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Abstract of the Diploma Thesis

**Satisfaction of employees with training and development
system in a selected company**

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Satisfaction of employees with training and development system in a selected company

Spokojenost zaměstnanců se vzdělávacím a rozvojovým systémem ve vybrané společnosti

Summary

This diploma thesis deals with a concept of training and development of employees in a selected company, which is KFC, as well as current situation of employees' satisfaction with training and development system in this company. It focuses on several training techniques and development activities and it specifies main strengths of this system and reveals any drawback and deficiencies. The thesis is methodically divided into two main parts; the first part includes theoretical background and the second part is author's own research resulting from various methods of data collection and evaluation. The main tools for collecting the data are semi-structured interviews, questionnaire research and internal documents of the company. Collected data are evaluated using 4 main statistical methods, namely simple frequencies, chart and pie chart builders, cross tables and means. Through the survey, author gets general knowledge about employees' opinion about training and development system and what they perceive as main strengths and weaknesses. Some possible recommendations for improvement are provided afterwards.

Keywords: Company, Human Resource Management, Management, Training, Development, Employee, Satisfaction, Learning, Knowledge, KFC

INTRODUCTION

Companies still more often realise the value of well-educated labour force – employees that can receive and share information, work and collaborate effectively, and develop furthermore their skills to give an efficient performance in today's dynamic global society. The management of company should aim at the overall employees' satisfactions covering training and development system, too. This can essentially influence their need and readiness to be trained, which may subsequently have a great impact on the running and success of the company.

AIMS

The main aim of this thesis is to determine concept of training and development of employees and find out the current situation of satisfaction with training and development system in a selected company. It focuses on several training techniques and their main positive and negative features. Subsequently, the possible recommendations for improvement are provided. The company Kentucky Fried Chicken was selected for a case study.

Research Questions:

- What do employees see as the main strengths and weaknesses of training system?
- Do employees perceive KFC as a place for personal development?
- What is the role of motivation in training and development in KFC?
- How can the training and development system in KFC be improved?

METHODOLOGY

This thesis is methodically divided into two parts. The first part is consisted of theoretical background based on a literature review and theoretical methods of knowledge.

The second practical part is processed from the results of several quantitative and qualitative analyses. The main tools for data collection are questionnaire survey (4 KFC restaurants, 136 respondents, return 75.6%), semi-structured interviews (Assistant Manager, General Manager) and internal documents of the company. Data are evaluated by means of 4 statistical methods: simple frequencies, chart/pie-chart builder, contingency tables, mean/average. These methods are created by using program PAWS Statistics 18 and Microsoft Excel.

RESULTS AND DISCUSSION

KFC uses various tools of training and development. This company continually tries to increase the effectiveness of training and concretely by implementation of e-learning.

One of the main advantages of e-learning system in KFC can be seen costs saving; the accommodation and transportation costs together with those connected with lecturers were eliminated. The second positive feature is effectiveness of training, especially considering the work of the instructor for whom the e-learning means training more employees at the same time. Employees appreciate the combination of theory and practice and the fact that the information gained from training can subsequently be used at the workplace. The last but not least pros is the access to training and its materials; the employees can learn at home

and in respect with the results the majority of respondents (85.3%) have a full access to e-learning system at home.

KFC restaurants usually own only one computer, which is too little for the people who do not have the access to e-learning at home or new promo action training that is compulsory for all employees. The e-learning system is not fully completed and it contains a lot of technical errors; the instructors or Assistant Managers have to use the login details of General Manager to control their subordinates. Moreover, the passwords of all the employees have to be changed once a month, which is also possible only from profile of General Manager. Another weakness perceived by employees is their free time, which resulted as the second worst item in a satisfaction scale. Respondents are mainly motivated by extrinsic motivators, such as higher salary (stated by 90% of respondents) rather than intrinsic motivating factors which would support the self-studying through e-learning. Short time of initial training can be seen as another disadvantage, this issue is the most visible in case of part-time employees who usually do not have enough work shifts to fulfil the two-week requirement of the training.

The calculation of overall satisfaction of employees with various aspects of training system was evaluated by counting average on the satisfaction scale from 1 to 4. It indicates that respondents are fairly satisfied (2.67). The worst evaluated item was interestingness of the training materials with the average 2.36, which fulfil the presumption that employees are rather dissatisfied. Although absence of trainer was stated by some respondents as another weakness of the training, the best evaluated item was surprisingly possibility of asking in case of doubts (2.97). It indicates that in spite of implementation of asynchronous e-learning, in which the personal contact and explanation is basically missing, the superiors are aware of this issue and try to overcome it by their willingness to give an advice. Respondents would be interested in some of other trainings included in KFC, especially trainings on topics: Foreign languages, Teamwork and Handling dissatisfied customer.

Following the results from questionnaire, the employees perceive KFC as a place in which the possibilities for personal development are allowed; their skills and knowledge can be continually deepened.

CONCLUSION AND RECOMMENDATION

The result indicates that the employees are overall fairly satisfied with the training system. As the main strengths they see the two-side communication which preserved also with the development of asynchronous e-learning, and therefore they have possibility of asking for a help in the case of doubts. Another positive thing of the training system is

a speed of access to the needed information and combination of theory and practice. On the other hand, the employees get uninteresting training materials that usually should be learnt at their free time, which turns out to be another weakness. The time for training is not in all the cases sufficient and the e-learning system contains a lot of technical errors. The impersonal type of training and absence of trainer were also stated in some cases as problematic.

In spite of the fact that not all the development activities are assigned to all levels of employees, the employees rather perceive KFC as place which allows their personal development, where their skills can be deepened and they positively evaluate the fairness of promotion.

To consider the role of motivation of training and development in KFC, asynchronous type of e-learning which is implemented in KFC is demanding for high motivation from the side of trainees. Although the superiors resulted fairly motivating, the extrinsic motivating factors predominated over the intrinsic ones.

Recommendations

Firstly, the technical part of e-learning has to be improved. Author proposes to hire the IT specialist who would be responsible for the e-learning system for the KFC in the Czech Republic. With employing Czech IT specialist for e-learning, the correction of technical issues would be easier, not such time-consuming and it would solve the appearing language defects, too. Also, it would be convenient to allow the individual employees to change their own passwords.

Secondly, more computers in the restaurant should be available for employees to ensure that everybody will have an access to e-learning and in case of promo actions the higher number of computers would make the training faster.

Thirdly, it might be useful to consider determined time of initial training in case of part-time employees, which should be adapted according to their working time.

Last recommendations focus on training materials, their form and development activities. The training modules could be more elaborated and interesting; the system should include other attractive topics for employees, such as Teamwork, Handling dissatisfied customer, and alternatively some English materials would be helpful for employees working in the restaurants that are often visited by tourists. All the levels of employees should have an access to partial training materials and development activities, e.g. 360° feedback or Individual Development Plan. These implementations could be motivating and helpful for employees' personal development in the company.

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