

**“Training Development and Retention of Informal Restaurant Employees”**



**By:**  
*Rafi Ullah Khan (01-122112-007)*

**MBA**

**Supervisor:**

**Shahid Nawaz**

**A thesis submitted in partial fulfillment of the requirement for the  
degree of MBA**

**Department of Management Sciences (GS)**

**Bahria University Islamabad  
2014**

## **FINAL PROJECT APPROVAL SHEET**

### **Viva-Voice Examination**

Date \_\_\_/\_\_\_/\_\_\_

**Topic of Research:** Training, Development and Retention of Informal Restaurant Employees.

**Rafi Ullah Khan:** 01-122112-007

**Class:** MBA

**Approved by:**

---

**Shahid Nawaz**  
Project Supervisor

---

**(Abdullah Hafeez)**  
Internal Examiner

---

**(Umar Sajid)**

---

**Kashir Asghar**  
Research Coordinator

---

**Dr M Ali Saeed**  
Head of Department  
Management Sciences

## **Abstract**

This research “Training, Development and Retention of Informal Restaurant Employees” will help in identifying major problems faced by employees working in this industry which affect their productivity.

There are three independent and eight dependent variables over which complete research is being carried out. Independent variables are Training, Development and Retention whereas dependent variables are performance, efficiency, productivity, career development, personality development, skills development, employee loyalty and customer satisfaction.

This research will help in creating awareness among employees as well as employers about their rights and modern trends and techniques in order to increase productivity of employees and profitability of restaurant industry.

Questionnaires, direct observations and personal interviews were conducted from employees working in these restaurants in order to gather relevant (mostly primary) data.

This research would have positive impact from employee as well as employer perspective. It would create awareness among employees about their basic rights like job security and they might get register themselves with government departments like EOBI. From employer perspective it would create awareness about Training, Development and Retention and by implementing these in their restaurants they can gain more profit and can retain their efficient and loyal employees.

## **Acknowledgement**

I would like to express my thanks to my supervisor Shahid Nawaz for his guidance throughout this dissertation. I would also like to thank Bahria University for giving me a chance to carry out this research.

I would also like to thanks the participants of my research and my colleagues who helped me in achieving a dissertation outcome.

Last but not the least I would like to thank my parents for their encouragement and support during MBA.

---

I certify that the work presented in the dissertation is my own unless referenced.

Signature.....

Date.....

# Table of Contents

Abstract.....	iii
Acknowledgement .....	iv
Executive Summary .....	x
Training, Development and Retention of Informal Restaurant Employees: .....	1
Chapter 1: Introduction .....	1
1. Introduction:.....	1
1.1. Problem Statement:.....	4
1.2. Objectives: .....	4
1.3. Significance of the Study:.....	4
1.4. Scope and Limitations of the Study:.....	4
1.4.1. Scope of the Study: .....	4
1.4.2. Limitations of the study: .....	5
1.5. Definitions of the Terms:.....	6
1.5.1. Training:.....	6
1.5.2. Development:.....	6
1.5.3. Retention:.....	6
1.5.4. Performance: .....	6
1.5.5. Efficiency:.....	6
1.5.6. Productivity:.....	6
1.5.7. Skills Development:.....	7
1.5.8. Career Development: .....	7
1.5.9. Personality Development:.....	7
1.5.10. Employee Loyalty:.....	7
1.5.11. Customer Satisfaction: .....	7
1.5.12. Employee Productivity: .....	7
Chapter 2: Literature Review .....	8
2.1. Training:.....	8
2.1.1. Productivity:.....	8
2.1.1.1. Service Quality: .....	8
2.1.1.2. Patronage (Customer Loyalty):.....	10

2.1.2. Effectiveness:.....	10
2.1.3. Performance:.....	11
2.1.3.1. Job Satisfaction:.....	11
2.1.3.2. Efficiency, Socialization and Communication:.....	11
2.2. Development:.....	12
2.2.1. Career Development: .....	12
2.2.1.1. Technological Development:.....	13
2.2.1.2. Promotion:.....	14
2.2.1.3. Absence of Glass Ceiling:.....	14
2.2.2. Skills development:.....	15
2.2.2.1. Job Rotation: .....	15
2.2.2.2. Job Enlargement: .....	15
2.2.3. Personality development:.....	15
2.3. Retention:.....	16
2.3.1. Employee Loyalty:.....	16
2.3.1.1. Employee Turnover Rate: .....	17
2.3.2. Customer Satisfaction: .....	19
2.3.2.1. Increase in Sales and Visits Frequency:.....	19
Part 1: Following a Plan to leave an organization (Restaurant):.....	20
Part 2: Leaving Organization (Restaurant) without a Plan: .....	21
Part 3: Leaving Organization (Restaurant) for something Better: .....	21
Part 4: Leaving Organization (Restaurant) because of Unsatisfying Job: .....	22
Chapter 3: Theoretical Framework .....	24
3.1. Research Methodology: .....	26
3.1.1. General areas covered by our research topic: .....	26
3.1.2. Research Questions:.....	26
3.1.3. Conceptual framework and Hypothesis: .....	27
3.1.3.1. Hypothesis: .....	28
3.1.4. Methodology:.....	28
3.1.5. Subjects, Respondents, key Informants: .....	28
3.1.6. Instruments, resources and research tools:.....	29
3.1.7. Research Procedure:.....	29

3.1.8. Analysis: .....	29
3.1.9. Ethical Implications: .....	29
Chapter 4: Interpretations and Analysis of Data .....	30
4.1. Training:.....	30
4.2. Development:.....	33
4.3. Retention:.....	36
4.4. Expert Opinion:.....	39
4.5. Interview Questions: .....	50
Interview Questions Statistics and analysis: .....	65
Chapter 5: Summary, Conclusion and Recommendation .....	67
5.1. Summary:.....	67
5.2. Conclusion: .....	68
5.2.1. Chi Square Table: .....	68
5.3. Recommendations:.....	72
Chapter 6: Bibliography, Appendix .....	74
Bibliography .....	74
Appendix A: Interview Questions: .....	77
Appendix B: Expert Opinion:.....	78
Appendix C: Training:.....	79
Appendix D: Development:.....	79
Appendix E: Retention: .....	79
Appendix F: Respondents Record:.....	81
Appendix G: Certificate for my Company: .....	84

## Table of Tables

Table 1.....	30
Table 2.....	33
Table 3.....	36
Table 4.....	40
Table 5.....	50
Table 6.....	59
Table 7.....	65

Table 8.....	68
--------------	----

## Tables of Figures

Figure 1 .....	1
Figure 2 .....	25

## Table of Graphs

Graph 1 .....	31
Graph 2 .....	31
Graph 3 .....	32
Graph 4 .....	32
Graph 5 .....	34
Graph 6 .....	34
Graph 7 .....	35
Graph 8 .....	35
Graph 9 .....	37
Graph 10 .....	37
Graph 11 .....	38
Graph 12 .....	38
Graph 13 .....	41
Graph 14 .....	41
Graph 15 .....	42
Graph 16 .....	42
Graph 17 .....	43
Graph 18 .....	43
Graph 19 .....	44
Graph 20 .....	44
Graph 21 .....	45
Graph 22 .....	45
Graph 23 .....	46
Graph 24 .....	46
Graph 25 .....	48
Graph 26 .....	48
Graph 27 .....	49
Graph 28 .....	52
Graph 29 .....	52
Graph 30 .....	53

Graph 31 .....	53
Graph 32 .....	54
Graph 33 .....	54
Graph 34 .....	55
Graph 35 .....	55
Graph 36 .....	56
Graph 37 .....	56
Graph 38 .....	57
Graph 39 .....	60
Graph 40 .....	60
Graph 41 .....	61
Graph 42 .....	61
Graph 43 .....	62
Graph 44 .....	62
Graph 45 .....	63
Graph 46 .....	63
Graph 47 .....	64

## **Executive Summary**

The topic “Training, Development and Retention of Informal Restaurant employees” was selected in order to address some of the basic issues faced by these employees working on daily wages, and also to improve their productivity by taking some effective steps.

This research is conducted over employees of the low level restaurant working in different parts of Islamabad. Results of employees anonymously declared that training, development and retention of employees would have positive impact over the productivity of employees working in these restaurants.

Goals and objectives of the research are to address the miserable life standards of these employees and also to provide them knowledge about their rights. Some of government departments working for their rights and benefits to in order to raise their standard of living are operational but because of lack of knowledge and some other constraints faced by these employees; they are not getting any kind of benefit from these departments.

This research showed some positive results like, this low level restaurant industry possess great potential to grow and maximize its profit. This can be achieved by proper training their working employees, developing their skills and career and retaining them by job security.