

Dissertation

By Sevie Asanova

***Importance of training and recognition among the employees in an organisation
- A case study analysis of Caffè Nero***

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Declaration

I declare that the information included in this research has not been submitted to any other school of faculty. The dissertation is my own work and hardwork. I have not plagiarised any information and I have fully referenced all information sourced from other scholars.

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Abstract

This research study is an investigation of the role played by employee training programs and employee recognition in an organisation. To achieve its objectives, the study interviews ten former employees from Caffè Nero. The interviews are conducted through semi structured questionnaires that the respondents fill in. The research first creates a ground work for previous studies in the literature review. Since the discovery of training and recognition, many researchers have conducted various studies from different angles. The research seems their views and findings so as to establish literature on these two research elements. Thematic analysis was used to analyse the data collected from the questionnaires. The results were also used to make conclusions and recommendations got the study.

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Chapter 1: Introduction

1.1: Introduction

The success of human resources in any organisation has an essential role in the organisation's outlook and operations. As part of human resource management, employee training and recognition are critical determinants of how well employees perform in the organisation (Osborne and Hammoud, 2017). The study examines the importance of employee training and recognition in an organisation. The focus of the research is Caffè Nero. Caffè Nero is an award-winning Italian coffee house company with branches in various states. The company has its headquarters in London, England. This research conducts an investigation on how training and recognition of employees in organisations. More specifically, the study investigates the importance of training and recognition of workers at Caffè Nero. Interviews and observations were made on the employees at Caffè Nero to gather primary data.

1.2 Background of the study

In 2005, Roger Martin, a renowned author of business books published a famous article on the power of happiness. He identified that employees are the backbone of a company. This means that if the employees are happy, they become more committed, productive and motivated while working for the organisation (Chantal, Manyange and Asuman, 2022). The achievements and successes of an organisation are determined by those working for the company. In a case where there is insufficient labour or the employees are not productive then this is usually reflected in the company. If the business sells food products and there are few employees, there will be many unsatisfied customers.

Similarly, if the employees are not trained to be hospitable and polite when dealing with customers, most people will not buy the company's products. When customers visit a company's store or shop, they first interact with its employees (Ivanovic and Ivancevic, 2022). Therefore, if they receive good service, they are likely to purchase and vice versa. In this regard, employees are very vital in any organisation. Further, every successful company has a human resource department. The department generally deals with the company's labour (Cohen, 2017). This is in terms of their salaries, training, induction, employment, and termination. Therefore, the department manages the most critical aspect of the organisation, the employees. Most companies

have already established the importance of employees, and as such, they have gone ahead to improve the role of the HR department.

While employing workers, the department will first certify that the potential employees have the required training and skills to fill the role they have applied for. After employment, the company can have training programs to improve the employee's skills (Anwar and Abdullah, 2021). In recognition, the HR department will, from time to time, employ a performance strategy an employee is awarded for their role (Mahapatro, 2022). The company can have awards such as 'Employee of the Year or 'Employee of the Month'. There are several terms that can be used to define this role of the HR department. Some refer to it as employee development or human resource learning and development. Due to global competition across industries, companies are trying to divert all their focus on all aspects of their business operations (Kaur, 2017). Training departments are under constant pressure to portray their value in the company's day-to-day operations (Bell, 2017). Since the concept of training and recognition was established, companies have been spending considerable money on them. Workers can have Borg positive and negative attitudes towards training programs. Consequently, there is a need to establish how these two factors contribute to organisational value. A well-trained and developed worker is a huge asset to the organisation since there is a high chance that they will do their jobs more effectively (Bhatti et.al, 2021). Caffè Nero is one of these organisations that employs training and recognition for its workers. The company has coffee houses in at least eleven countries. It has around five thousand employees with a revenue of about GBP 227.9 million.

1.3 Problem Statement

A lot of research has been conducted to establish the relationship between an organisation's success and employees' motivation (Latham and Budworth, 2017). However, there needs to be more research on what motivates employees and makes them more productive. If an employee is happy and motivated, this behaviour must be a reason. In this regard, companies have made significant advancements towards employee motivation. Some of these improvements relate to employee training and recognition (Elsafy and Oraby, 2022). The organisation can spend millions of money on employee motivation and development budgeting. From increasing salaries to giving them awards, companies try to improve the role of employees in their operations (Leonova et.al, 2021). Unfortunately, it needs to be made clear whether these efforts and funds

bear fruits in the long run. Companies tend to question the importance of training and recognition in their organisation (Lee and Lee, 2018). Moreover, the employees can have negative emotions and refuse to attend, which means the company loses millions of money. Also, the overall goal of the training is not achieved since the employee's skills will remain the same. Having established that employees are vital to the success of an organisation, it is important to ascertain the importance of training and recognition in an organisation as well as the employee responses towards these efforts (Easterby-Smith et.al, 2021). Only then can an organisation safely invest in training and recognition without the risk of losing millions of money.

1.4 Aims, Objectives, Research Questions, Hypothesis, Propositions

1.4.1 Aims

The aim of this research is to measure how employee training and recognition affect an organisation as well as investigate this link further.

1.4.2 Objectives

The specific objectives of the research are:

1. To identify how training programs improve workers' professional abilities in the context of Caffè Nero
2. To determine the influence of employee recognition on the performance of Caffè Nero.
3. To identify the factors of training and recognition on the performance of employees of Caffè Nero.
4. To examine the effects of training and recognition on Caffè Nero staff productivity

1.4.3 Research Questions

This research seeks to answer the following research questions:

1. Do Caffè Nero's investment in its workers' training and recognition pay off in increased output?
2. How does training improve Caffè Nero workers' technical knowledge (competencies) and professional abilities in the workplace?

1.4.4 Hypothesis

The study here proceeds on the presumption that training and recognition impact an organisation's day-to-day operations. It also hypothesises that employees react differently to training programs and that their reactions can affect the overall running of the business.

1.4.5 Propositions

The research proposes further research on the link between employee training, recognition and an organisation. These factors are critical to an organisation. The pivotal point in establishing the correlation was the research on Caffè Nero workers.

1.5 Importance of the Research

When a company invests in its employees' professional growth, it is highly likely to be in a position to retain them. Employees will perform their roles more efficiently if they have the relevant skills and expertise (Nda and Fard, 2018). On the other hand, recognition affects the attitude of employees towards the workplace. Rewards programs dictate the motivation that the employees will have in the future. They can be driven to deliver good results in anticipation of a reward. This research is, therefore, vital since it seeks to ascertain the level of training and recognition that is sufficient to improve the organisational value of employees in a company (Rodriguez and Walters, 2017). This is a crucial area of study because the drivers of an economy and the business industry are not constant. They keep on changing, and organisations must keep up with these changes to maintain relevance and brand recognition and increase profits in the various markets. Organisations like Caffè Nero that deal with hospitality are vulnerable to these changes. They can easily be put out of the market by a competitor if they fail to keep up with the market trends. Researchers have repeatedly emphasised the importance of employee satisfaction in an organisation. Training and recognition are critical elements of employee satisfaction.

1.6 Methodology

This research utilises both primary and secondary sources of research. The research gathered information from observations and interviews with the subjects for primary sources. Secondary literature was collected from previous research studies in journals, books, articles, and other publications. Therefore the research employed a qualitative method of analysis.

The primary population sample of the study is the employees at Caffè Nero. Thematic analysis was used to evaluate the data gathered from this qualitative study (Murthy and Bhojanna, 2019). The data collection method was well-structured questionnaires that were issued to the respondents. As part of data analysis, the interpretivism approach was used where the social environments of the respondents were a key factor for the research.

1.7 Scope of the Study/Demarcation

Geographical regions do not limit the study. Caffè Nero has branches all over the world. The sampled respondents represent the larger population of the organisation. The company's headquarters are based in the UK and this was the main focus of this research.

1.8 Structure of the Dissertation

The dissertation was completed in five main sections. The first part is the introductory chapter that deals with the background of the study, the aims, objectives, research questions and the problem statement. The chapter provides an overview of what the study entails and why this research is essential.

Further, the second chapter is the literature which gives groundwork for what other researchers have said about the research topic. Various authors were consulted in this section, and their work was used to investigate the study further.

The third section is the methodology chapter, which deals with the research strategies and data collection instruments. The rationale of the research methodologies used is also discussed in this research.

The data gathered from chapter two on literature review and chapter three on research methodology was used in the fourth section for data analysis and discussions. Lastly, the last chapter is the recommendations and conclusions. It gives a summary of the entire dissertation and offers suggestions for further actions.

1.9 Summary of Chapter 1

In conclusion, this research is essential, and its successful completion contributes to the literature. From this chapter, it is clear that there is indeed a loophole that needs to be looked into with regard to employee training and recognition.

Chapter 2: Literature Review

2.1 Introduction

Various researchers have contributed a vast amount of information on the role of training and employee recognition in a company. The chapter here looks into previous studies and what other researchers have established with regard to the impact of employee training and development.

2.2 Social Learning Theory

Albert Bandura proposes the social learning theory. According to him, it is essential for one to observe, model and imitate the way people behave and reacts to situations. The theory implies an interaction between the environment and cognitive factors that dictate how human beings learn and act (Tracey and Swart, 2020). Therefore, emotional reactions, behaviours and attitudes are determined by environmental factors. According to Albert Bandura, the behavioural theories on classical conditioning and operant conditioning are significant (Schunk and DiBenedetto, 2020). He further adds to this theory by stating that human behaviour is learned from observing the environment. Also, that meditation occurs between stimuli and responses (McLeod, 2019). In light of this theory, training and recognition are environmental factors that determine how employees behave in the workplace (Masri and Abubakr, 2019). The theory implies that incentives stimulate and dictate how workers behave in the workplace. Other factors in the workplace environment that can dictate how people behave are emotions, feedback and ethics (Armstrong and Landers, 2018).

2.3 Theoretical frameworks

Training

Khan and Masrek (2017) defines the training process in an organisation as an initiative to impart knowledge and skills to employees. The initiatives are intended to improve the abilities and competencies of the workers involved. Further researchers identify training programs as a way of bridging the gap between current performance and expected future performance. Since the programs involve the labour force, they are usually placed under the scope of the human resource department. The process mainly consists of identifying the training programs' needs, choosing the proper methods for the programs and making the right plans to ensure they are successful. Development programs often accompany the term training since they go hand in hand.

According to Shamim (2017), training is an indispensable element of the human resource department and the organisation as a whole. Most businesses have adopted training initiatives for their employees to keep up with market trends. Researchers have argued that training is gaining more prominence as each day passes because organisations have become more competitive. Once the concept of training was realised, businesses started using it to maintain their success. Eventually, all organisations saw the need to use these elements to ensure that they keep up with those successfully implementing training programs. Shamim (2017) argues further that training is a way of learning for employees that imparts their knowledge of current market strategies. The business world, as earlier indicated, is dynamic, and how organisations are run or managed keeps changing (Nikolova et.al, 2022). In this regard, therefore, organisations use training to update their employees on modern strategies.

According to Bell B. et al. (2017), employee training and development programs are essential to a thriving business. The programs offer members of staff opportunities to improve their skills and help employers enhance business productivity and organisational culture. Further, the study argues that training programs can lead to low employee turnover. Employee turnover can be costly for an organisation. According to a recent study, voluntary employee turnover in the United States costs companies more than \$630 billion every year (Bhatti et al., 2021). Employees often get opportunities to learn and grow their skills in the business or firm and are likelier to remain in that business. Training and development are therefore considered the most effective methods of employee engagement. If the employees are continually trained, coached and mentored, then this contributes to training and development (Nelissen et.al 2017). In most cases, companies will offer training programs for new employees to introduce them to the organisation and how the business operates.

Research indicates that more than 70% of the employees in an organisation advocate for training programs to improve their job performance (Aziri, 2019). There are various types of training that a company can offer its employees. There is management training, new employees training, sales training, mentorship programs and apprenticeships. All these types of training can be delivered in various ways, such as in-house training, outdoor activities or third-party training opportunities (Hee and Rhung, 2019). To cut costs, organisations will usually employ more experienced staff to

train junior employees. This ensures that they stay within their budget and achieve the training initiatives' goals (Dessler, 2020).

Further, Kozhakhmet et.al (2022) argue that training plays various roles in any organisation. Training can be used as a way of introducing new responsibilities. In this case, the employees will undergo different training lessons on taking on multiple or additional roles while working for the company. This can help them get promotions or acquire new positions in the organisation. The different functions can also be taught in preparation for future business expansion to ensure the company retains the same employees (Johennesse and Chou, 2017). Also, as other authors have indicated, training plays the role of keeping up with the new trends in the industry. The employees are taught how to adapt to the latest strategies and stay updated (Kuruppu et.al, 2021). They can use new ways and skills to improve their work performance. This applies to technology as well, which is constantly updated. When customers review a company and leave a comment, it is up to the organisation to act on these reviews and improve their service provision in the future. The organisation can do this by initiating training programs for the employees as a way of addressing the performance reviews. In this case, the employees will acquire the relevant knowledge and skills to satisfy customers as per the reviews (Hughes et al., 2019).

Recognition

According to (Saunderson, 2004), recognition refers to the acknowledgement given to workers by their employees for a job well done. Recognition is a way of appreciating the efforts and good work done by the employees. Theorists argue that recognition is a fundamental human need crucial in any aspect of life. Businesses ought to understand the psychology of praising others for incorporating the concept of employee recognition. Praising and rewarding employees plays a huge role in the success of an organisation (Vlascekova and Mura, 2017). Everyone has an inner urge to be recognised and commended for their efforts. Recognition makes employees feel good and motivates those who have not been praised to work harder (Hussain et.al 2019).

Researchers identify two main elements of employee recognition (Koc and Boz, 2020). The first aspect is for the organisation to identify or come up with an opportunity to praise someone. Once this option is determined, the next step is selecting the employee who fits that role or chance. Then the organisation will honour that particular worker or manager. This act usually sends a powerful message to those who have not been praised or rewarded. Studies often identify positive and negative responses (Krishnaveni and Monica, 2018). Some workers will take the

recognition process positively and try to work harder or smarter to be awarded when the next chance opens up. Unfortunately, some will feel belittled or left out because they did not get the award. They may think they deserved the reward or praise more than the person who received it. Researchers have therefore questioned the effectiveness of recognition in improving employee performance (Kuruppu et al., 2021).

2.4 Previous studies and lessons learnt

With reference to the research conducted by (Khan and Masrek, 2017), training programs are not solely focused on new trends and technology. Instead, they can be used to help employees adapt to remote work. With the example of the 2021 pandemic, more than 75% of the employees shifted to remote work. Researchers found that most employees who only carried out one or two roles had to take on several functions remotely (Kozhakhmet et al., 2022). New tools and resources were also adopted for the new environment. Employees who needed to learn how to work remotely had to undergo training. Further, researchers have identified that training programs are also used to add to employees' knowledge—there are cases where employees wish to advance their studies. When organisations offer them chances to extend their studies, they remain in the firms and do not seek the lessons elsewhere (Jelonek et al., 2022). Researchers have conducted a cost-benefit analysis of the human resource factor to ascertain the importance of training programs. While measuring training against organisational productivity, it was discovered that investments made in training are more likely to produce good results for the company (Younas et.al, 2018). This is because employees will have improved skills and productivity after undergoing training programs (Tweedie et.al, 2019). Also, studies conclude that it is improbable that employees will turn down training opportunities (Kareem and Hussein, 2019).

On the other hand, research studies conducted on employee recognition are limited. Most researchers were concerned that rewards and praises motivate employees to work harder (Luo et.al, 2021). There needs to be more research on the negative implications of employee recognition. Human beings are naturally jealous, and praising one person out of many employees can lead to positive and negative implications. There are those organisations that have identified this fact, and they have come up with several rewards (Swanson, 2022). For instance, instead of having 'employee of the year' awards only, they have 'employee of the month' and 'employee of the week' awards. This gives employees a fair chance of winning any of the titles. A cost-benefit

analysis of this type of employee recognition shows more productivity. In the long run, the employees are motivated to achieve any of the awards and praises.

2.5 Gaps identified to situate own research

In light of the studies and information analysed, it is clear that most researchers have focused on the importance of training and development in an organisation. There needs to be more research on how training and recognition affect employees and the organisation. The studies tend to have a general presumption that training and recognition positively impact how employees behave and respond (Swanson, 2022). However, through this study, information gathered on the Caffè Nero will help fill this gap in the literature and ascertain whether training and recognition are essential for an organisation. Also, the study will further assess whether these factors are in an organisation's best interests, which is something that most studies have omitted.

2.6 Summary of Chapter 2

In summary, an analysis of the various studies indicates that training and recognition have essential roles in promoting organisational performance to ensure these elements are practical, organisations ought to devise effective ways of implementing them. Also, there are various forms of training that an organisation can offer. Therefore, the effectiveness of these factors depends on how they are carried out and implemented by the organisation.

Chapter 3: Research Methods and Methodologies

3.1 Introduction

The chapter here provides the tools for gathering and collecting information for this research. Further, the chapter assessed the validity and dependability of the study's sources and data collection instruments. Research methodology in a study is used to solve a problem by gathering data using various research techniques (Bell et.al, 2022). The information collected is then analysed and used to draw accurate conclusions. Also, there must be a rationale for the chosen research methods and whether they are adequate for the study. Ethical considerations must also be included to ensure that the research does not violate any rules or principles. Overall, these principles and ideas inform the design of this study.

3.2 Philosophical position of the research and why?

According to Cakar and Aykol (2021), a discipline has a unique foundation that sets it aside from other fields. This foundation is the philosophical nature of the profession. In this regard, therefore, there are several philosophical foundations in research. The applicable one, in this case, is the interpretivism research philosophy. The philosophy is based on the fact that a researcher observes the social world from a subjective lens. This research mainly focuses on understanding how people interpret the social world. The approach further states that people's experiences in the social world shape their stimuli. Therefore, the researcher observes the subjects in their social world and makes conclusions. In this research, the social world is the Caffè Nero work environment. The issue for determination is how the employees perceive and experience training and recognition at the workplace. Therefore, the interpretive approach is the most suitable for this study.

3.3 Paradigm position of the research and why?

The research paradigm defines the research philosophy. To understand the research philosophies, a researcher must clearly understand the research paradigms. The research paradigm and perspectives are incumbent upon the researcher's beliefs, attitudes and perceptions of reality on the research subject. Hennik et.al (2020) argues that research paradigms provide the researcher with a method or a path to follow when conducting the research. They direct the research process in a particular direction. Easterby-Smith et al. (2018) identify three main components of research paradigms. These are ontology, epistemology and methodology. According to the definition by

Easterby-Smith et al. (2018), these three paradigms apply to social science research. On the other hand, Queiros et.al (2017) identify realism, positivism, critical theory and realism as the primary research paradigms. In light of this, the paradigm of this research points towards interpretivism since the applied philosophy is the interpretivism philosophy.

3.4 Position of Research Approach and why?

Several ways or approaches can be used when conducting research. The main techniques are qualitative and quantitative research. This approach provides the perfect way of observing and understanding the viewpoints of the research subjects (Provenzano and Baggio, 2019). This type of research can work for small and large sample sizes as it adjusts accordingly. In most cases, qualitative research is associated with the interpretive research approach. However, there are other instances where the constructivism paradigm can also apply. This research approach is well known for its advantages. With qualitative research, one can be assured of flexibility and reliability.

Further, this approach ensures that the study is quickly completed since the data is gathered first-hand. Also, those who read the study can easily relate to and understand the results (Provenzano and Baggio, 2019). Another advantage of qualitative research is that it is highly focused and gives minimal room for mistakes. For these reasons, this study adopts the qualitative research approach.

3.5 Methodological stance of the Research and why?

Since this research uses the qualitative research approach, qualitative research methods have been applied as well. A methodological stance refers to the approach taken by the study. It helps the researcher identify the data collection instruments and strategies (Queiros et.al, 2017). In this approach, the researcher collects and analyses numerical data concerning the research topic. It enables the researcher with an in-depth analysis of the research problem. This methodological stance is used to understand how people perceive and experience the world. To gather this research, three central components can be used. These research methods are observations, interviews, surveys, focus groups and secondary research. This study included the information gathered in the literature review for the secondary research. For the primary analysis, the study used interviews and observations as data collection methods. Also, the researcher's approach was reflected in the survey as part of qualitative research.

3.6 Stance of the Research Strategy and Design and why?

In general, there are four main types of research designs. These are descriptive, correlational, experimental and quasi-experimental (Provenzano and Baggio, 2019). The descriptive research design focuses on obtaining information on a particular situation, a phenomenon or a population. The design is a systematic way of gathering data. Other than answering the why questions, it seeks to answer the how what, when and where questions. In this research, the focus group is the working population at Caffè Nero. Unlike experimental study, where the research variables are controlled, the descriptive analysis only involves identifying, observing and measuring the research variables (Murthy and Bhojanna, 2019). In descriptive research, surveys, interviews and observations are the primary data collection instruments. Therefore, the study adopts the descriptive research design to collect information from the respondents. In terms of research strategies, there are five primary types: case study, survey, experiment, action research, and grounded theory (Okechukwu, 2017). Grounded theory has been used as a research strategy in this study. The theory is part of thematic analysis and involves developing hypotheses and theories when gathering data. Further, the process relies on inductive reasoning to make sense of the information collected.

3.7 Research Sample and Population

The research sampling technique used in this research is the snowball technique. This method is a non-probability technique where respondents are chosen by other subjects who know them well regarding specific traits (Rezapouraghdam et.al, 2019). It is helpful in cases where the researcher may need help identifying these subjects. Hence the technique is a qualitative research method that uses referrals made by people with similar traits to the target population being researched (Raj, 2017). This method was used to help source information from subjects most relevant to the research topic. A small sample was obtained from the referrals to collect data on Caffè Nero.

3.8 Data Collection and Data Analysis Tools/Techniques

The tools used to gather secondary data are books, journals, articles, and other peer-reviewed publications (Saks, 2022). To collect primary data, the study relied on semi-structured in-depth interviews. Further, after the interview sessions, employees at Caffè Nero could ask questions on the impact of Human Resource rules on general work output. In addition, there were ten interviews with former employees of Caffè Nero. This is a small sample because the company

has over 5,000 employees across its branches. To analyse the data, thematic analysis was used. This method helps the researcher conduct an in-depth analysis of qualitative data (Riyanto et.al, 2021). As the name suggests, the data is analysed in various themes, which are made as specific as the research allows.

3.9 Ethical Consideration of the Research

The research subjects for this study were well aware that the information gathered would only be used for academic purposes (Sari et.al, 2021). Also, as part of ethical considerations, the respondents were requested to volunteer, as their consent was paramount willingly. Confidentiality was maintained by not disclosing the personal details of the research subjects to the public. Any information source from books and other studies was well referenced to avoid plagiarism. Moreover, the research ensured that it did not show any form of biasness towards the research participants.

3.10 Summary of Chapter 3

In conclusion, this chapter was the methodology section that details how data was gathered and analysed. The primary research paradigm was interpretivism used for qualitative research. Thematic analysis and the snowballing sampling technique were also used.

Chapter 4: Data Analysis and Discussions

4.1 Introduction

After data was collected, it was analysed and examined against the aims and objectives of this research. The primary method of data analysis is thematic analysis, where the information is grouped into themes to ensure in-depth analysis. The data was discussed based on the research objectives.

4.2 Analysis and Discussions of findings/data

In this section, the research will analyse data gathered from the literature review and the interviews conducted with the ten employees.

4.2.1 Literature Analysis

Training

The literature review shows that training programs indeed affect performance in an organisation. Previous studies reveal that the training equips employees with the necessary knowledge and skills to perform their roles and adapt to new environments (Osborne and Hammoud, 2017). Therefore, it can be deduced from the literature review that if the employees are occasionally trained, they are more likely to perform their work well and be more productive. According to Mohammed, Mohammed and Gana (2022), employees are vital to the organisation. The firms can only be assured of success if these employees are empowered through training and development.

Recognition

Most researchers on the recognition element suggest that people are always eager to receive praise and rewards for a well-done job. Therefore the data gathered on recognition shows that it positively impacts workers' performance and productivity. If the employee is awarded or praised, there are more likely to put more effort into getting the recognition in the future (Sanyal and Hisam, 2018). Similarly, other employees who did not receive the award have the potential to work harder so that they can get the credit next time. The literature review also indicates that recognition has a retrospective orientation that results in good organisational performance. There are those authors who theorise that organisational performance is incumbent on both intrinsic and extrinsic rewards (Tasman et.al, 2021)

4.2.2 Interviews Analysis

Effect of training programs on worker's professional abilities

Employees' professional abilities	Yes	No
People Skills	9	1
Financial skills	8	2
Adapting to new situations	9	1
Leadership and management skills	10	0
Teamwork abilities	9	1

Table 1: Effect of training programs on worker's professional abilities (Source: Created by the Student)

Table 1 contains the responses from the respondents on whether or not training programs affect workers' professional abilities. The lowest number was 8, where two disagreed that the workers' financial skills are not affected by training programs. Regarding the other employees' professional abilities, most respondents agreed that they could be improved through training programs.

Influence of employee recognition on worker's performance

All the former employees agreed that praising and rewarding employees at Caffè Nero motivated them to perform even better. One of the responses from the respondents is quoted below.

"I think that awards are the best investments in a company. I was always self-driven to do my best while working at Caffè Nero in the hope of being recognised by my employer or receiving an award. This gave me a sense of belonging, and I always appreciated my efforts."

Effect of training and recognition on organisational performance

From the responses gathered in the interviews, it was evident that successful organisations such as Caffè Nero have training and recognition as part of their human resource management. When

asked whether training programs and recognition have affected the company's operations, the interviewees responded in the affirmative. They indicated that they noted good results in the organisation since they were more motivated to deliver the best results. One of the respondents said:

“When I received the employee of the year award, I was excited because the company benefited from my hard work. That year was the most successful year for the company. We had many sales, and every employee wanted to be part of Caffè Nero.”

Effect of training and recognition on staff productivity

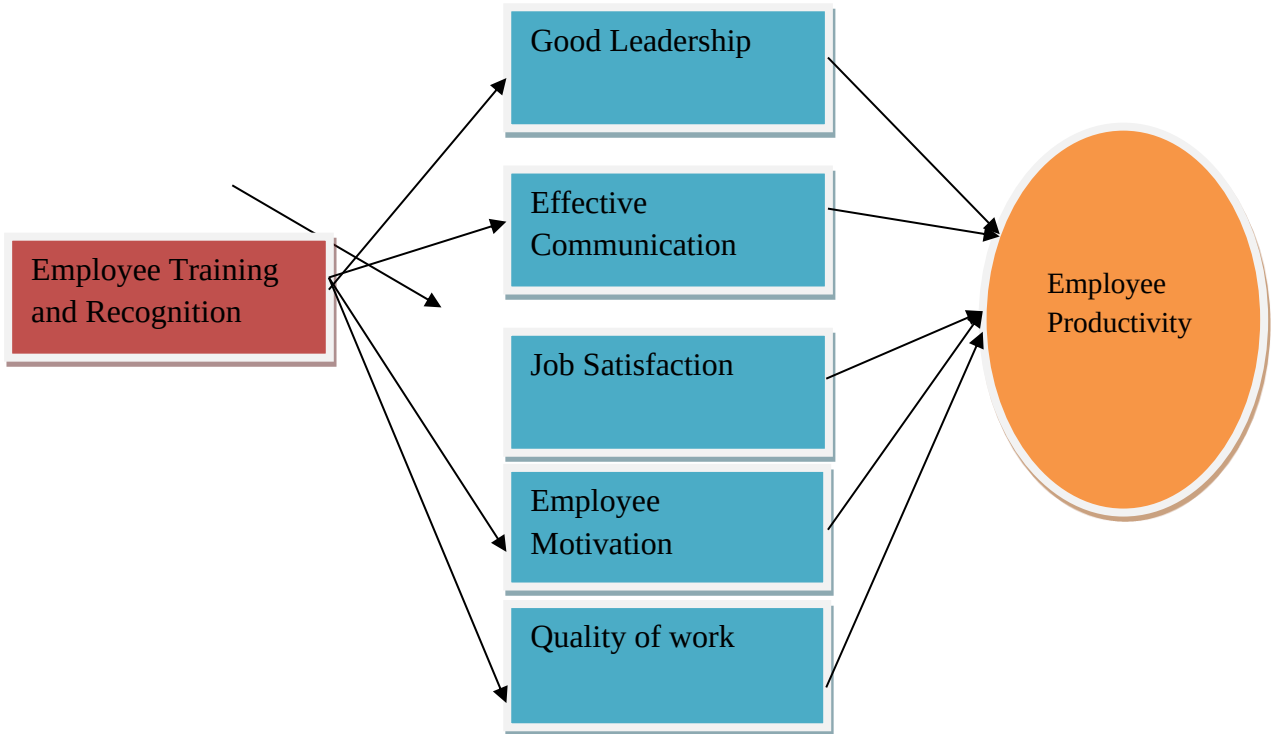


Figure 1.1: Effect of training and recognition on productivity (Source: Created by the Student)

The above figure was sourced from the data gathered in the interviews. As the diagram indicates, employee training and recognition results in improved quality of work, good communication, employee motivation, satisfaction, and good leadership. Ultimately all these factors contribute to employee productivity at the workplace.

4.3 Summary of Chapter 4

The chapter analysed the responses from the ten interviewees and used them to study. Thematic analysis was used where the main themes were workers' professional abilities, employee performance, productivity and organisational performance.

Chapter 5: Conclusion, Limitations and Recommendations

5.1 Introduction

This chapter summarises the findings and indicates whether this research successfully achieved its objectives. Further, it also gives recommendations for further study and the limitations faced by the researcher when gathering and analysing data.

5.2 Conclusions on each research issue/objectives

Effect of training programs on worker's professional abilities

From the findings gathered in the questionnaires, it was clear that training programs have a strong potential to improve the employees' professional skills. Most former employees at Caffè Nero agreed that their skills and professional abilities gradually improved from the training sessions they attended.

Influence of employee recognition on worker's performance

The interview results revealed that employees responded well to praise and rewards for their job. These acts of recognition motivate them to perform their roles better. Therefore the study achieved this research objective.

Effect of training and recognition on organisational performance

From the responses given, this research objective was achieved. The researcher asserted that training and recognition are essential for organisational performance. Also, the respondents could attribute the company's successes to human resource development and management. The key elements identified were employee recognition, training programs, career development, and retention. Training programs significantly contribute to employee career development.

Effect of training and recognition on staff productivity

For the last objective, the study came up with figure 1.1 above. From the figure, it can be deduced that employee training programs and recognition affect several factors. These factors then contribute to employee productivity. For instance, employees are more productive if they have good leadership skills and effective communication, are satisfied with their jobs, and are motivated to work.

5.3 Conclusions on the research problem

The research problem, in this case, was on the importance of training and recognition in organisational performance in general and, most specifically, if they affect employee performance at Caffè Nero. The conclusions deduced from this are in the affirmative. Training and recognition influence employees at Caffè Nero. The two factors are essential elements of human resource development and management.

5.4 Summary of the research findings and outcomes

This research achieved its aim and objectives as indicated in the previous sections. The elements in the human resource department are interconnected. The literature reviews section reviewed that training programs are essential for an organisation because they facilitate employee retention. Similarly, they also promote career development since the worker's professional abilities are improved. On the other hand, recognition can also increase employee motivation and job satisfaction. An employee praised for their work is likely to feel more motivated to work and even satisfied with their role in the organisation. Research findings from the interview provide reliable outcomes that indicate training and recognition are essential for employees at Caffè Nero.

5.5 Original Contribution of the Research

The original research contributors are scholars whose work is primarily cited in the literature review. The findings of other researchers are what inspired the completion of this study. School management and academia were the overall inspiration for the research in this discipline. The researcher's thoughts and ideas also contributed to the research by identifying the research problem and the gaps in the literature.

5.6 Limitations of the Research

Like any other study, this research is not without its limitations. To begin with, the research was only able to gather primary data from a small sample representing the larger target population. This affects the reliability of the information gathered since only some employees at Caffè Nero could be interviewed. Another limitation was that the time allocated for the research needed to be improved to collect complete proof information. However, the data gathered in this case was sufficient to make reliable conclusions and outcomes.

5.7 Recommendations/Areas for further/future research

1. Improved Training Programs

Employees are a vital part of an organisation. Therefore companies, especially the human resource department, should make arrangements to advance and improve their skills. This investment is likely to generate the best returns for the organisation (Bibi et.al, 2017).

Investing in developing and improving the employees' skills helps enhance their competencies and knowledge of the workplace. There are several training programs, and the more specific, the better. For instance, Sales training would primarily benefit employees in the sales department.

2. Invest in Employee Recognition

Some firms may have the misconception that recognition programs only benefit the employee (Afsar et.al, 2018). However, like training programs, recognition practices are also an investment that can yield significant returns.

Organisations can use employee recognition to promote job satisfaction, motivation, and retention (Alzyoud, 2018). Businesses should invest more in employee recognition for the betterment of their operations.

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Appendices

The following is a questionnaire to determine the importance of training and employee recognition on Caffè Nero.

INSTRUCTIONS

1. This study will be solely be used for academic purposes and the interviewees will be treated with confidentiality.
2. Each question requires to give a general answer and then give a detailed explanation.

Appendix I: Interview Questions

1. Does Caffè Nero offer training programs for its employees?

- ☐ Yes
- ☐ No

Explain....

2. Did you ever attend any of the training sessions?

3. Yes
4. No

Explain....

5. What was the effect of the training sessions on your professional abilities?

- a) People skills

- ☐ Yes
- ☐ No

Explain....

b) Financial skills

- ☐ Yes
- ☐ No

Explain....

c) Leadership and management skills

- ☐ Yes
- ☐ No

Explain....

d) Adapting to new situations

- ☐ Yes
- ☐ No

Explain....

e) Teamwork abilities

- ☐ Yes
- ☐ No

Explain....

6. Does Caffè Nero have awards for its employees?

- ☐ Yes
- ☐ No

Explain....

7. Have you ever received recognition as a best performed employee?

- ☐ Yes
- ☐ No

Explain....

8. Do you think the recognition had an effect on your performance at the workplace?

- ☐ Yes
- ☐ No

Explain....

9. How did the training programs and recognition affect the overall performance at Caffè Nero?

- ☐ Positively
- ☐ Negatively

Explain....

10. How did the training programs and recognition affect yur productivity levels at Caffè Nero?

- Positively
- Negatively

Explain....