to discern their worth in their work environment (Varma, 2017). This should create feelings of regard and value from their peers. After reaching the esteem needs, it assists workers to obtain self-articulation. It is when an individual acquires accomplishment in their field.

## **1.9 Herzberg's Theory**

In Herzberg's theory, he highlights two factors that govern motivation. This includes the satisfiers and dissatisfiers. In this theory, Herzberg emphasizes that a work environment can lessen the dissatisfiers and strengthen the satisfiers. The dissatisfaction elements are categorized under hygiene factors. These form elaborations on the protocols or policies inducted for job performance. These comprise working conditions, company policies, salaries, supervision, job security, and safety. For example, in-store where working conditions are not pleasing or unpleasant will ideally demotivate workers (Geelmaale, 2019). The other conditions include congestion, temperature, and employee treatment. Herzberg

mentioned factors like achievements, interesting work, recognition, career development, and increased responsibility for motivators. The work environment should have HRM based on organizational purpose. Rewards comprise of availing incentives or bonuses for employees. This should make it easier for them to be motivated. There are various rewards that the FFS can extend, such as health benefits, paid time off, travel benefits, and gift vouchers. Also, through increased responsibility, it would generate trust in HR. This should erect a culture where workers discern that they are productive and trusted (Pirohov-Toth, 2019), a form of building recognition for the fast-food workers.

Furthermore, job achievements and advancement are factors that should guide workers into career development. This surely motivates workers and reforms their performance. These theories should assist in expanding the existing literature on HR Practices and their control on business operations. However, there are forces for employee turnover like alternative factors, contractual factors, affective forces, behavioral forces, and moral forces, among others. Sometimes the FFS has difficulties with the alternative factors for workers. For example, many stores offer medium jobs. This creates huge substitutes for fast-foods staff. Also, the contractual forces can be very influential on employee turnover (Atikur et al., 2020).

### **1.10 Delimitations**

The study was restricted to only international businesses. Also, the investigation centered on the FFI and McDonald's as the foreign business in Finland. The suggestions delivered include HR Practices which the businesses can depend on in strengthening their functions. We ensured that the examination revolved around only Finland (Farooqui & Alwi, 2019). This is where we identified the international business to be McDonald's. The case-study exploration in the FFS was founded on McDonald's HR operations.

### **1.11 Assumptions**

The assumption we formulated was that the sample and population were relevant to exploring the research questions and international business operation problems. Also, McDonald's was the best example for studying international operators. The company has



been in Finland for the past 25 years dealing in the FFI (Guerguis, 2019). This made the company our real example when investigating the likely HR Practices that can aid fast-food operators. Also, we assumed that the HR Department (HRD) of McDonald's has the HRM strategies for strengthening productivity and thus driving high earnings. We again assumed that the company's HR team would disclose honest responses to our interview questions.

### **1.12 Limitations**

In our study, the first limitation that we encountered was the sample size. This came from the narrow population (international fast foods) in Finland. The discussion had to emphasize one international company. Hence the sample was restricted to only McDonald's participants. We only managed to access three participants from the same company and department. All responses were restricted to McDonald's practices. Also, the study only emphasized international operators without the inclusion of the Finnish fast-food domestic operators. This could also have generated some cultural differences. McDonald's functions as a foreign multinational in Finland. This ideally creates geographical and cultural differences for both countries. Additionally, through purposive sampling, there could have been some bias as only McDonald's was most suitable to our judgment in the entire population. Despite the steps and approaches to avoid, we have no assurance that there was no bias.

### **1.13 Summary**

The chapter comprises a problem statement, theoretical framework, purpose statement, significance, and background. These sections provide introductions to the entire topic. The study aims to examine the appealing and appropriate HRM and practices for international businesses in the FFI. This purpose was fulfilled with an elaborated qualitative study and explained the suggested research questions. The conceptual framework incorporates certain theories that associate with employee motivation. These guided us into formulating the following chapter.

## **2 LITERATURE REVIEW**

### **2.1 Available Literature**

This section reviews the literature on International Business Operations in the Quick Service Restaurants and the need for Reformed HR Practices in Finland. The first section discusses the Hospitality industry (fast-food sector). The second section discusses the Mac-Donald's in Finland. The third section discusses the HR (human resource) issues. HCM (High commitment management) is discussed in the fourth section, and the fifth section discusses the international human resource practices.

### **2.2 Hospitality Industry (Fast-Food sector)**

According to Farooqui & Alwi (2019), the industry of hospitality is a comprehensive field in the industry of service, which involves lodging, drink and foodservice, event planning, tourism and travel, theme parks. It involves tourism agencies, hotels, restaurants as well as bars. Regarding beverages and food, this sector is known professionally by its initials, F&B, which is seen as the largest segment in the hospitality industry. This industry is detected to offer 50% of eaten meals in various countries across the globe. Collison (2020) proposed that the industry prepares snacks, meals, and beverages that are used for consumption that is immediate on and off-premises. If the restaurant is a section of a specific hotel, the rendered services may enhance guests' experience by rendering excellent foods and customer service, which is first class. It may function symbiotically as other businesses' parts, such as bowling alleys and theatres for movies (Collison, 2020).

The research conducted by Guerguis (2019) presented that the tourism and travel sector of the hospitality industry deals in services associated with people moving to various places. Cabs, planes, buses, trains, ships, and other equipment for movement in the industry for travel. Travel for leisure is when people spend money to access items like food, lodging, and a reaction while having vacation trips. Travel for business is when people move to work as well as spend money on food, lodging. Most people find themselves spending on recreation even when they travel for business. According to Schramade (2019), the main purpose of tourism is to support individuals to travel, and in case people

move, for either leisure or business, they utilize hospitality money. Lodging as a hospitality sector means accommodating people for a specific period or a specific place for sleeping for either a night or more. Fancy hotels, hostels for youth, hostels for elders, campgrounds, motels, and businesses that offer people a place overnight to sleep are in the lodging sector.

Regarding recreation, it refers to activities done by people to rest, relax as well as enjoy. The objective recreation must ensure the mind and the body of a person are refreshed. Any business that gives resting activities to people, enjoyment, and relaxation to enable refreshment of their mind and the body, is referred to as a business for recreation (Bailey, 2020).

According to Bailey (2020), the entertainment business which renders shows, for instance, theatre or movie, places of attraction which are of interests that are special of visits for instance museums as well as zoos, sports that are spectator as well as participatory sports are parts of the business for recreation as well. The fast-food sector globally is expected to reduce modestly for about five years, majorly due to global economic volatility and the increasing awareness among customers of the risks associated with a high-fat diet, sugar, and salt. Regardless of the limitations faced by the industry, it has received growing as well as steady demand from emerging economies. As presented in the article by Mostafa et al. (2019), this sector tries responding to the changes experienced from the preference by its customers, which is significant in avoiding the decline of revenue in the industry. The biggest companies with a market share that is largest globally in fast foods are the McDonald's Corporation Market Share and the Yum! Brands Inc. Market Share restaurants that deal in fast foods globally are involved with payment by patrons for the food products quick service from franchised and stores owned by the company (Mostafa et al., 2019).

The sector produces foods as well as beverages that are sold to customers across the globe. Some of the beverages produced by these countries are sodas, water juices. These beverages are not usually alcohol, while some of the foods offered by the first food sector globally are chips, crisps, grains, Pizza, and other snacks that have high levels of energy, which is in the form of calories. This is regarding the article by Mostafa et al. (2019). This sector globally generates more than five hundred seventy billion dollars as revenue. This

value is way bigger compared to most countries' economic value. Most of the customers worldwide who consume the first foods put more focus on the price, a taste of the foods offered, and the quality of the foods offered by the sector. However, the food is majorly processed as well as highly prepared in an assembly line. These restaurants emphasize experience consistency, affordability as well as guessing it.

### **2.3 McDonald's In Finland**

According to Beurden et al. (2021), In Finland, McDonald's is the cause of the stiffer competition between chains of hamburgers that are ever existing. The manager of McDonald's says that the market in Finland has very tough competition. McDonald's, as well as the closed competitor it has that is Hesburger, dominates in the market of Hamburger and the whole market of fast foods in Finland. The chains of restaurants roughly sell euros about two hundred worth each year's fast food. As presented by Imamoglu et al. (2019), the hospitality association of Finland presented that fast food sales increased by 3.2% between January and the month of September. The increase is influenced by the economy downturn, which is significant in boosting demand for budget-friendly dining options and the more increase in fast restaurants in the past ten years. As a result, the common competition indicator is campaigning for the business. Scan burgers and Rolls perform more activities of restaurants of fast foods in Finland compared to the ones of McDonald's.

According to Bakator et al. (2019), McDonald's has invested euros totaling up to about nine million euros in restaurant network development and overhauled the menu it has. According to Kelly, the managing director of McDonald's, they have to work extremely hard to remain worth their customers. This is because they have a diversity of customers with varying preferences. The same speaker further mentioned that McDonald received losses of operating practically every year from when it was introduced in Finland, depending on the financial statements possessed. It is not that each Hamburger uses an identical approach McDonald has for the past fifty-four years asserted its dominance firmly as the largest hamburger chain in the world for restaurants dealing in fast foods (Rhodora et al., 2020).

## 2.4 HR Management Issues in QSR

### 2.4.1 Compliance

Concerning the investigation by Rhodora et al. (2020), compliance is among the most common issue in human resources. This refers to the process involving defining procedures and policies to emphasize employment and practices of work, perceiving laws and regulations applicable while knowing objectives for capital resources of humans which are larger. Companies, regardless of the sizes they have, face complexities of human resources that are increasing as the employment regulations and the laws' number are rising, and penalty risk for failure to comply is never greater. According to Oriordan (2017), it is important to realize that while carrying out process development and policies for human resources, the business owners must know that the person employing should abide by the laws of employment. For instance, with the applicable federal, local, and state regulations, the business can end up becoming subject to audit from an agency that is enforcing and may cause penalties and fines for failing to comply (Oriordan, 2017).

According to Oriordan (2017), employers must know that failure to understand and know obligations for compliance is not an acceptable legal defense. And lastly, employers are also expected to note that the settlement lawsuit may lead to the company's bankruptcy. The role of human resources in compliance is to ensure the goals of human resources for larger companies. The article by Collison (2020) presents that the major function of the department for human resources is gap bridging of trajectory growth of the company as well as the objectives plus the practices of compliance which impacts activities, for instance, employee development hiring, as well as retention. Having a clear perception about the company's strategic priorities puts a better foundation for understanding different scenarios, as well as the way concerns of compliance may influence the decisions taken. Compliance can begin with goals that are defined as well as set clearly. The goals of human resources should be formulated so that they can support the strategy for the company. However, they should as well consider the distinct circumstances as well as the implications for compliance. Finally, some of the compliance issues examples in human resources are majorly related to employee matters, which involve benefits administration, procedure hiring, and policy separation (Collison, 2020).

According to Farooqui & Alwi (2019), the way of paying overtime, maintenance of employee documentation. Some issues faced include strategies for recruiting as well as the compliance benefits. The compliance challenges faced by McDonald's business are demands on time from each direction and the need to wear various hats. According to research carried out, most employers desire to be as compliant as possible. However, to some extent, they may feel it overwhelming since they are not aware of what they should do to ensure requirements are met.

In most cases, businesses owners do not know the necessity of complying with regulations related to human resources not until the enforcement agency contacts them. Therefore, the human resource can keep up with compliance issues by conducting an audit of a human resource regarding strengths and weaknesses of levels of compliance that exist. Schramade (2019) also presents that by ensuring each person is responsible for as well as accountable for proper training of organizational compliance (Collison, 2020).

Lastly, Guerguis (2019) presents that installing a mechanism of monitoring to ensure a to date compliance process is internal. To successfully comply, rules and regulations that impact businesses must be navigated, and this can be done according to QuickBooks (2016) by applying for business licenses with the department of business licensing according to the business nature. One may need a federal or state license for the business. Additionally, business permits can also be got to navigate rules as well as regulations. Insurance coverage is another way to navigate rules as well as regulations. It is designed to enable risk management, but some policies are a requirement by the agency, which are regulatory. These required policies depend on the state and the structure of the business, and one may necessitate carrying out insurance of professional liability.

Concerning the article Guerguis (2019), the policies also depend on the desire by the state since most states desire businesses to carry out professional liability insurance. Using regulations as well as programs may also be used as a tool to navigate rules and regulations. These local programs include the county and the city government, which often provides support to businesses in the locality through programs of financing. The programs can offer direct grants, programs for subsidized loans, and direct equity investment and credits for tax. Research on markets as well as programs of free advertising may be present as

well. Therefore, it is important to consult the local commercial chamber for more details. Zoning laws can also be used to navigate rules as well as regulations. These laws restrict hazards to safety, loud noise, eyesores, for instance, large signs (Collison, 2020).

#### **2.4.2 We are recruiting talent which is the best.**

This is also a common human resource issue, and according to Schatz (2021), for a business to be successful, it must have the ability to find and hire the people who are the best at providing services. McDonald's as a company needs to consider the skills and experience of the candidates plus the ability they have to work with fellow people, which is commonly known as teamwork. Additionally, the company should also consider the ability employees have to adapt to various changes as well as their skills of communication, including oral as well as written communication. The process of recruiting, which is effective, considers the external as well as the internal candidates. Therefore, companies need to ensure that they avoid hiring people who are less appropriate as choices that are easier for them just because they could be an internal candidate (Collison, 2020).

Regarding research presented by Schramade (2019), it is also important to consider the encouraging of individuals for the job. It is also important to make decisions on what exact skills the company is looking for in the employee, major interviewing, and the process of selection to sharpen with skills. Therefore, it is important to strengthen the current missing team. As per Imamoglu et al. (2019), the most qualified candidates are required to be trained, but effective recruitment and selection decrease the period needed to invest in trying to carry out training of employees are new. But, but in case the great candidate fits only if they are not missing specific skills which are technical to do a job, make investments in training.

#### **2.4.3 Employee retention in Finland**

According to Imamoglu et al. (2019), this is also a human resource issue and is defined as the ability of the organization to prevent turnover of the employee to people's number that quit jobs for a specific period either involuntarily or voluntarily. Employee retention increases impacts directly on the performance of the business as well as the success.

According to Holliday (2021), each organization requires to keep employees who are the best at performing specific tasks within the organization. This is significant in enabling the company to thrive. This is the main goal of the retention of employees.

#### **2.4.4 Workplace Diversity**

According to Ali (2019), this is also a common human resource issue that can affect the functions of the human resource, for instance, keeping records, recruiting, training, and human resource staff expertise requirements. Diversity at a workplace increases the responsibilities of human resources and holds departments accountable for mandated functions by law. The main diversity issues at the workplace that should be considered and addressed by the human resource include the barriers to communication leading to failure of proper coordination among the individuals. Additionally, the requirements of the employees should also be considered by the human resource at the workplace as a diversity issue. Furthermore, issues associated with gender equality are also important to be considered generational differences are also workplace diversity issues that should be considered and handled by the human resource to ensure that employees from distinct generations come together to achieve a common goal (Baum et al., 2020).

Additionally, discrimination associated with a disability should also be considered so that the differently abled people are given a chance to express their feelings and capabilities, which could be relevant in the company's development (Baum et al., 2020). Additionally, beliefs which are conflicting are also important to be put under consideration at workplaces.

According to Boon et al. (2019), diversity at the workplace influences interpersonal relationship development, the way managers and supervisors interact together with staff and the relationship between employee relationships. In case one wants diversity at places of work, the team for a human resource may need to think again on how things are to be done, for instance, people may wish to carry out place broadening employees who are new as well as training to ensure problems are prevented from getting workplace diversity employers should set posters in the places of work for instance break rooms for the employees to ensure information is provided to them about the civil rights they have as well



as the federal laws which allow equality for employment without considering the genetics, nationality, disability, race sex, religion as well as veteran status.

As presented in the article by Cai et al. (2019), The human resource should make periodic walk-throughs to ensure posters for the company are up to date and intact. The goals of diversity at the workplace may need changing the strategy for recruitment or reaching out to ensure the diversity pool is identified of the qualified applicants. Requirements for posting, for instance, equal employment opportunity, should also be made to ensure applicants who are diverse hand in their resumes to be considered. Diversity at places of work is significant in enabling companies to attain an edge that is competitive in the markets across the globe and in case targeting segments of business that need input for diverse perspectives. As presented by Cai et al. (2019), the expertise of human resources is significant in evaluating in circumstances where candidates who are diverse maybe put an organization in that they may make the most valuable contributions. This needs conceptualizing on how employees will be placed as well as assessing if stereotypes influence you.

#### **2.4.5 Compensation and benefits**

These are human resource issues, which means the benefit provided by the firm to the employees it has, exchanging it with the labor provided by the employees. Benefits, as well as compensation, are therefore a major part of the management of human resources. Benefits and compensation are major human resource functions because plans of compensation and great benefits ensure that good employees get fair rewards that play a great role in ensuring that the employees are motivated to practice performance improvements. These plans are significant as well in attracting talents that are new from the employees within an organization. Most professionals who are carriers minded applying for particular jobs just due to salaries given and the packages for incentives. This is concerning the article Cai et a l. (2019).

According to Cai et al. (2019), if the employees are compensated properly, it becomes that the employees value them as workers and human beings. In case people get a feeling of being valued, they end up feeling better regarding work involvement. The morale for the whole company is said to increase as well as people get motivated to perform excellent

tasks. Compensation is important in human resources since it maintains an efficient workforce, which is productive, and equitable payment, compliance to the state, which is federal, and regulations that are local regarding what can be afforded by the company.

## **2.5 High commitment management (HCM) in human resource**

This emphasizes individual responsibility, empowerment, and independence of the employer at each level than focusing on single high power. It instead keeps the commitment at a high level. Most of the people across the globe think that a flat structure of an organization is key to successful contribution. As presented in the article by Cai et al. (2019), the responsible individuals for their individual decisions made and the skills they possess, plus how they perform within an organization, influences the way they get paid. The discipline of individuals within the company influences the willingness of the employees to assist the company in achieving its success. Finally, and most importantly, they can help to eliminate any negative attitudes that employees may have about the organization. Workplaces with high commitment are usually successful by relying on the responsibility of the individuals so that they can help improve the team. The creation of culture relevant in individual motivation to enable individuals to achieve success while maintaining high commitment enables organizations to stand out through achieving achieved excellence for longer periods. High commitment management in human resources is achieved by putting into practice various issues discussed below concerning the article presented by Geelmaale (2019).

### **2.5.1 Work Teams Direction.**

According to Geelmaale (2019), individuals tend to become a team and perform their tasks wholeheartedly and willing to cooperate through a natural collaboration system; teams are accountable for the work they do as well as their group management. Work system designing concept with participation full of proved people to be organizations breakthrough was developed around the 1990s. From that time, closet employees to the product and customers started to get increasing capacities and capabilities for making decisions.

### **2.5.2 Conducting programs for interviews**

According to various research studies conducted, the interview programs are very significant in ensuring that the employees get a sense of purpose which is very high. Exposing the thoughts of employees and their concerns on various managers is an aspect that is fundamental to the employees and the managers' relationship. Research with adequate evidence indicates that the ability of employees to talk to the managers improves their attitude greatly towards their work. This enables the development of confidence and trust in their managers, and they work hard towards achieving the stipulated goals and objectives within the organization where they are working. It is also significant in eliminating the bad bias employees could have possibly developed on the organization they are working for and their managers, as presented by Geelmaale (2019).

According to Guest (2017), strengthening the bond between the employees and the manager helps ensure that managers work hard so that they can also meet the needs of their employees on an individual basis since the managers have an opportunity to know the individual needs of their employees. This makes easy progress of the company while ensuring improvement of the managers as well as their employees on an individual basis. Team individuals strive together to ensure improvement of the processes of the team through adapting various demands as well as learning different aspects from themselves. This is significant in ensuring that the team members develop favorable skills that may enable them to work hard towards pushing the company forward concerning its objectives of the operation.

### **2.5.3 Cross-training**

As presented in the article by Han et al. (2016), initially, cross-training started to be examined by the management of Japan, which was modern in the industry of automobiles around the 1970s. Various sociologists assessed how the automobile first in Japan carried out cross-training of their employees by carrying out a wide orientation of the company and the program for training. As these firms trained employees in the process of production, the sociologists who carried out orientation found out that training brought all the employees together and developed a strong connection where each employee was dedicated to

the mission of the company. Therefore, if McDonald's employs this technique of cross-training of their employees in fast food production, employees' dedication will also be improved. Therefore, it will enable the company to make as many sales as they can. Suggestions indicate that flexible production teams enable the employees to perform their tasks while maintaining efficiency.

#### **2.5.4 Employee motivation**

Harun et al. (2018) present that, Employee motivation is one of the major tools of ensuring high commitment management in the McDonalds fast foods company in Finland. Regarding the worker motivation methods, the distinction between practices with high commitment and the strategies from extreme management rational system. The rational management system puts much focus on either incentives or punishment. This is significant in ensuring that the employees work hard towards achieving the goals of a particular organization so that they can be rewarded with incentives since they are fully aware that failure of performance which is anticipated by the managers or the in case, they perform poorly without following the goals stipulated by the company. According to Hobfoll et al. (2018), high commitment practice is distinct from management that is rational since it aims to stimulate productivity through employee commitment encouragement to the company. This is contrary to management that is rational since practices of high commitment attempt to develop circumstances where employees aim to deliver or perform their tasks to the best efforts.

#### **2.5.5 Employee control**

As presented by Hobfoll et al. (2018), high commitment practices are distinct from management practices, which are rational regarding control of employees. The rational management system discourages autonomy of the job, putting into constriction freedom of such a kind lowers productivity since the employees tend to choose not to work. However, practices that are high commitment encourage autonomy of jobs, creativity, and innovation of companies with practices of high commitment that lead to job satisfaction increase and commitment, which results in outputs that are increased. On the other hand, the management system that is rational trying to carry out employee micromanagement, and these practices effectively encourage the independence of employees greatly.

### **2.5.6 Influencing the corporate structure**

Jalilvand et al. (2017) presented that, regarding the structure, which is corporate, the institutions that employ management that is rational and employment practices of high commitment differ. The companies having rational management have a stiff hierarchy with various ranks existing between the executives and the floor workers. For instance, the companies that employ bureaucratic control have a single entry-level at the hierarchy bottom. Since these companies possess a steep hierarchy, the ones at the periphery of the chains are from high ups. The companies with practices for high commitment have a relatively flat hierarchy as well as networking of intra-firm is very easy. The resulting circumstance is that most of the employees develop readily regarding the attachment to their peers at work, their bosses, and the company raising their commitment. At the same time, the rational management system keeps a distance between lower employees and the executive; practices of high commitment led to fostering good relationships between these two (Collison, 2020).

### **2.5.7 Other managements that are natural.**

According to Schramade (2019) in case the practices of high commitment have strategies that are similar in the system, specifically the school human relations, regarding the three previously discussed aspects, their distinct goals. Even if both try on increasing satisfaction regarding the job as well as making their employees have a sense of feeling valued at their work, practices for high commitment fight to make the employees get a feeling of attachment to the companies where they work, on the other hand, the human relations fight to ensure that the employees wish to work since they have gained satisfaction from outputs contributing. With a shift that is significant in employee motivation by the companies where they work in the current years, various companies are starting to find out that possessing strong corporate culture is a significant part of the success of an organization.

## **2.6 International HR Practices**

As presented in the article by Schramade (2019), these practices include operations that are strategic of human resources globally. These practices are significant in forming

guidance and the foundation for employee management in the company and ensuring coordination with the business executive plan. Various practices for international human resources include staffing at the international level, international training, international compensation, cultural issues, management performance and other practices, which become important strategically to meet the organizational goals. A way that is effective in expatriate failure prevention is to effectively plan the practices for international human resources. The international human resource practices have various objectives, for instance, creating an appeal that is local with no compromise on global identity creating awareness of sensitivities of cross-culture among global managers as well as staff hiring across geographic boundaries.

This is one of the most significant issues which affect human resource practices. But if we consider the international perspective, diversity of culture is found to be across the world. It should be noted that the culture in two different countries is distinct. Professionals of human resources that work for multinational companies may keep an environment that is produced by ensuring that an internationally diverse employee pool has knowledge and skills capable of helping them work together for common goals that the company stipulates. Moreover, the international human resource practices that are strategic are concerned with human resource management, which is consistent with the strategic directions of the enterprise, which is multinational in an interconnected, dynamic, and highly competitive global environment. Moreover, the practices for international human resources emerged due to numerous factors, including cultural diversity, collectivism and individualism, a poor orientation, avoidance of uncertainty, masculinity, and time orientation.

Additionally, as presented by the article Schramade (2019), the diversity of the workforce is a block that builds an organization. However, there exists a diversity of the workforce in companies across the globe, regarding the place where employees originate from a global company which is typical. Diversity of workforce may be taken in the employee mobility context depending on the country for jobs performing. As regards this basis, employees may be grouped in various categories. The first category is the expatriate, who refers to the parent country taken on an assignment that is long-term to operations for the host country. The third and last category is repatriation which is the coming back of the expatriate to its home country at the foreign assignment end. Furthermore, language diversity is

also an expression medium arising for countries that are distinct and possess languages that are different.

Even if English is regarded as the most common language, it does not adequately serve the purpose since it has a limited coverage that does not cover the entire world. At the same time, employees who come from different countries can be advised to start learning the language commonly used in the country which hosted it so that information is disseminated in a better way. This does not become, in most cases, feasible. This case's alternative is sending multilingual communications. This means that any transmitted thing to the employees must appear in languages that enable getting through the message. On the other hand, there are no rules that are fixed in sending messages of such a kind, and this looks safe to be said that messages of such kind must be changed in languages that the employees can best understand to encourage the coverage is adequate.

## **2.7 Strategic Management Practices**

Every firm on the market has a distinct purpose, a distinct aim, or a distinct goal. This implies that the company can use its physical, financial, and human resources to function correctly and effectively. Human capital is a problematic concept for businesses to grasp compared to other resources. Managing an organization's workforce is within the purview of HRM. Finally, human resource management aims to aid in achieving the company's objectives. Some of the most critical responsibilities of HR managers include strategic planning and training, development, marketing, innovation, problem identification, management, and control (Pizam, Shapoval, & Ellis, 2016). By actively selecting the most acceptable candidates for each position, HRD helps the organization accomplish its objectives. Human resource management is the greatest approach to achieving company objectives and resolving internal organizational issues. One of the challenges that HR managers face daily is dealing with external elements such as political climates and cultural and monetary restraints. The creation of corporate strategy and disseminating information about the organization's structure are two other responsibilities of human resource management. Human resource development management involves a wide range of duties for those who work in the sector. These responsibilities include formulating the company's strategy to overseeing its organizational structure and financial resources.

Human resource development is tasked with ensuring that the organization's objectives and how it utilizes its re-sources are coordinated (Jalilvand, et al. 2017). Among the numerous approaches to managing shareholder value is value-based management, the goal of maximizing profits for the company at any cost. A company's employees' interests are simpler to understand when accepted as a factor in organizational development (Pizam, Shapoval, & Ellis, 2016).

Effectiveness, predictability, and preventability are three operational attributes that McDonald's places a high priority on. First, because of their ability to operate consistently and better, machines play an essential role in ensuring product quality and service consistency, which helps to ensure satisfied consumers. This agreement includes a business strategy, decision-making procedures, performance management systems, corporate communication, and reward methods (Jalilvand, et al. 2017).

Additional responsibilities, such as paying for and utilizing services, training and development, and promotion/retirement, come with human resource planning. These responsibilities are a component of the preparation. Human resource management begins and ends with the task of professionally managing and using the available pool of human capital. The strategic aim and the integration of human resources make up the two main components of a human resource management strategy.



### **3 Methodology**

In this project, the motive for counting on a qualitative evaluation was to inspect the existing HR practices in which international businesses such as McDonald's can revamp their HRM. The FFS is tricky and absolutely challenging especially in HRM. This chapter outlines the study's methodology including, the participants, research design, sampling, data collection, and ethical considerations. As researchers, we participated in arranging and re-writing or translating the recorded interviews. This process was performed as per the stipulated interview protocols (Appendix 1). We also engaged in assembling material artifacts especially secondary information and research from books, websites, and news articles. These procedures were undertaken as steps for producing a thorough exploration on the case study. This enabled us to establish a powerful background and framework for this project. We also managed to seek assistance from proficient professionals in the FFS and restaurant operations to aid in creating our questionnaire and standard interview questions.

#### **3.1 Research Method and Design**

To fully explore the international operations of fast-food companies like McDonald's and the applicable HR Practices, the research developed the study through qualitative methods. There are many experiences that international business possesses in governing HR. The research method permitted the researcher to examine the organizational experiences of fast-food operators.

#### **3.2 Research Method**

In the existing research techniques, we opted for the qualitative method. This method allows for broader and deeper understanding of non-numerical information. The HR practices could not be numerically represented and hence the researcher had to initiate the qualitative model. This also enabled inspection of the contemporary HR operations that the FFS can adopt. The international businesses can easily embrace the studied HR operations for their fast-foods stores. This would be a major improvement in the employee relations. The quantitative method could not be included because of its absolute need for

mathematical analysis and statistical methods. Business operations necessitate broad perspectives that mostly generated from qualitative methods (Ahmad, 2019). Nonetheless, quantitative methods are also practical for some business investigations. However, for the project mathematical data could not deliver the required experiences. Although mixed methods, combine qualitative and quantitative approaches, it would not be an appropriate technique for the case study. It does not expound on the reasoning or existence of behavioral and social sciences. Ideally, we were left with qualitative methods to accomplish this examination. They have been strongly embraced in many investigations pertaining to growing phenomena (Rashid, et al. 2019). This is associated to the constant changes in HRM. The qualitative approach offered suggestions and direction on utilization of materials like interviews, notes, and dialogues. This allowed for adequate information gathering. It was the optimum opportunity for the qualitative technique to help in exploring and learning the varying outlooks on HR Practices (Mohajan, 2018).

### **3.3 Research Design**

For this qualitative study, we chose to implement the case-study design. This design applied this investigation as it permits assembling comprehensive descriptions concerning the involvements and difficulties in ever-alternating HRM practices (Rashid, et al. 2019). The growth in diversity and globalization has ideally modified operations among international businesses. It involves adequate managerial activities that should cater for business goals and HRM. The design should complement the stated research questions. This should grant the researcher mastery in expanding the theoretical framework. Additionally, the case-study design has been approved for inspections where the researcher is not involved on the studied experiences (Busetto, Wick, & Gumbinger, 2020). For instance, international-business operations are totally not controlled or conducted by the research. Also, the HR Practices are utterly out of the researcher's direction or control. Furthermore, the study's emphasis regards contemporary matters in HRM and the evolving FFS. The design is also applicable in assisting investigators to inquire on a particular sector (FFS). In this consideration, the FFS acts as this investigation's case study. Hence it is a beneficial and relevant design for which international business operating under the FFS can revamp HRM to confirm productivity. Although phenomenology is another useful qualitative design, its aim is to explore views on lived experiences (Sim, et al. 2018). However, for

case-study the goal was to inspect on the occurrences of HR Practices in guiding employee behavior and the overall business performance. The ethnography design did not appeal to our investigation as it emphasized inspections on cultural groups. Additionally, fast foods are not issues for a single culture. It is something observed world-wide. Also, the researcher was not pursuing theory developed as emphasized in the grounded-theory design (Moser, & Korstjens, 2018). The selected design aided the researcher in achieving data saturation. In this situation, the narrative design was also no favorable because the investigator was not intending to participate in personal-life experiences. The case-study design sanctioned the investigator to tackle inquiries of how and why the FFS (study participants) view HRM to formulation resolutions promotes businesses. This can be achieved with a small sample. Hence McDonald's as the study's sample delivered data on the significance of HRM.

### **3.4 Participants**

In research processes, participants form a pivotal part. They have to possess eligibility and must be suitable subjects (Hassannia, et al. 2016). They should be the representative sample that has distinctive knowledge and experiences on the study topic. For this study, the participants must be in the category of international businesses found in Finland and in the FFS. They should operate within the FFI. The participants acted as our basis for assessing and reporting the HR strategies that they are executing in their daily operations. McDonald's was the main participant because it has rich experience obtained from its 25-years while serving the Finnish population and the FFI. This made McDonald's the appropriate international business to be included in this study. It allowed for accumulating of relevant data throughout the inspection. The requirement of being an international operator was key to this investigation. This is because it would delineate on the right information with regards to international HRM (Kilroy, et al. 2016). Additionally, for a foreign business (McDonald's) to flourishingly operate beyond the local fast-foods restaurants deserves an investigation. McDonald's management was very cooperative for this case-study as they absolutely approved to assist in this examination. It provided all needed data and interview schedules for our interview. The management willingly agreed with the research's requirements through a countersigned consent form. The entire procedure abided with the ethical considerations.

### **3.5 Population and Sampling**

The FFS represented the study's population. To obtain the appropriate sample, the researcher relied on purposive sampling. This sampling technique permitted us to select the relevant sample. This was in the consideration of international operators. All participants were from McDonald's since it is the leading international fast-food firm in Finland. The sample utilized was from the HR Department of the main branch since all stores adhere the similar HR strategies. The sample included two individuals from McDonald's HR department. To study the FFI international operations, it required us to use subjective sampling (Ahmad, et al. 2019). It is strictly a non-probability method as it relies on judgments or selections of the researchers. It allowed us to inspect a sample that was suitable for research questions. It allowed for proper isolation of the required sample. This helped in attaining participants that shaped the findings and the paper's phenomenon. We used a moderately small sample. This has been largely accepted and determined to work adequately in qualitative techniques. With the sample, we managed to accumulate apposite data for the research subject given the chosen fast-food operator. They were key people for this subject as they had exact knowledge on the activities for international fast-food businesses. In this sampling procedure, studies have discovered that investigators depend on proficient resolutions in participant selection. It creates means to obtain a distinctive sample in relation to the study population.

### **3.6 Data Collection (Instruments)**

Data collection forms an additional section that creates relevant information. In the study, we acted as the main instrument for the data accumulation. To properly fulfill the qualitative study, we applied semi-structured interviews. This represented an excellent technique for assembling the necessary qualitative data. It helped in inspecting the aspects and attitudes of the sample. The attitudes represented the participant's insights on the study topic. The interview acted as the convenient data-collection method (Rashid, et al. 2019). We opted for this instrument as it provided the participants ample time and guidance on their responses. We administered semi-structured interviews where we arranged questionnaires with open-ended questions. These interviews have been accredited in generating relevant responses. However, the interviews were also complimented with secondary

information obtained from prior examinations on this topic. We had to generate an interview protocol which directed us to the interview execution exercise (Appendix 1). We developed a list of several questions to deliver primary information (Appendix 2).

### **3.7 Data Collection Technique**

As mentioned above, the technique in the study was through semi-structure interviews. We relied on two separate interviews one was performed within McDonald's and another a survey. The interviews were individual as every participant had their separate schedule. With the interview information, we added data from peer-reviewed sources to acquired informed findings. The academic databases contained useful articles with reference to the study topic. The entire procedure was formulated on efficient communication. To get the views of those who consume fast foods and the fast-food chains in Finland, we conducted interviews among the staff, including the Human Resource managers and the employees at McDonald's, at their different locations in Finland. All participants were notified through understand and formal language. This permitted for the participant and the interviewer to establish significant rapport. Some questions were previous predetermined, and others were recognized amidst the interview. The first interview, questions were conducted using the survey monkey software that gave information from the public to the company/ Surveys are essential because they have many advantages. However, the difficulty was that it was time consuming with limited restriction on the participants' responses. Nonetheless, the interviews discovered perspectives that widened understanding on this argument. However, this process has determined disadvantages. The process generates bias arising from misunderstanding the non-verbal communications or gestures. In the consent form, it was displayed that the interviews had to be recorded. This helped in storing all verbal communications.

### **3.8 Data Organization Techniques**

In research, data arrangement and storage are crucial aspects. It represents a step where the accumulated data is organized, transcribed, and stored. The information should be systematically arranged in codes and kept in a secure electronic folder. Information breach could be costly and time wasting for the researcher. Also, data protection is an essential

factor and an ethical consideration. We had to ensure all the protection procedures are observed in regard to our investigation. We relied on external storage with protected passwords. The data was saved under a folder named "HR Practices." This information will later be destroyed to further protection.

### **3.9 Data Analysis Techniques**

After all data collection efforts, the data should be qualitatively analyzed. For this investigation, we applied conceptual analysis. In the case-study design, data was assembled from numerous sources. With conceptual analysis, it assisted in deriving the various concepts that connect to the study topic. The main concepts for inspection included HR practices. There are certain steps that we observed in this analysis (Rashid, et al. 2019). First, the recordings had to be assessed and categorized into certain data sets. This included careful reading and transcribing all the interview data. This should eliminate any unnecessary data or any mistakes. This should lead into formulation of patterns. These patterns later helped in constructing corresponding themes. These themes were utilized in establishing data interpretation (Rahi, et al. 2019). These interpretations formed the grounds for the paper's conclusions. This assisted in building comprehensive knowledge from the participants' responses and the study phenomenon. With the help of a certain software to accurately group the collected data we formulated themes. The software picked out the themes connected to HR Practices. The most dominant theme that emerged in the recordings and other sources was on effective HRM.

### **3.10 Ethical Considerations**

Ethics are protocols that guide researchers into formulating a standard and acceptable research. The research was devised through approved ethics for all information utilized and the participants. Ethics are counted on in certifying that research practices do not transgress on formal research standards (Fleming, 2018). All participants were provided with prior explanations on the research's intentions. We prepared a consent form on which all participants had to countersign as a sign of their approval. The participants were notified of their voluntary participation, existing risks, and potential benefits. These considerations were all delivered and drawn by the Institutional Review Board (IRB). We also had to

certify that IRB practices are satisfied. They are practices that helped us to preserving participant protection, moral values, respect, openness, and promoting honesty (Abrar, & Siddik, 2019). Titled as the Informed Consent Form (ICF), it was emailed to McDonald's and the selected participants. This was the standard form of reinforcing confidentiality and participant safety. It was clear that anyone could withdraw or terminate their participation without being reprimanded. All the gathered information will be terminated as a manner for information preservation. The personal information was all stored and sorted through particular codes. The case-study design as an approved research technique, it was our way of maintaining adherence to the IRB considerations (Bassey, & Owan, 2019).

### **3.11 Reliability and Validity**

In research activities validity and reliability are decisive factors. This is where the researchers have to affirm that their work is authentic and up to the research standard. These have been reliable elements in the entire study. For this qualitative inspection, as the investigators we confirmed that our research was credible, dependable, acceptable, and understandable (Brink, 2018). These were essential qualities that were based on in certifying our investigation. They are the accredited measures for ensuring reliability in qualitative data. They form the quality measures that were focused on in constructing the overall findings. In this section we deliberated on the key measures that we followed to secure validity (transferability and credibility) and reliability (conformability and dependability). To confirm validity, the utilized sources were accredited articles and peer-review sources (Cameron, 2018). The sources were the grounds for initiating reliability. This was also a technique for limiting bias. Additionally, limiting bias involved utilizing semi-structured interviews. The approved articles shaped the basis to eradicate weaknesses of reliability (Rahi, et al. 2019). Furthermore, with an organized interview agreement it deliberated on the interview stages. This was a conscious plan that we followed to deliver the study's results. To further strengthen the element of dependability, we performed an audit trail. This has been an effective method in previous studies that reinforces dependability. Data stability stands the technique for proving dependability. However, conformability can be understood in terms of data accuracy. The audit trial included activities like formulating the study purpose, data collection, population selection, data analysis, and reporting. All these activities were coordinated with the problem statement and research questions (Mohajan, 2018).

To reach validity, we based the whole study on understanding. This was more valid way of stressing validity. This helped us to avoid generalization in the study concepts. There was no discovered validity issue especially in the external factors. Nonetheless, one respondent was not an English-speaker and we had to require an interpreter. Although there were written notes for all participants, they were challenges in ensuring fruitful communication (Fleming, 2018).

### **3.12 Summary**

Chapter three highlights the research methodology that we executed in justifying our findings. The chapter includes the study population, research technique, sample size, ethical considerations, and data analysis. This chapter guided us the next chapter (Chapter four) that expounds on the research discussion and results. We performed the interview on three McDonald's members as the source for this study's data. All interviews were clearly recorded, and the researchers also had written notes. This assisted in assessing the gathered data basing on the determined themes.



## **4 Findings or Results**

The case-study design has guided us in uncovering key themes connected to the HR Practices that would benefit fast-foods operators. The study results coordinated to responses on Finland employment-regulations, international HR policies, organizational support, and HRM process (planning). These were crucial themes that the participants disclosed. They form influential elements in addressing HR issues for international businesses in the FFS. It was ascertained that the Finnish food sector contributes largely to Finland's economic sector and the overall market. This was an indispensable fact in how the FFS has also penetrated the Food Market.

### **4.1 Presenting Findings**

After we participated in data collection and analysis, we had to interpret and disclose our findings. The qualitative study helped us to examine the HR practices that the international players can count on in the FFS especially in Finland. In Finland, the market is widely assumed by food operations. The food sector takes approximately 67.3% of the Finnish market. In that percentage, the FFS takes a notable recognition. With an aggregate of over \$18.3bn, the food sector surely holds high implications for in the economy. For this impart sector, we explored McDonald's operations being a major international player in the Finnish FFS. McDonald's being our sample; we undertook an interview where we ascertained the HRM policies for the international business. This provided us with understanding and themes on HR practices. Following the organized interview outline and archived records, we determined in below.

#### **4.1.1 Finland's Employment Regulations**

Ministry of Economic Affairs and Employment (MEAE) of Finland handles all employment regulations (MEAE. 2021). There are labor legislations that are supposed to be observed while operating in Finland. For example, the Employment Contracts Act (ECA), represents a basal regulation for which individual labor relations (ILR) are addressed (ILO. n.d). This Act governs all employment contract procedures. All respondents affirmed that contracts have to be formulated with basis on the ECA. They have to include contract period and

termination. The contracts must clearly portray job protection rules, duties, and basic rights. The employee should be properly informed of their salary, and other benefits. Finland's highlights several rules that cater for union operations, remunerations, minimum provisions, safety, and job protection. In Finland, people have to be provided with opportunities that support their working life (ILO. n.d). This means that while someone reaches a certain age they are entitled to a working life. Furthermore, occupational and labor safety are covered under the ECA which applies to every employee despite of their origin or nationality. There are regulations like the Working Time Act (WTA) which stipulates on the work hours and healthy considerations for employees (ILO. n.d). In Finland, the slated working hours are no-more-than eight-hours daily and up to 40 hours weekly. For all fast-food workers, their employment type should indicate the slated working hours. The hours are largely dependent on the collective agreements. These agreements are crucial for both Finnish and foreign workers. In Finland, collective bargaining is a key factor that highly impacts working life. This has created considerable management and arrangement in the Finnish labor-market. For Finland, employment legislation stands as the means for extending protection to all eligible workers (ILO. n.d)

However, respondents acknowledge that Finland has no specified minimum wage. This is normally handled under collective agreements. They are the significant employment divisions that help in deciding and controlling minimum salaries payments. With collective bargaining, there are many employment terms that are handled. For example, residence, overtime, food, work holidays, study leaves, and pay security among others. Although Finland has does not follow the minimum-wage requirement all employers have to accord salaries that are appraised to be 'reasonable and normal.' As employers McDonald's has to observe the basically bonded through collective agreements (University of Helsinki. 2021). This stipulates that McDonald's must have pay wages that are less-than the collective agreement. To reach the collective agreements it is strongly independent of employer involvement. It is all handled by employees, and it depends on their experience, professional skills, and workplace situations. The McDonald's HRD should deliver wage calculations to its workers (Market Research. 2021). The workers have to know about how their salaries are formulated and what grounds. Only working hours lay-down in the contract should be paid or recompensed. For situations of zero hours, the employer has no obligation for extending payments (Donnelly, 2021). However, there are other considerations for situations

like sick pay, overtime, rest periods, and holidays. Despite the industry or job category, sick pay is a mandatory element in Finland. Instances of accidents or illness guarantee an employee sick pay. This is normally in term of days depending on when the accident or sickness started. This usually lasts to 9 weekdays after the accident or illness. These considerations are rooted on Finnish employment-laws. They are basically founded on the collective agreement. Hence collective agreements have to underline incidences for sick pay that coordinate with the regulations for minimum benefits.

#### **4.1.2 International HR Policies**

Since McDonald's launched into international operations it had to comply with all international labor-laws (ILL). The international labor organization (ILO) stipulates specific legal norms that govern matters of employment (ILO, n.d). The laws include procedural and substantive rules. McDonald's to perform in Finland it had to confirm to the international standards in operating across borders. Substantive rules have enabled McDonald's to be an approved multinational. With the procedural rules the respondents agreed that McDonald's surpassed the national level to qualify for international operations. Hence McDonald's endeavors to obey the International Human Resource Management (IHRM) (Donnelly, 2021). This is relied on their HRM as the company's HR functions. This comprises of performance management, recruitment, remuneration, selection, and training. The functions are all handled internationally. The company attempts to observe and base on international practices. All ILLs are governed under the ILO. The organization emphasizes human rights, social justice, and labor rights (ILO, n.d). With these declarations, McDonald's aims to be compliant to the ILL as a means for extending decent employment, work rights, and upgrade social protection. As a United Nations Agency (UNA), ILO principles must be respected by all international firms. The respondents agreed that human rights are crucial components in foreign and employment operations.

#### **4.1.3 International Labor Rights**

These are outlined under the 'Declaration on Fundamental Principles and Rights at Work.' All employees have free will to engage in collective bargaining. This is also like Finland employee-rights. For the Finnish employee rights, workers hold the liberty for

remuneration. This procedure should be corresponding to the collective agreement. Also, the remuneration process has to be in harmony with the minimum provisions (ILO, n.d). Workers have individual rights and legal protection from forced labor. This is all under the safeguarding of the contracts and Finnish labor-laws. The ILLs safeguard children or young workers from all situations of child-labor. Internationally, children are considered as individuals below 18. However, all countries have their individual regulations. For instance, all employment practices here in Finland, the Young Workers' Act (YWA) stipulates the minimum age to be 14 years (ILO, n.d). However, contractual involvements are only permitted for children of 15 years. Nonetheless, having contracts is limited to not being in mandatory school attendance. Hence school-attending children must not involve in formulating contracts with any employer. However, in periods outside school children (14 years) can be hired with parental permission.

#### **4.1.4 HRM Process (planning)**

The respondents affirmed that although HRM in the FFS is challenging, McDonald's accentuates employee protection. McDonald's has systematic HRM program that caters for all staffing operations. This is how McDonald's has acquired the right team. In HR planning, it includes job analysis (Empxtrack. 2021). The HR team takes this duty to project and assess the employment trends in relation to business plan. This allows the HR team to predict both long-and short-term recruiting requirements. This helps in devising appropriate strategic utilization of human resources. For a multinational that operates in several world regions with over 80 million customers, it bases on HRM models to reinforce its employee-relations. With McDonald's HRM it helps in maintaining and strengthening employee commitment.

#### **4.1.5 Training of Employees by McDonald**

The in-house training for McDonald's employees is grueling. First, all crew members must complete the Crew Training System, which teaches the fundamentals of the job. On-the-job training is part of the curriculum geared toward those who desire to get a job. There are different training regimens at each level above the crew level: the abilities get more complex and wide-ranging (William, 2020).

A one-hour business orientation is the first step in the training process. Training rooms and movie players are in the same area of each restaurant. In addition, there are videos and detailed directions for every stage, from creating a Big Mao to shaking. Each restaurant has 25 areas where you may work: from the grill to the front desk. As new employees make their way around the restaurant, trainers use a variety of checklists. For example, a person's SOC, or Station Observation Checklist, is ticked off when demonstrating proficiency. In addition, the station must undergo a second SOC to be certified (Sivadas, & Jindal, 2017).

Those crew trainers who make it to the position of swing manager and perform well may apply for the MDP. Swing managers and above benefit from this course since it teaches them technical and functional management abilities (Sivadas, & Jindal, 2017). First and foremost, you must complete and pass the time-consuming Basic Operations Course. You will learn about the fundamentals of operating a restaurant in this session. Courses like "Leadership and Time Management" and "Identifying Your Employees" are covered in the first course, "Basic Management." Learn how to hire and retain personnel, operate a company, and make effective judgments in the intermediate Operations Course. The Regional Equipment Course wraps out this series (William, 2020).

Hamburger University, the company's worldwide management school, is open to front-line crew members promoted to assistant manager. The Advanced Operations Course, or AOC, is taken by around 2,500 managers and individuals interested in becoming Hamburger University franchisees. Hamburger University has added more than 80% of advanced operations to its management training program. Students' communication, interpersonal, and human relations skills will be the primary emphasis of this course moving forward, rather than only learning how to communicate. Instead of listening to lectures, students in the classroom now participate in role-playing with video feedback and small group activities. Every five years, managers should attend a kind of "burger University" to stay top of their game. As a result, there has been an increase in focus on goal planning, diversity management, team building, and employee training (Sivadas, & Jindal, 2017).

To advance in their careers, the corporation needs to ensure that those who work in restaurants have the appropriate training and qualifications. A Workplace Skills Certificate is

also being created. Workers who have mastered a set of core job skills would be given the "walkable credential" to move to another job in the consumer service industry. McDonald's is a fast-food restaurant chain dedicated to providing a positive dining experience for every one of its patrons (Sivadas, & Jindal, 2017). Every day, Macdonald's independent Franchisees and company-owned restaurants serve almost 22 million customers worldwide. From the time they arrived at the desk or the drive-thru window until they departed, these clients deserved better service. Customer service is a top priority at McDonald's regardless of whether they work for McDonald's or an independent business. So why do the McDonald's Independent Franchisees and McDonald's seek individuals who like having fun while offering fast, precise, and polite service? People want it, so why not? These are some of the many positions you might have if you decide to join the McDonald's team. (William, 2020).

#### **4.1.6 Recruitment and Selection**

In McDonald's recruitment follows the open-door policy. All jobs for McDonald's are uploaded on their website. However, the company permits both online and in-person applications. All applications go up to the HRD and regional managers normally contact applicants for all interview exercises. In all HR processes, communication was spotted as an indispensable factor (Rajput, & Gahfoor, 2020). This helps them in keeping away from distrust, low productivity, and misunderstandings. The issues will literary be extended to the customers. With the open-communication policy, it creates understandable measures for just employee-treatment (Pizam, Shapoval, & Ellis, 2016). In those policies, it ensures that customers are provided with better services. Employees have a streamlined communication chain which clarifies on the HRM.

After application review, of the HRD the regional managers assume the obligations for arranging interviews (Jalilvand, et al. 2017). This process is handled by the hiring manager found at the different stores. There are several factors that are considered prior to reaching a candidate selection. After all the qualifications have been obtained, the company offers its terms. Applicants are provided with personality questionnaires which provide the HR team with means for personality judgment. Once someone's fulfills the hiring criterion,

he/she will be forwarded to the orientation process. This process is normally at most three hours. For this process, the candidate receives payment.

#### **4.1.7 Organizational Support**

The company executes strategic integration, quality, high commitment, and flexibility. These form the underlying features for its organizational efficacy. In McDonald's employment management, it looks-forward for strengthened employee involvement to reach its organizational aims or objectives (Sivadas, & Jindal, 2017). The employment structure also highlights accomplishment of the personal needs of their workers. This has certified McDonald's to develop into a flexible employer. It has also grown in its HRM to be embrace its workers as vital and indispensable assets. It enhances capability, employee skills, and career development. This has revamped employee participation in McDonald's functions. Employees currently serve in a supportive and healthy work-environment.

In the various Finnish cities that McDonald's serves, it has many of its employees on full-time contracts. This is one of McDonald's strategies for its valuable assets (employees). This made McDonald's gain a solid strategic emphasis in broadening employee potential. As an international business bounded by ILLs its HR Practices are grounded on the formal employment protocols. These are all governed through habitual and merit recruitment, selection, recognitions, rewarding activities, job designing, and performance management. It has an open-door policy where all employees have the "at will" obligation to control their employment status (McDonald's. 2021). There is no company involvement in any of collective agreements on the workers' demands. It is committed to its culture and work-policies. McDonald's has an employee handbook that is consistently upgraded. McDonald's believes that a successful business rests on its participating members mainly its workers. With this assurance, McDonald's asserts that its employees are foremost and critical to its growth. It underlines the intention of growing together. This means that both employees and the company must expand and develop together.

#### 4.1.8 Work Schedules

The key factor to motivation among fast-foods employees is a supportive workplace. With the daily physical and emotional demands while fulfilling their obligations, it is a necessity for the workers to have absolute organizational support. This is observed in the management protocols that have been instituted to enhance the supportive culture (McDonald's, 2021). For instance, all Finnish stores have an outlined work-schedule. This creates flexibility in determining individual availability. This schedule is an organizational form of requiring and informing workers on their employee needs. When schedules are adequately followed it leads organized employee management. This means that the store and customer needs will be satisfied. Also, it is through work availability that a worker gets payment. However, any changes in a worker's schedule are handled through official channels (William, 2020). The worker has to communicate the likely changes with his/her supervisor. These changes will be approved through stipulated channels and later signed by the workers. Additionally, there are opportunities for requesting time-off. This involves clear instructions that require one to handing in their written plea in an advance of two weeks (PN Newswire, 2021). Nonetheless, the company also recognizes emergency incidences. In all circumstances, emergencies are inevitable. Hence workers have specified approaches in reporting emergencies. In any situation that qualifies as an emergency, one is expected to call their manager two-hours prior to their arrival time. This communication must be verbal and text messages are strictly forbidden.

To avoid burdening one-another, workers are advised to perfectly observe their reporting time. This should assist in lessening on situations of tardiness. It requires timely communication when one is to come-in late. However, it should not a continuous activity as it will clearly call for disciplining. However, accessing the stores prior to work time or while on leave can lead to recriminations. In circumstances of shift covering, an employee should ensure to individually look for their substitute that should have similar position training. Also, the shift supervisor and manager should be notified. In case of the no show-up and no call incidences, clearly indicates that one has deserted their post. The respondents asserted that McDonald's creates flexibility through its part-time opportunities (YLE NEWS, 2020). The scheduling process generates employee flexibility. A worker can be called-in



despite not being scheduled. This will lead to an extra pay. The work timetable caters and suits workers external needs.

#### **4.1.9 Diversity**

Being an international business, McDonald's has an inflexible and severe non-discrimination policy. The company acknowledges workforce diversity. The participants assured the researchers that it is will diversity that McDonald's peacefully operates among various nations and cultures (YLE NEWS. 2020). It has provided it with unique strengths, creativity, and talents. This has propelled McDonald's into the recognized QSR with appealing customer experience. The workplace policies underline McDonald's adherence to employee respect, acceptance, and inclusion. These are deliberated under its EEO Policy (McDonald's. 2021). It is through the intensified organization support that McDonald's serves as a motivational employer. It creates peaceful working conditions that help its employees in acquiring their esteem and social needs. This in-turn generates job satisfaction. It abides with the ILLs of establishing equality. With its diversity values, it has created career chances for all people where they obtain employment training, pay advancements, and performance reviews (Karadas, & Karatepe, 2019).

#### **4.2 Summary**

In the above results, it portrays that McDonald's an FF operator within Finland it reinforces ILLs. It has specified protocols for HRM. McDonald's had to tailor its operations to align with the Finland employment-regulations. All the labor Acts highlighted under the MEAE have to be plainly followed. It also had to reinforce the collective agreements as per the ECA. Also, the responses included the international HR-Policies that must be obeyed for international companies. Furthermore, with organizational support, McDonald's workers obtain motivation and guidance to operate within an embracing environment. Additionally, the structured HR process are the central elements in adhering to the socioeconomic theory.

## 5 Interpretations, Implications, Recommendations

### 5.1 Interpretations/Discussion

In any business environment, HR manager take the indispensable part of handling HR issues (Donnelly, 2021). The FFS is faced with numerous HR issues stemming from the tight earnings and business operations for FF-companies. Operators face high labor-costs to attain standard HR planning. This generates difficulties in certifying employment management. The fast-foods stores necessitate reformed HR Practices to cater for the mental, social, physical, and emotional needs for their workers. In the global demands of employment equality, non-discrimination policies, diversity, and human rights, international firms must endure to these deliberations (HRT. 2021). This presents observable modifications in business policies as they have to address the demands of decent and respectable work-environments. The ILO Constitutions dictates the international-labor standards that must be reached for international operations. For Finland as an EU nation, these labor standards are highly emphasized. Finnish labor-markets as controlled by the MEAE, they have to obey the underlined labor legislations (MEAE, 2021). These are separately stressed in numerous Acts. Furthermore, the Collective Agreements Act (CAA) and the ECA form the roots for Finnish labor guidance. They propose that working rights and protection are prerequisites in Finland. Any business despite its category, it must respect the recommendations from the Finnish Occupational Health & Safety Administration (FOHS). Hence the FFS is no exceptional, in spite of the economic problems that raised from the pandemic, worker's rights must not be endangered. It would bring serious lawful consequences for McDonald's Oy it deviates from both Finnish regulations and the ILLs. HRM stands as the controlling principal in business activities. There is no country that has not imposed labor restrictions. The restrictions enable workers to have legal backing from the exploitative employers (Jalilvand, et al. 2017). With the increasing HRM emphasis, it should lessen on employee vulnerability in the FFS. Employment management offered in McDonald's aims at checking job dissatisfaction, high turnover, ill-health, burnout, and reduced performance. The qualitative study sought modernized HR Practices that could be leveraged from international business. With improved and planned HR processes, the FFS can feasibly reform its employee relations. It acts as an organizational resource to center on HRM which later influences the welfare and prosperity of the FFS workers. The study recognized the crucial

impacts in accomplishing HRM. With employee motivational strategies, it is a practical way in which the QSR (McDonald's) can reinforce its recruitment activities (Sivadas, & Jindal, 2017).

The following are the different Benefits of surveys to any business.

### **It allows for the collection of vital feedback from the customers.**

Cost-effectiveness is a key factor in survey design. You may uncover product gaps and enhance your product and development process by asking your consumers for input.

You simply need to create a survey once to get feedback from your customers, which saves money. There will be a flood of replies. Then, of course, you'll need to ask the appropriate questions to begin with. List of questions and determine which sorts of questions to utilize (Ali, 2019). For example, companies like Samsung, Amazon, and KFC use online surveys and other data collection methods such as user analytics, community sentiment, and social analysis to understand better how their customers feel about the companies and the items they provide. Unfortunately, this game is still in early access, which means that there is a lot of balancing and development that has to be done. In addition, MacDonal- ds has used surveys as part of their approach for managing how people view their ser- vices.

### **It allows for the collection of customer data for marketing purposes.**

Customer personas may be developed with the use of marketing surveys. A target audi- ence's ideal customer profile must be identified as a starting point for developing an effec- tive marketing campaign (Beurden et al. 2021). Marketing surveys allow you to gather not just demographic data but also information on the preferences and interests of your target audience. To produce highly qualified leads, divide your audience into multiple groups and target them with different marketing strategies.

To encourage its customers to participate in a survey from The Sinclair Group, a Welsh automobile dealership, the company offered incentives. Their sales team used a

competition to win a luxury vacation package to gather demographic data, the age of the automobile, and contact information from buyers who visited their showroom. Staff was encouraged to participate in the survey as part of their regular work routines by placing the survey URL on their mobile devices and offering incentives to collect the most replies (Baum et al. 2020). Surveys were placed around the dealership, but the competition offer was also pushed on social media within a 10-mile radius to reach new audiences and draw in customers who had not yet visited.

### **Surveys improve Customer Satisfaction.**

Small companies may also utilize surveys to get feedback from clients about their purchasing experience after the deal has been completed.

A survey link is often included on the client's receipt, or an email is sent to consumers immediately after their purchase is placed when distributing post-sale customer satisfaction surveys. Survey invites are issued automatically as a primary feature of this strategy. However, a significant portion of the survey's cost is eliminated since no researchers or store employees are needed to disseminate it. Businesses may learn from their customers' feedback and improve their customer service over time (Beijer et al. 2019). Although this survey form has its drawbacks, the most outspoken clients may frequently utilize it to air their frustrations and complaints. On the other hand, a post-sale survey may assist a business to enhance customer service and discover any additional concerns the firm may not have been aware of before doing the post-sale survey.

### **Surveys Generate Leads**

It's well accepted that quizzes are among the best kinds of marketing content that you should experiment with. It takes a lot of time and effort for brands like BuzzFeed to come up with very amusing surveys in the form of quizzes. Visitors are more likely to spend more time on the BuzzFeed website due to this. So, for example, you may find personality tests like "Which Netflix Series Should You Watch?" as well as knowledge tests like "How Much Do You Know About Astronomy?" among these kinds of quizzes. To better

understand your customers and make smarter marketing choices, you may use personality quizzes to get more client data.

When it comes to training or educational services, knowledge-based quizzes are ideal since they allow you to quickly assess your audience's level of comprehension on a particular topic and help them retain that information over time.

### **Applications to International Business Practice**

As the food sector qualifies as an indispensable sector in any economy, its business operations must be conducted under functional practices. The sector serves population in fulfilling feeding needs (Harun, Prybutok, & Prybutok, 2018). With the expansion of the FFS under the hospitality industry and food sector, it has generated profitable businesses. Although Finland has various local fast-foods businesses, the sector also embraced international businesses. With over 80-years in the FFS, McDonald's has reinforced itself in different world markets. However, for functional international operations, there are unavoidable ILLs. It is within the UN's mandates to confirm that there are not events of workers' exploitation. This is how the IHRM practices were formulated (Rana, et al. 2017). This is a necessity for organizations to handle HR exercises through international standards. This has assisted McDonald's to institute cross-cultural IHRM given its multinational status. It respects global trends, and it has inspired it to be diversity employer. McDonald's engages in comparative IHRM, where it assesses the different HRM practices in foreign countries it serves (Peter, & Daniel, 2016). For instance, U.S. has minimum wage stipulations in its labor markets while for Finland these deliberations are left for collective bargaining. These are the differences that McDonald's realized in the Finnish-labor markets. However, as multinational enterprise it had to streamline its HR activities to suit the Finnish demands. In the expanding fast-food consumption, the international operator must benefit from the widening market (Shriedeh, 2019). However, capturing bigger markets stems from the company's capability to drive HRM. With effective HRM it is a definite measure in boosting customer-service.

## 5.2 Study Implications

In the pressing economic situations, employment is perceived as the measure for confirming decent earnings. It is the practical way of sustaining a productive population. People in their productive ages have to be provided with reasonable work and earning to boost their financial standards. The FFS has several opportunities for which people can be assured of respectable employment. This is also linked to the social changes that have embraced fast-foods. With these changes, it has initiated managerial implications in accounting for HRM issues. The HR team must respond to the employee needs that later impact their productivity levels (Hammer, 2020). The challenges of keeping a welcoming attitude and physical strength can be distressing to workers. The high stress comes from the emotional effort, work-pace, and high workloads. If these challenges are not detected, it will create low performance which transfers to poor company outcomes. Therefore, the FF-operators are called upon to effectively finance administration of tactical HR Practices. With an accumulation of \$27.1bn in only the Finnish Food-Markets, it is a crucial social feature in amplifying economic performance (Market Research. 2021).

The growing FFS, employee relations are amongst the pressing issues for organizational productivity. Store managers must check their HR operations through building stable workplace factors. Additionally, the fast-food stores must certify stable-employment policies. This creates career growth and steady employee retention (Prouska, et al. 2016). Also, since these stores accumulate mostly low-skilled workers, having stable employment will certainly inspire them to better productivity. By having work-schedules, it helps in monitoring financial performance. With better financial earnings, it aids in quick payments and compensations. There is crucial necessity to institute reliable systems for employee governance. The HR Practices will securely assist in acquiring commitment amongst workers (Sawaneh, & Kamara, 2019). They will also entice other candidates to the FFS. However, there are spreading food research initiatives in healthy feeding. The alternating consumption levels are bringing demand changes for fast foods. This is clearly impacting on the market sustainability for fast-food operators. They also have to alter their services to conserve their market or customers. Nonetheless, the FFI still registers crazy consumptions. This can be corresponded to high young-adult populations that are inclined to quick meals (Self, & Gordon, 2019). Therefore, QSRs have advanced internationally. Furthermore, the

social changes include population growth, unfeasible food production, and climate change. These could be other events bracing the FFS with high demand. This qualitative study surely presents insights to social changes in employee-management. With better and effective working-relations, the FFS can have enhanced performance (Stewart, & Brown, 2019).

### **5.3 Recommendations**

The wide recognition in QSRs, is one of the boosting factors for the FFS. However, the shifting costs for the FFI, and the high participation of international players, there are basic recommendations for concentrating on IHRM (Straits Research. 2019). As the FFS shows continuation in its overall earnings, there are suggestions for future productivity. To fruitfully serve as Fast-Foods Business, there are international requirements for safety standards. Although safety mostly coordinates with food quality, it also incorporates employee and environmental safety. For the FFS, safety stands as serious component. The employees that have direct association with the food substances should possess typical training. This should aid them in avoiding food mishandling or poisoning (Xiao, Yang, & Iqbal, 2018). Customers have utmost trust in Fast-Foods services and this trust relates to employee services. As employees it should in their duties to mandate that customers preserve that founded trust. All materials utilized in food preparations and service should be at absolute cleanliness. In the QSRs, there low involvement of computer systems as Microsoft Teams and other applications cannot serve or package fast-foods (Beijer, et al. 2019). This is where operators must sustain worker's confidence and safety. The FFS workforce has remarkable obligations in securing food-safety. McDonald's must conserve food production by obeying the food standards.

The other recommendation is in having described planning process. In the difficulties of HRM, the planning process formulates the perspective for essential HR functioning (Boon, et al. 2019). It is a practical phase into guaranteeing increased profitability, employee efficiency, and effectiveness. In this process, the HR team must evaluate and anticipate any upcoming HR requirements. This should shape and regulate the distinct HR functions and how they can discharge to corroborate HR efficiency (Choo, & Aizzat, 2016). This is ascertained by beginning with the business needs. A QSR should ideally have enough

employees that can serve many customers depending on the store demand. Depending on McDonald's goals, values, objectives, and mission they should be coordinated to the HR processes. By focusing on the values and mission the HR plans have to be the foundations for reaching the business goals (Golubovskaya, Solnet, & Robinson, 2019).

Being a well-known and accepted multinational, McDonald's HRM must portray its focus on IHRM. To build focus management, McDonald's must execute IHRM. This should boost in training activities for all store workers. The employees have the frontline obligation for food quality and safety. Hence, they must have guidance and coaching on their HR requirements (Grover, et al. 2018). This calls for safety training for the personnel. Additionally, it is vital to regularly partake in quality-control measures. This also emerges from the employment protocol. For example, to reach performance management and quality control it begins with job analysis then to job description. These form fundamental stages in the selection and recruitment process. Each job category should have its own assessment and organizational purpose (Guest, 2017). It should elaborate on what each position involves. The findings for our study are valuable to the FFS as they accentuate on the reliable and constructive in HRM. International manager can count on these results to strengthen their HRM systems (Han, Bonn, & Cho, 2016). They can be built on the established implicit techniques for employment management. This should later transfer to employee satisfaction which reflects in the customer services and productivity.



## 6 Conclusion

The absolute aim for undertaking the qualitative evaluation was to examine the international business operations among fast-food operators and how to boost their HR practices in Finland. The FFS currently has massive recognition for its benefits in employment opportunities and economic growth. It is an attractive sector that has captured huge research pertaining its operations and HRM. Through the case-study analysis, we discovered that HRM and its related function (processes) are essential in international-business performance for fast-foods stores. With the data-collection procedure of semi-structured interviews and academic records we formulated relevant themes regarding HRM. Additionally, the interviews were executed with a sample questionnaire on which other unplanned questions were developed. Also, from previous investigations on the FFI it was evident that employee relations are undeniable topics in consideration of international business. The entire food sector is Finland's most rewarding in terms of its economy. This market takes the largest portion of 67.3% and big employer in the Finnish labor-market. This leaves the food sector under enormous inspections especially in how foreign businesses can widen this market. The participants were obtained in Finland's international fast-food operator McDonald's stipulated that employment management was the company's emphasis for its goal of being a market favorite. With quick services, McDonald's ensures that its employees are acquired through stipulated and formal practices. Through conceptual analysis we could recognize four-major themes that related to our study questions. These included HRM processes, Finland employment-regulations, organizational support, and international HR policies. These themes were systematically presented and interpreted. This created crucial implications of FFS managers, international business, and the labor market. Also, we uncovered that Finland obeys the international regulations for practicing equal employment through its inscribed employment laws. Those laws were ascertained to be influential in how McDonald's exists in Finland. Additionally, McDonald's is also regulated under the ILO. This guarantees that the employer does not partake in any unlawful employment-practices. To confirm that our study suits the necessitated academic standard we engaged in member checking to seek external assistance in certifying our research findings.

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## **Appendices**

**Appendix 1: Interview Protocol**

**Appendix 2: Interview**



## **Appendix 1: Interview Protocol**

**Interview:** International Business Operations in the QSR and the need for Reformed HR Practices in Finland

This protocol clarifies on the steps that we followed in the entire interview.

1. First the interviews were scheduled for two participants.
2. The in-person interviews begun by the interviewer explaining the investigation's purpose.
3. As the interviews commence, we started by exceeding our thanks to each participant.
4. The participants will be thanked for their time and engagement in this study.

## **Appendix 2: Interview One**

The first Interview involved questions asked to consumers and the public through survey. The survey involved those who have been consuming products of the company. The questions include;

- Is McDonald's the first fast-food establishment that comes to mind when you're looking for something to eat?
- Which fast-food restaurants do you frequent the most?
- In your opinion, what kind of marketing strategy is McDonald's utilizing to boost its bottom line?
- Is there a time of day that works best for you to dine at MCD?
- Which McDonald's advertising campaigns have caught your attention?
- Do you feel influenced by the McDonald's commercials?

- If you're a regular at McDonald's, why do you think that is?

## **Interview Two**

The second interview was carried out Revolved among the staff of the McDonald's to see how they get feedback.

## **Interview Questions**

1. What HR Practices are executed in your firm?
2. How can those practices be enhanced?
3. What are the international practices for HRM?
4. How can these practices apply to the FFS?
5. How can fast-foods operators use the HR Practices for business growth?
6. How can QSR benefit from the alternating employment-trends?
7. How can the strategies boost employee commitment?
8. How does the company search for employees?
9. How are the employees selected or integrated into McDonald's?
10. Does the company execute employee orientation?
11. What are the different Huma Resource practices they utilize?
12. What are the training activities and workforce engagement in McDonald's?

