

9/19/2021

DBA

Resilience, Talents and Technology (BMD7006)



PRIFYSGOL CYMRU

Y Drindod Dewi Sant

UNIVERSITY OF WALES

Trinity Saint David

SWANSEA - ABERTAWE

Hilda Ojonugwa Obaje (2009418)

Assignment 2

Table Of Content

Part 1: The Impact of Covid-19 on Human Resources Policies and Practices in Hospitality Industry: Key Academic Underpinning and Theoretical Frameworks	2
1.0 Introduction	2
1.1 The Impact of Covid-19 on Hospitality Industry	2
References	5
Part 2: A Potential Research Area: Attracting and Retaining Employees in the UK's Hospitality Industry.....	7
2.0 Introduction	7
2.1 Attracting and Retaining Employees in the UK's Hospitality Industry	7
2.2 Model of Organisational Culture	10
References	12
Part three: Proposed Research Methodology and Research Design for the Identified Topic.....	14
3.0 Introduction	14
3.1 Research Methodology.....	14
3.2 Research Design	16
References	18

This work is divided into three parts. Each part has its introductory part which states what it covers.

Part 1: The Impact of Covid-19 on Human Resources Policies and Practices in Hospitality Industry: Key Academic Underpinning and Theoretical Frameworks

1.0 Introduction

This part discusses some academic underpinning and theoretical frameworks employed by some scholars to discuss their viewpoints on the impact of Covid-19 on human resources policy and practices in the hospitality industry and this is based on the class presentation.

1.1 The Impact of Covid-19 on Hospitality Industry

Covid-19 is the very contagious respiratory disease caused by SARS-CoV-2 which started China in December 2019 and became a pandemic in no time (Ng, et al., 2020; (Jones and Daphne, 2020). Research has demonstrated that Covid-19 had some significant impacts on human resources management policies and practices in organisations across the world.

Hospitality Industry provides accommodation facilities, homestay, food and drink services, bars and café, night clubs, travel and tourism services, sporting facilities, entertainment and leisure services, events, and venues and provided 212 million jobs for people and contributed immensely to the global economy (Jones and Daphne, 2020). Dube, Nhamo and Chikodzi (2021) investigated the impact of Covid-19 on hospitality industry using data got from OpenTable, an online restaurant booking company from some countries including the UK. They used the word 'cripple' to describe the extent of damage caused by the pandemic in the industry. The results

revealed a total disappearance of sit-in guests because of lockdowns which meant there was no income inflow. Similarly, Ntounis, et al (2019) used mixed methods of qualitative and quantitative research to investigate the resilience of tourism and hospitality industries in the UK during the pandemic. They used online survey data got from business owners in notable English towns got from some contact lists of some platforms. The results revealed that the industries were struggling before the pandemic which made them more vulnerable. They recommend that the industries can gain resilience in the post-covid era if they use technology to replace people.

Apart from the UK, the global hospitality industry was also affected by the pandemic. Tu, Li and Wang (2021) have investigated how employees in the hospitality and touring organisations reacted to Covid-19 induced layoff. Using quantitative method research and questionnaires, data were collected from 302 surviving employees and their supervisors in China and the study revealed that millions of employees were laid off during the pandemic to enable them cope with staffing costs. They also observed that the surviving employees suffered a form of stress because of the laying off of their friends and co-workers and this caused them to perform lower than expected even though they were provided with all the resources they needed to thrive. They used interesting concepts such as perceived organisation (POS-COV) and perceived family support (PFS-COV) to describe the supports the employees got from their organisations and families during the difficult time. They also used COR theory as a theoretical framework to indicate that when people gain, retain, or build resources, they feel happy and secured. On the other hand, when they lose resources (such as co-workers, friends, POS-COV and PFS-COV) they feel stressed and threatened. The study recommend that HR management should develop programmes which can help employees cope with health and socio-economic crisis.

One more obvious impact of Covid 19 is the rise of online working. Although research shows that online working had been on the rise since the last 15 years, however, the long-time lockdown(s) which were inevitable during the height of the pandemic accelerated it (Hyke, 2021). Hyke also observed that during the pandemic and lockdown, many individuals and traditional organisations took to remote working; this was good for climate rejuvenation as they were only a little bad chemicals emission into the atmosphere especially from the roads; it was also good for some companies which saved on gas, cloths, cleaning, managerial costs, and bills; remote working also helped companies to attract top talents; and many workers who could switch to online working also saved on fare, time, and energy. Conversely, remote working was very bad for businesses in the hospitality industry – hotels, restaurants, bars, cafes etc.

The most pathetic aftereffect of the pandemic is the fact that the hospitality industry has lost a good number of their treasured employees who were deliberately laid off and Ruzicha (2021) has observed that, currently, the industry is crying out for staff as it falls short of staff by 30%. He adds that Job advertisements in the industry has surged to 711% as of May 2021. It can be inferred that the employees they furloughed during the pandemic have gone to seek greener pastures somewhere else including online jobs which as mentioned above has increased, and it saves them time, energy, transport fare and, better still, the embarrassment of been sacked when there is another wave of the pandemic in future. The implication of this is that it might be difficult for the industry to get enough staff in the nearest future unless they create a better organisational culture (Redelinghuys, Rothmann and Botha, 2019; Mashile, Munyeka and Ndlovu, 2021). To entice remote workers, for instance, they must strategically device a way to take them from their comfort zones to entice and retain them.

From the foregoing, it is evident that during and post pandemic periods, HRM of the industry had to adjust their policies and to gain resilience and competitive advantages. This can be discussed using some contents of employee life cycle. For recruitment, during the lockdown, they laid off many staff instead of recruiting. After the lockdown, they recruited using online platform (Travelodge, 2021). For onboarding, it can be inferred that they had to be covid compliant by wearing appropriate PPEs and observing social distancing. For continuous learning and development, they may have organised programmes which make learning and development fun and easy for employees and I guess most of them are online to be covid compliance easier.

Conclusion

This part has revealed that the pandemic/lockdown striped the hospitality industry of customers which stopped their income flow and made it difficult for them afford all staff salaries, therefore, they had to lay off some employees. In addition, after the lockdown, they lack enough staff to cope with market demands. Therefore, a potential research area is employee attraction and retention which can be made possible by creating an attractive organisational culture. However, the preferred conceptual framework can be decided when more literature review is done in parts 2 and 3.

References

- Dube, K., Nhamo, G. and Chikodzi, D. (2021) 'COVID-19 cripples global restaurant and hospitality industry', *Current Issues in Tourism*, 24(11), pp.1487-1490.
- Hyke, S. (2021) 'The Impact of The Remote Workforce', *Forbes* [Blog]. 28 February. Available at: <https://www.forbes.com/sites/shephyken/2021/02/28/the-impact-of-the-virtual-work-from-home-workforce/?sh=134cd3e02873> (Accessed 13 August 2021).
- Jones, P. and Daphne, C. (2020) 'The COVID-19 crisis and sustainability in the hospitality industry', *International journal of contemporary hospitality management* [Online]. Available at:

[https://librarysearch.uwtsd.ac.uk/discovery/search?query=any,contains,Jones,%20P.%20and%20Comfort,%20D.%20\(2020\)%20The%20COVID-19%20crisis%20and%20sustainability%20in%20the%20hospitality%20industry.%20International%20journal%20of%20contemporary%20hospitality%20management%20%5BOnline&tab=Everything&search_scope=MyInst and CI&vid=44WHELF UWTS D:44WHELF UWTS D VU1&lang=en&offset=0](https://librarysearch.uwtsd.ac.uk/discovery/search?query=any,contains,Jones,%20P.%20and%20Comfort,%20D.%20(2020)%20The%20COVID-19%20crisis%20and%20sustainability%20in%20the%20hospitality%20industry.%20International%20journal%20of%20contemporary%20hospitality%20management%20%5BOnline&tab=Everything&search_scope=MyInst and CI&vid=44WHELF UWTS D:44WHELF UWTS D VU1&lang=en&offset=0) (Accessed 17 September 2021).

Mashile, D.A., Munyeka, W. and Ndlovu, W. (2021) 'Organisational culture and turnover intentions among academics: a case of a rural-based university', *Studies in Higher Education*, 46(2), pp.385-393.

Ng, Q.X., et al. (2020) 'Staying connected during the COVID-19 pandemic', *International Journal of Social Psychiatry*, 66(5), pp.519-520.

Ntounis, N., et al. (2019) 'Tourism and Hospitality industry resilience during the Covid-19 pandemic: Evidence from England', *Current Issues in Tourism*, pp.1-14.

Redelinghuys, K., Rothmann, S. and Botha, E. (2019) 'Flourishing-at-work: The role of positive organizational practices', *Psychological Reports*, 122(2), pp.609-631.

Ruzicha, A. (2021) 'Could you make the kitchen nightmare an opportunity? The hospitality industry is crying out for workers - and it could prove a chance to climb the career ladder', *Thisismoney* [Blog]. 17 August. Available at: <https://www.thisismoney.co.uk/money/smallbusiness/article-9625955/Hospitality-industry-crying-workers-good-career.html> (Accessed 13 August 2021).

Travelodge (2021) *Our company* [Online]. Available at: <https://www.travelodge.co.uk/> (Accessed 17 August 2021).

Tu, Y., Li, D. and Wang, H.J. (2021) 'COVID-19-induced layoff, survivors' COVID-19-related stress and performance in hospitality industry: The moderating role of social support', *International Journal of Hospitality Management*, 95, p.102912.

Part 2: A Potential Research Area: Attracting and Retaining Employees in the UK's Hospitality Industry



Figure 1 Adapted from Koc, 2021.

2.0 Introduction

From the foregoing, it has been established that the pandemic devastated the activities of hospitality industry which made them to restructure their human resources management policies and practices to gain resilience against the nagging situation and thrive. One of the adjustments they made was to lay off some employees to cut staffing cost; currently, the industry is crying hard for staff to meet production demands and thrive. This section, therefore, discusses how the industry can create an organisational culture which can attract and retain staff henceforth.

2.1 Attracting and Retaining Employees in the UK's Hospitality Industry

Human resources management is the deliberate approach to manage staff effectively and efficiently to position the organisation towards achieving organisational goals, thrive and gain competitive advantages (Torrington, 2020). Its processes include of recruitment, training and development, reward and promotion management, performance management, and appraisal, employee engagement and retention, and so on (Boon, et al., 2019) which are ordered in figure 2.

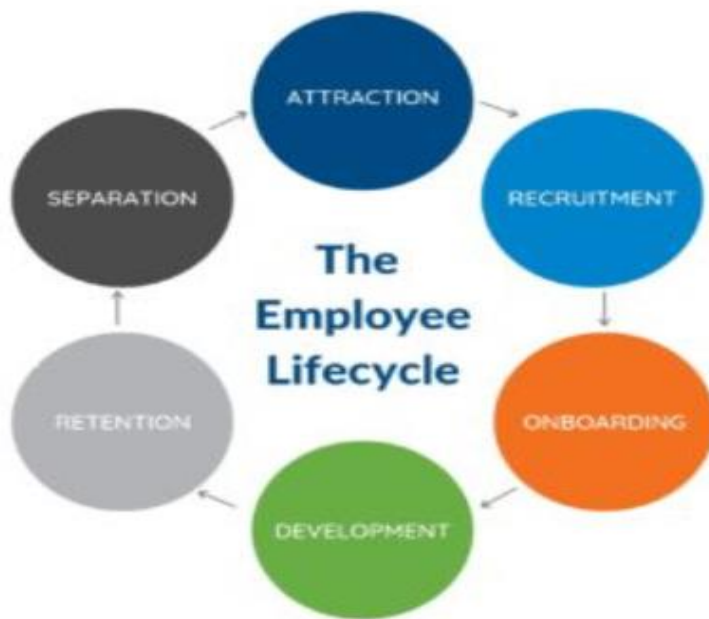


Figure 2: Employee Life Cycle, adapted from Kimberlee (2021)

The attribution theory of motivation can be used to underpin employee attraction. It was proposed in the 20th century, linked to Fritz Heider, Bernard Weiner and Harold Kelley as proponents, and holds that all normal humans use internal and external factors to explain behaviours, experiences, or situations in their environments (Martinko, 2018). Martinko adds that the internal factors are within an individual's control and are the perceptions of his/her environment while the external factors are beyond the individual control and are the observations of their environment. This theory, therefore, explains the 'why' of an experience, and the perception of people can determine their actions and resolutions. The implication of this theory on this subject matter is that it can be perceived that the organisational cultures (internal factor – HRM practices) of the firms in the UK's hospitality industry was faulty before the pandemic. This is because, before the pandemic, it was observed that 3 out of 10 employees left within a year of their employment (Birkin, 2019) and this may not have been caused by any external factor such as political, economic, social, legal, and

environmental factors. Secondly, it can be perceived that the insufficient employee in the industry is aggravated by the pandemic, which is an external factor and beyond the control of the organisations. Therefore, the questions that comes to mind is, 'how do potential employees perceive working with this industry? This question is important because Guchait and Cho (2010) and others have observed that 80% of people would want to work in a healthy and caring environment which all organisations should strive to achieve.

Furthermore, employee retention is the ability of an organisation to tactically gains the loyalty of its employees and refrain them from leaving prematurely (Naz et al (2020). Research has demonstrated that an ideal organisational culture provides job satisfaction through intrinsic and extrinsic motivation. Aguenza, & Som, (2018) affirms that retention of staff depends on financial rewards, job characteristics, career development, sense of recognition and so on. Isoken (2007) and Amabile (1996) in Lowenberger (2013) posit that an ideal organisational culture or climate is characterised by trust, idea support, organisational encouragement, supervisory encouragement, humour, work group support, challenging work, idea sharing, risk taking, lack of organisational impediment, freedom, sufficient resources lack of conflicts and so. Moreover, Naz et al (2020) conducted research which affirms that employee retention actually depends on the perceived climate, supervisory relationship, peer group interaction, perceived organizational support, organizational commitment and so on. Furthermore, Pisano (2019) has observed that in a thriving organisation, human resources management must ensure a flat but strong leadership, where employees are given latitude to take action, participate in decision making and collaborate for easy information sharing and build a sense of collective responsibility.

2.2 Model of Organisational Culture

After a close examination of the characteristics of an ideal organisational culture identified, a regrouping was done to create an HRM model which can be used to attract and retain employees in the hospitality industry. The new group includes reward, collaboration, organisational encouragement, engagement, growth, and security.



Figure 3: Model of Organisational Culture

Rewards: According to Akgunduz, Adan Gök and Alkan (2020); Alhmoud and Rjoub (2019), rewards could be in form of finance such as salary increase and bonuses, and non-finance such as organisational support and career development opportunity. Akgunduz, Adan Gök and Alkan investigated the impact of reward on turnover intention using data got from 224 hotel employees in Turkey and the results revealed

that both financial and non-financial rewards have significant negative effects on employees' turnover intentions.

Collaboration: Collaboration can foster information sharing, participation in decision making, idea support, trust among colleagues and supervisors, group support, a sense of being loved, a sense of being recognised and shared responsibilities (Pisano, 2017; Lowenberger, 2013).

Organisational Encouragement: An organisation can encourage employees to remain by providing sufficient resources and ensuring there are no conflicts and impediments (Lowenberger, 2013).

Engagement: Employee engagement has proven to enhance a sense of responsibility which increases their loyalty and psychological attachment to the organisation (Mitonga-Monga, 2019)

Growth: Growth can come in form of career development and promotions, and it is able to create a sense of achievement in employees ((Aguenza and Som, 2018; Akgunduz, Adan Gök and Alkan, 2020).

Security: Job security can enhance employee retention Dhanpat, N., Manakana, T., Mbacaza, J., Mokone, D. and Mtongana, B., 2019; Majid, 2017.

Conclusion

Having identified in part 1 that the hospitality industry globally, including the UK, lacks sufficient employees to meet up with market demands, this section has successfully scrutinized the literature to understand how RHM practices can be tailored towards creating a positive culture where job satisfaction can be achieved, and job dissatisfaction avoided. Some characteristics of an ideal organisational culture were

identified and regrouped to create an HRM model which can be used to attract and retain employees in the hospitality industry. The next part, therefore, discusses how the identified research topic can be investigated empirically using appropriate research methodology and design.

References

- Aguenza, B. B., & Som, A. P. M. (2018) 'Motivational factors of employee retention and engagement in organizations', *International Journal of Advances in Management and Economics*, 1(6), 88–95.
- Akgunduz, Y., Adan Gök, Ö. and Alkan, C. (2020) 'The effects of rewards and proactive personality on turnover intentions and meaning of work in hotel businesses', *Tourism and Hospitality Research*, 20(2), pp.170-183.
- Alhmoud, A. and Rjoub, H. (2019) 'Total rewards and employee retention in a Middle Eastern context', *SAGE Open*, 9(2), p.2158244019840118.
- Birkin, H. (2019) 'Retaining staff', *UK hospitality* [blog]. 17 June. Available at: <https://www.ukhospitality.org.uk/> (Accessed: 17 February 2021).
- Boon, C., et al. (2019) 'A systematic review of human resource management systems and their measurement', *Journal of Management*, 45(6), pp.2498-2537.
- Dhanpat, N., et al. (2019) 'Exploring retention factors and job security of nurses in Gauteng public hospitals in South Africa', *African Journal of Economic and Management Studies*, 10(1), pp.57-71.
- Guchait, P. and Cho, S. (2010) 'The impact of human resource management practices on intention to leave of employees in the service industry in India: the mediating role of organizational commitment', *The International Journal of Human Resource Management*, 21(8), pp.1228-1247.
- Kimberlee, C. (2021) 'Building engagement at every stage of the employee lifecycle', *CCIconulting* [Blog]. Available at: <https://www.cciconsulting.com/building-engagement-at-every-stage-of-the-employee-lifecycle/> (Accessed: 10 September 2021)
- Koc, O. (2021) 'Employee retention: 8 proven strategies to retain the best of the best', *UserGuiding* [Blog]. 22 March. Available at: <https://userguiding.com/blog/employee-retention/> (Accessed: 10 September 2021)
- Loewenberger, P. (2013) 'The role of HRD in stimulating, supporting, and sustaining creativity and innovation', *Human Resource Development Review*, 12(4), pp.422-455.

Martinko, M.J. (2018) 'The nature and function of attribution theory within the organizational sciences', In *Attribution Theory*, (pp. 7-14). Routledge.

Majid, M.A.A., et al. (2017) 'Career Development, Job Security and Employee Loyalty at a Luxury Resort in Terengganu, Malaysia', *International Journal of Academic Research in Business and Social Sciences*, 7(10), pp.667-674.

Mitonga-Monga, J. (2019) 'Fostering employee commitment through work engagement: The moderating effect of job satisfaction in a developing-country setting', *Journal of Psychology in Africa*, 29(6), pp.546-555.

Naz, S., Li, C., et al. (2020) 'A study in the relationship between supportive work environment and employee retention: role of organizational commitment and person–organization fit as mediators', *SAGE Open*, 10(2), p.2158244020924694.

Pisano, G.P. (2019) The hard truth about innovative cultures. *Harvard Business Review*, 97(1), pp.62-71.

Torrington, D. (2020) *Human resource management*, 11th Edn. Harlow: Pearson.

Part three: Proposed Research Methodology and Research Design for the Identified Topic



3.0 Introduction

This part describes a proposed methodology and research design for the identified topic which is 'Attracting and Retaining Employees in the UK's Hospitality Industry: The case of Travelodge'

3.1 Research Methodology

In the literature, there are mainly three research approaches which can pass as research methodologies. They are quantitative, qualitative, and mixed methods (Maxwel, 2019). Quantitative research collects and analyses numerical data which are presented in numbers and/or statistics (Morgan, 2018). On the contrary, qualitative research deals with 'quality' of a phenomenon using words, not numbers and the phenomena can be people's opinions on experiences (Creswell, 2013). Mixed methods, obviously, combines the characteristics of both quantitative and qualitative methods (Simpson, 2017; Buchholtz, 2019). The choice of a research methodology depends on many factors such as the aim and objectives of the research, the research philosophy, type of data, method of data collection, and method of data analysis.

As hinted above, before the pandemic and lockdown, reports showed that three out of ten employees left within one year of employment in the UK hospitality industry. During

the pandemic and lockdowns, the industry laid off millions of employees to cut staffing costs. Now that the lockdowns have been lifted, the industry falls short of employees and finds it difficult to meet market demands despite job advertisements. The aim of this research is, therefore, to examine the culture of the organisation in this industry, to investigate which factors cause the industry to become less attractive to potential employees or make it unable to retain current employees. The researcher believes that the opinions and experiences of the current employees can reveal the truth. Therefore, this research is qualitative.

The research philosophy comprises ontology and epistemology, and ontology explains the existence or reality of a phenomena (Baškarada, and Koronios, 2018). The ontology of quantitative research is usually objective because it is believed that truth is real but cannot be found in the minds of the people, while the ontology of qualitative research is subjective because it is believed that truth is found among peoples' opinions and perceptions (Carminati, 2018). The ontology of this research is, therefore, subjective because, the researcher believes that the perceptions and opinions of the current employees can reveal why the industry is neither attractive to potential employees, nor able to retain staff for long.

Epistemology studies the origin/scope of knowledge and the method of obtaining it and quantitative research aligns with the positivist view which holds that truth can be obtained through scientific means such as experimentation and observations (Brian, 2018). Qualitative research on the other hand, tilts towards the interpretivist view which holds that truth can be obtained when the researcher interacts with their social environment to obtain peoples' perception and experiences (Morgan, 2018; Carminati, 2018). This research is qualitative because it favours the interpretivist view.

The method of data collection can also determine the choice of a research methodology. Quantitative research always uses questionnaires which can be distributed to many respondents within a short time (Buchholtz, 2019). On the other hand, the methods of data collection in qualitative research are interviews, ethnography, observation, narration and so on, and only a few respondents can be reached at a time because it is time, money, and energy consuming (Creswell, 2018). However, this research hopes to use interview for data collection because in-depth interviews enable the respondents to express their experiences freely and in details.

Method of data analysis in quantitative research is normally done statistically, while the data analysis method in qualitative research are non-numerical (Buchholtz, 2019; Creswell, 2018), one of which will be chosen for this research below.

3.2 Research Design

It has already been established that this research favours qualitative than quantitative approach. It is pertinent at this juncture to describe the research design for this study

In terms of research method, research questions, method of data collection, and method of data analysis.

Research Method

There are many types of qualitative research methods. Creswell (2013; 2018) has identified and described six of them, namely: narrative research, phenomenology research, grounded theory research, ethnography research, and case study research. After a careful study of all these typologies, the researcher believes that the case study research is the most appropriate for the proposed topic. This is because, according to Creswell, case study, describes a case in its real life or current state making the

findings very accurate. In addition, this method does not require the researcher to immerse among the respondents to obtain data. Furthermore, the whole hospitality industry in the UK cannot be studied, therefore, case study allows the researcher to collect data from only a few branches of Travelodge and its result can be generalised not only to hotels in the UK, but also to the hospitality industry. Yin (1994) and Creswell (2013; 2018) have observed that interview, observation, documents can be used to collect data in case study research. This allows for triangulation which validates the data.

Research Questions

The following research questions will guide the study.

1. Does the HR practices and policies in Travelodge support collaboration?
2. Does the HR practices and policies in Travelodge support career development?
3. Does the HR practices and policies in Travelodge provide concrete job security for its employees?
4. What forms of rewards are given to employees in Travelodge?

Method of Data Collection and Analysis

The proposed method of data collection for this research is in-depth interview. However, internal memos will also be examined to understand more practices and policies of the organisations. Thematic analysis will be done to look out for salient points in the speeches of the respondents and this will be easier done with the help of NVivo, a computational data analytical software (Maher, C., et al., 2018).

Conclusion

In part three, the different research methodologies were examined, and it was evident that the identified topic is best researched using the qualitative research methodology and its designs.

Parts 1 – 3 has confirmed that, in this Fourth Industrial Revolution and volatile, uncertain, complex and ambiguous (VUCA) world, organisations are liable to face challenges which can erupt at any time from both their internal and external environments. The operations of the organisations in the hospitality industry globally including the UK, were devastated by the impact of Covid-19 and its accompanying lockdowns which made them to lose customers, income, and treasured employees. This article has also demonstrated that HRM policies and practices can be designed to help the organisations bounce back and thrive. After a thorough literature review, a research problem was identified, and a topic was formulated to investigate how the organisational culture of the organisations can be recreated to attract and retain employees. The literature search also demonstrated that the most appropriate research methodology for the identified topic is qualitative and its design.

References

- Başkarada, S. and Koronios, A. (2018) 'A philosophical discussion of qualitative, quantitative, and mixed methods research in social science', *Qualitative Research Journal*, Vol. 18, No. 1, pp. 2-21.
- Brian, D. H. (2018) *The Philosophy of quantitative methods*. Oxford University Press.
- Buchholtz, N. (2019) 'Planning and conducting mixed methods studies in mathematics educational research', in Kaiser, G. and Presmeg, N. (ed.) *Compendium for Early Career Researchers In Mathematics Education*. Hamburg: Springer.

Carminati, L. (2018) 'Generalizability in Qualitative Research: A Tale of Two Traditions', *Qualitative Health Research; Qual Health Res*, Vol. 28, No. 13, pp. 2094-2101.

Creswell, J.W. (2013) *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.

Creswell, J.W. (2018) *Research design: qualitative, quantitative and mixed methods approaches*, 5th edn. Los Angeles : SAGE.

Jose, F. M. (2017) 'Mixed Methods', *The SAGE Handbook of Qualitative Business and Management Research Methods*. Cassell, C., Cunliffe, A.L. and Grandy, G. eds., Sage, pp.102-118.

Kalu, F.A. and Bwalya, J.C. (2017) 'What makes qualitative research good research? An exploratory analysis of critical elements', *International Journal of Social Science Research*, 5(2), pp.43-56.

Leslie, C. (2015a) *Fundamentals of qualitative research: What is Qualitative Research (Module 1)* [video]. Available at: https://www.youtube.com/watch?v=wbdN_sLWI88 (Accessed: 21 April 2021).

Leslie, C. (2015b) *Fundamentals of qualitative research: Developing a Qualitative Research Question (Module 2)* [video]. Available at: https://www.youtube.com/watch?v=_0HxMpJsm0I (Accessed: 21 April 2021).

Leslie, C. (2015c) *Fundamentals of Qualitative Research Methods: Interviews (Module 3)* [video]. Available at: <https://www.youtube.com/watch?v=6PhcgI0GFg8> (Accessed: 21 April 2021).

Leslie, C. (2015e) *Fundamentals of Qualitative Research Methods: Data Analysis (Module 5)* [video]. Available at: <https://www.youtube.com/watch?v=opp5tH4uD-w&t=35s> (Accessed: 21 April 2021).

Maher, C., et al. (2018) 'Ensuring rigor in qualitative data analysis: A design research approach to coding combining NVivo with traditional material methods', *International Journal of Qualitative Methods*, 17(1), p.1609406918786362.

Maxwell, J.A. (2019) 'Distinguishing between quantitative and qualitative research: A response to Morgan', *Journal of Mixed Methods Research*, 13(2), pp.132-137.

Morgan, D.L. (2018) 'Living within blurry boundaries: The value of distinguishing between qualitative and quantitative research', *Journal of Mixed Methods Research*, 12(3), pp.268-279.

Simpson, B. (2017) 'Pragmatism: A philosophy of practice', *The SAGE Handbook of Qualitative Business and Management Research Methods*. Cassell, C., Cunliffe, A.L. and Grandy, G. eds., Sage, pp.54-68

Torrington, D. (2020) *Human resource management*, 11th Edn. Harlow: Pearson

Yin Robert, K. (1994) "Case study research: Design and methods", *sage publications*.