

What Makes this Place Great!

A Case Study of Motivational and Attitudinal Patterns (MAPs) in Two Commonly-Owned Successful Restaurants

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Abstract

The motivational and attitudinal patterns (MAPs) of employees at two contemporary restaurants, owned and operated by the same individual in the St. Louis metropolitan area, were analyzed in order to understand the culture of the restaurants and whether there was a definitive relationship between the culture and performance of the business. The culture of the restaurants was defined in terms of the Motivational and Attitudinal Patterns (MAPs) measured by the Inventory for Work Attitude and Motivation (iWAM) and supported by personal interviews with the owner and key personnel.

The analysis revealed a strong identifiable culture common to both restaurants. The strongest of the restaurant culture patterns included: (a) following established *Procedures*, (b) focusing on *Time* (schedules, deadlines), and (c) maintaining consistency in service and product (*Sameness*). Based on interviews with the owner, managers, chefs, servers, and other staff, the researchers confirmed that these patterns are part of what makes these restaurants so successful.

While the three patterns above define the common organizational culture, there were other patterns that applied to particular roles in the business. These patterns were similar within roles, but different between them. For example, the patterns for chefs were different than those for servers.

These results strongly support the feasibility of developing a quick, easy-to-administer pattern scoring system that could be used to help identify the best candidates to interview from among those applying for a position in the business. By using such a system, management could increase the probability that future employees have MAPs that are compatible and/or consistent with the restaurant's defined culture and success model.