A Project to Improve HR Work with Temporary Workers in a Selected Company

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- Projekt podrobte časové a rizikové analýze.

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ABSTRAKT

Vzhledem k tomu, že poptávka po brigádnících v dnešní ekonomice stále roste, tato práce se zabývá zlepšením personálních postupů pro brigádníky v rámci české franšízy s cílem zvýšit jejich spokojenost a angažovanost. Teoretický rámec zdůrazňuje význam efektivních strategií řízení a pochopení franchisingových, právních a finančních aspektů. Analytická část prostřednictvím rozhovorů, zpětné vazby od nadřízených a průzkumu mezi zaměstnanci hodnotí současný stav práce s brigádníky ve společnosti SIDORA ICE s.r.o. Na základě analýzy je navržen komplexní projekt, který zahrnuje školení, řízení výkonu, pracovní podmínky, rozvoj systému směn a řízení znalostí. Projekt je podroben časové, nákladové a rizikové analýze s využitím zavedených metodik, které zajistí formální a odborné posouzení. Časový harmonogram realizace projektu se odhaduje na 269 pracovních dnů. Pokud bude projekt úspěšně realizován, zvýší se spokojenost zaměstnanců, produktivita, pracovní podmínky a služby zákazníkům.

Klíčová slova: analýza řízení lidských zdrojů, brigádníci, franšízing, pracovní podmínky, spokojenost zaměstnanců, personální činnosti, motivace zaměstnanců

ABSTRACT

As the demand for temps continues to grow in today's economy, this thesis investigates improving staffing practices for temps within the Czech franchise to increase their satisfaction and engagement. The theoretical framework underscores the significance of effective management strategies and understanding franchising, legal and financial aspects. Through interviews, feedback from supervisors, and a survey of employees, the analytical part assesses the present state of work with temporary workers at SIDORA ICE s.r.o. Based on the analysis, a comprehensive project is proposed, which covers training, performance management, working conditions, shift system development, and knowledge management. The project undergoes time, cost, and risk analysis using established methodologies to ensure a formal and professional assessment. The implementation timeline for the project is estimated to be 269 working days. The project will enhance employee satisfaction, productivity, working conditions, and customer service if executed successfully.

Keywords: (an) analysis of human resource management, temporary workers, franchising, workload, working conditions, employee satisfaction, corporate commitment, employee motivation

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I hereby declare that the print version of my Master's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

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INTRODUCTION

Managing temporary employees and implementing appropriate Human Resource Management (HRM) strategies are highly relevant in today's business environment. With the rise of the gig economy and the increasing number of temporary workers, it has become crucial for organizations to understand the dynamics and trends of this workforce and devise effective strategies to manage them. Temporary workers, including increased flexibility, reduced labour costs, and access to specialized skills, can benefit an organisation. However, managing temporary employees can also be challenging, as they may have different expectations and motivations compared to permanent staff. Therefore, it is essential for HR professionals to establish clear communication channels, provide adequate training and support, and create a positive work environment that fosters loyalty and commitment among both permanent and temporary employees. (Coe, Johns, and Ward 2007; Burgess and Connell 2006; Jabbar 2021).

The decision to choose SIDORA ICE Ltd. as the franchise for this thesis is based on several factors. The company employs temporary workers during the summer season to staff its stalls, which presents a unique challenge for HRM practices. This provides an opportunity to examine the company's HRM practices and evaluate their effectiveness in managing temporary workers.

Chapters 1-2 of this thesis cover various topics on temporary work, key worker characteristics, challenges, managerial strategies, employee performance, motivation, satisfaction, and practical steps for training and workforce management in franchising. The theoretical framework can help SIDORA ICE Ltd. understand managing temporary workers better and improve their HRM practices. Using these models, the company can enhance management strategies and employee satisfaction and achieve goals more effectively.

In analytical chapters 4-5 of the current practices and identifying gaps or weaknesses help to suggest project (chapter 6). The suggested project can enhance employee satisfaction and engagement leading to better performance and productivity and reducing turnover among temporary workers.

OBJECTIVES AND METHODS

This thesis explores the issues a supervisor, also HR manager, faces in a franchise company while working with temporary workers. As a supervisor and HR manager myself, I realized the need for this research. During my tenure, I made observations that led me to propose changes to the CEO. My experience with temporary workers made me aware of areas that could be improved upon, and I wanted to conduct a project to find ways to enhance the delivery of work. The HR process for temporary workers in franchise companies is not standard, making it essential to analyze the situation from a supervisor and HR manager's perspective to improve working conditions, employee satisfaction, and motivation.

The theoretical part of the thesis aims to gather relevant knowledge and literature related to the topic. It explores the challenges that temporary workers face, the impact of their work conditions on their motivation and productivity, and the strategies that can be implemented to enhance their working conditions and job satisfaction. Additionally, the theoretical part focuses on the importance of employee satisfaction and motivation for any organization, and the theoretical insights gained can be applied to any business setting.

The main objective of this thesis is to analyze the current situation using quantitative and qualitative methods. Data was collected from temporary workers using a comprehensive questionnaire with both closed-ended and open-ended questions. The questionnaire was voluntary, and the responses were analyzed to identify issues affecting employee satisfaction, motivation, and working conditions. An interview and consultation were conducted with the CEO and supervisor to understand the situation from their perspective. The information obtained was used to develop a project plan that includes cost, time, and risk analysis. The project plan addresses the issues identified in the data analysis and aims to improve working conditions and increase employee satisfaction and engagement. The template provided by Bláha, Mateiciuc, and Kaňáková (2005) inspired this interview.

The quadrant analysis involves plotting the level of satisfaction and importance of various factors on a two-dimensional graph. The X-axis represents the level of importance of the factor to the employees, while the Y-axis represents the level of satisfaction that employees have with the factor. The graph is then divided into four quadrants based on the level of satisfaction and importance (Suchánek and Králová 2019).

The first quadrant represents factors that are both important and satisfying to employees. These factors are considered strengths of the organization and should be maintained and

improved upon to ensure employee satisfaction and retention. The second quadrant represents factors that are important to employees but not satisfying. These factors are considered weaknesses of the organization and require immediate attention to improve employee satisfaction. The third quadrant represents factors that are not important to employees but are satisfying. These factors are considered opportunities for the organization to differentiate itself from its competitors and provide unique benefits to employees. The fourth quadrant represents factors that are neither important nor satisfying to employees. These factors are considered low priority and should be deprioritized or eliminated to focus on more critical areas (Levenburg and Magal 2004; Martilla and James 1977; Siniscalchi, Beale, and Fortuna 2008).

For young summer temporary workers in SIDORA ICE Ltd., the satisfaction-importance quadrant analysis can be used to identify critical areas for improvement. For example, suppose the analysis reveals that the level of satisfaction with training and development opportunities is low, but the importance of this factor is high. In that case, the company can develop appropriate strategies to improve the quality of training and development programs to enhance employee satisfaction and retention (Latif, Bahroom, and Khalil 2016).

The RACI alternative was implemented in the conceptual framework and the division of responsibilities of individual activities. RACI is an acronym that stands for Responsible, Accountable, Consulted, Informed (Project Management Institute 2013; Miranda and Watts 2022; Harned 2022). Project managers use this detailed diagram to map out task roles and responsibilities. A RACI chart specifies whether the participants in a project activity will be held accountable, responsible, informed, or consulted regarding the corresponding task, achievement, or choice (Cleland and Ireland 2006). Roles and responsibilities in cross-functional or departmental projects and processes are clarified and defined using the RACI model. It ensures clear communication and efficient workflows (Baker 2010; Jacka and Keller 2009).

There are several alternatives for the RACI matrix. Driver, Approver, Contributor, and Informed is referred to by the acronym DACI. It provides a structured approach to project management by defining specific roles for the senior members of a project management team. The DACI decision-making framework assists teams in working more productively and effectively on projects by assigning team members specific roles and responsibilities when making group decisions (Johnivan 2022; ProductPlan 2023). For this project, it will be preferable to use the DACI method because when a single person manages the project

and a single direct supervisor of the temporary workers, Driver is a better definition for the role.

In the project part of the thesis, the Critical Path Method (CPM) was used to conduct a temporal analysis of the project. The CPM is a widely used technique in project management, which involves visually representing the order in which tasks or activities must be completed based on their dependencies using a precedence graph. Tasks are represented as nodes or circles, while dependencies between tasks are represented as directed edges or arrows that connect the nodes. The arrows' direction and length represent the task's duration and the dependency's direction, respectively. By analysing the precedence graph, project managers can identify critical paths, which are sequences of tasks that must be completed in a specific order to ensure that the project is finished on time. Identifying critical paths enables project managers to allocate resources effectively, identify potential bottlenecks, and prioritize tasks. In the context of the CPM, "slack" refers to the amount of time that an activity can be delayed without impacting the overall completion time of the project. Identifying the critical path is crucial in ensuring that the project's overall duration is not extended. Overall, using the CPM in this study allowed for efficient project management and ensured the project was completed within the designated time frame (Weiss 2010).

The risk assessment matrix was a critical tool for evaluating and prioritizing potential risks in the thesis project. A risk assessment matrix evaluates and prioritises potential risks based on their likelihood and impact. The matrix typically consists of a grid with a range of numerical values, usually from 1 to 5, along the vertical and horizontal axes. The likelihood of a risk occurring is usually represented along the vertical axis, while the impact of a risk is represented along the horizontal axis. Each cell in the matrix is assigned a risk score based on the likelihood and impact values. The risk score helps to prioritize risks, with higher scores indicating risks that require more attention and mitigation efforts. The numerical values used in the risk assessment matrix are typically defined based on organizational policies and procedures and the specific context of the project or activity being evaluated. A common approach uses a 1 to 5 scale, with 1 representing a low likelihood or impact and 5 representing a high likelihood or impact (Aven 2016; Sutherland et al. 2022; ISACA 2023).

Overall, this thesis provides valuable insights into the challenges supervisors and HR managers face in franchise companies while working with temporary workers. It highlights

the importance of improving the working conditions and increasing the satisfaction and motivation of the employees, which can lead to better productivity and higher quality of work. The project plan developed in this thesis can be implemented in other similar organizations to improve their working conditions and employee satisfaction. It contributes to the existing literature on temporary workers, HR management, and organizational behaviour and can be used as a reference for future research in these areas.

I. THEORY

1 MANAGERIAL STRATEGIES WITH EMPLOYEES

A management style denotes the approach employed by a manager to attain their objectives. It encompasses various aspects such as planning, organising, decision-making, delegation, and staff management (Drake, Wong, and Salter 2007). The nature of management style can significantly vary depending on several factors, such as the organisation, hierarchical position, industry, country, culture, and individual disposition (Chartered Management Institute 2020). A competent manager can adeptly adapt their management style in response to the given circumstances, all the while staying committed to the attainment of their goals (Chandolia and Anastasiou 2020; Johansen and Cadmus 2016; Berger and Girardet 2021).

This chapter will explore each management style's characteristics, examining each approach's advantages and disadvantages. By the end of this chapter, there will be a clear understanding of the critical differences and the factors that should be considered when deciding which management style to adopt.

1.1 Effective Management Strategies: Combining Techniques to Improve Performance and Work Culture

Management strategies are a manager's plans or methods to achieve organisational goals effectively and efficiently. Effective managerial strategies involve combining different techniques to manage and lead teams. Management techniques and strategies include the following commonly used approaches:

a) SWOT Analysis: SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is technique managers use to assess the internal and external factors that can impact their organisation. By analysing these factors, managers can identify their strengths and weaknesses, opportunities for growth, and potential threats to their organisation. SWOT analysis helps managers make informed decisions by considering all the factors influencing their organisation. SWOT analysis is a widely used framework in the business world for evaluating the Strengths, Weaknesses, Opportunities, and Threats of a company or a specific project. However, it can also be utilised as an effective interpersonal tool for managers to assess the strengths and weaknesses of their employees, identify areas for improvement, and develop their career plans. Using SWOT analysis as an

interpersonal tool, managers can help their employees grow and improve their roles. Firstly, managers can identify their employees' strengths and positive qualities, such as their skills, knowledge, experience, and achievements (Siocon 2023; Momin 2022; ClearCompany 2022; Jahan 2017; Shaw 2022). Secondly, by recognising these strengths, employees can better understand their unique qualities and work to enhance their performance further. Secondly, managers can identify areas where employees may need improvement, such as skills gaps, lack of experience, or poor performance. This helps employees understand where to focus their efforts to develop and progress. Thirdly, managers can identify opportunities for their employees to expand their skills and gain new experiences, such as training programs, mentoring, or job rotations. This enables employees to broaden their capabilities and advance their careers. Finally, managers can also identify potential obstacles or challenges employees may face in their work, such as changes in the market or organisational restructuring. This helps employees prepare for potential challenges and develop strategies to overcome them (UK National Careers Service n.d.; Kahn 1990; Dignen 2014; ServiceChannel 2022; Storey 2004; Schofield 2023; Pande, Neuman, and Cavanaugh 2014).

b) Autonomy: Autonomy is the degree of freedom employees have to perform their work without external control. Autonomy enables employees to take ownership of their work and make decisions independently. This can increase employee motivation and job satisfaction and improve their work quality (Reisinger and Fetterer 2021; Radhika 2022).

c) Recognition and Rewards: Recognition and rewards are techniques used by managers to motivate employees and reinforce positive behaviour. Recognising and rewarding employees for their hard work and achievements can increase their job satisfaction and motivation, leading to better performance and productivity (Brun and Dugas 2008; Luthans and Stajkovic 1999; Brun and Dugas 2008; Daramola 2019).

d) Feedback: Feedback is a crucial aspect of managerial strategies. It provides employees with information about their performance and helps them identify areas for improvement. Managers should provide regular and constructive feedback to employees to improve their performance and ensure they are on track to achieve their goals (Dignen 2014; Drake, Wong, and Salter 2007; HR Central 2018).

e) Training and Development: Training and development programs are important for employees to enhance their skills and knowledge, and managers should offer opportunities for professional development to improve employee motivation and job satisfaction (Cohen 2014; The Corporate Training Blog 2018; Martinelli 2018; Cannings and Hills 2012). Employee development is also crucial for effective managerial strategies, as it can help increase motivation, job satisfaction, and productivity (Cohen 2014; Loan-Clarke et al. 1999; De Witte and Van Emmerik 2011).

f) Communication: Effective communication is critical for effective managerial strategies. Managers should communicate clearly and regularly with their employees to ensure everyone is on the same page. Good communication can also enhance employee teamwork and collaboration (Hoon Yang, Lee, and Lee 2007; Doyle 2022; Hargie and Tourish 2009; Huang, Robertson, and Chang 2004).

g) Continuous Improvement: Continuous improvement is a vital component of effective managerial strategies. Managers should continually evaluate their organisation's processes and systems to identify areas for improvement. By implementing continuous improvement strategies, managers can increase efficiency, reduce costs, and improve the quality of their organisation's products and services (Pande, Neuman, and Cavanaugh 2014; French and Bell 1984).

h) Team Building: Team building activities are used by managers to enhance collaboration and teamwork among employees. Managers should organise team-building activities regularly to foster a sense of belonging and create a positive work culture (De Meuse and Liebowitz 1981; Klein et al. 2009; Edmondson 1999; Tannenbaum, Beard, and Salas 1992; Woodman and Sherwood 1980).

i) Goal setting: Effective planning is a critical component of successful managerial strategies. Managers should set clear goals and objectives for their organisation and develop a plan to achieve them. This can help ensure everyone works towards a common goal and that resources are used effectively (Pearson Education 2005; Butler 2006; Richbell, Watts, and Wardle 2006; Carlock and Ward 2001).

j) Work-Life Balance: Work-life balance is essential for employees to maintain physical and mental health. Managers should encourage a healthy work-life balance by offering flexible working hours, telecommuting options, and other benefits to

help employees balance their work and personal life (Jiang and Men 2017; Guest 2002).

Effective managerial strategies combine different techniques, including SWOT analysis, autonomy, recognition and rewards, feedback, training and development, communication, continuous improvement, team building, planning, employee development, and work-life balance. By implementing these strategies, managers can improve their organisation's performance and create a positive work culture (Becker and Huselid 1998; Hibbets, Albright, and Funk 2003).

1.2 The relationship between managerial strategies and employee performance

A manager's role is to create a productive and efficient work environment by implementing strategies that improve employee performance. Effective managerial strategies have been shown to lead to improved employee productivity, job satisfaction, and overall organisational success (ServiceChannel 2022).

1.2.1 Exploring Employee Performance: Factors, Methods, and Strategies for Improvement

Employee performance is a crucial aspect of any organisation's success. It refers to the ability of employees to accomplish the tasks assigned to them efficiently and effectively. High employee performance can lead to increased productivity, profitability, and employee satisfaction, while low performance can lead to poor results and impact the organisation's overall success (Judge, Erez, and Bono 1998).

Various factors can affect employee performance, as outlined by researchers such as Rotundo and Sackett (2002), Sackett, Zedeck, and Fogli (1988), and Cohen-Charash and Spector (2001):

a) Job Design: The design of a job plays a significant role in employee performance. A well-designed job with clear expectations, responsibilities, and objectives can motivate employees to perform at their best.

b) Training and Development: Providing training and development opportunities to employees can improve their skills and knowledge, which can lead to better job performance.

c) Feedback and Recognition: Regular feedback and recognition can encourage employees to perform better by giving them a sense of achievement and motivation.

d) Organisational Culture: The organisational culture can impact employee performance. A positive culture that values employees and promotes teamwork can improve job satisfaction and performance.

e) Compensation and Benefits: Employees who feel fairly compensated and receive good benefits packages may be more motivated to perform well.

Some methods for evaluating employee performance are discussed in various studies, including those by ServiceChannel (2022), Luthans and Stajkovic (1999), and (Erez and Judge 2001):

a) Performance Appraisals: Performance appraisals are commonly used to assess employee performance. They involve evaluating an employee's performance against set goals, objectives, and standards.

b) 360-Degree Feedback: 360-degree feedback involves gathering feedback from multiple sources, including supervisors, peers, and subordinates, to evaluate an employee's performance comprehensively.

c) Key Performance Indicators (KPIs) are measurable indicators used to assess an organisation or specific project's success. They can also be used to track employee performance against set goals.

Some sources that discuss strategies for improving employee performance include Kiwi (2022), Indeed Career Guide (2022), Mitrefinch (2017), L. C. Miller (2013)), and K. Nelson et al. (2020):

a) Clear Expectations and Goals: Setting clear expectations and goals can help employees understand what is expected of them and give them a sense of direction.

b) Training and Development: Providing training and development opportunities can help employees improve their skills and knowledge, leading to better job performance.

c) Regular Feedback and Recognition: Regular feedback and recognition can motivate employees and give them a sense of achievement.

d) Performance Incentives: Providing performance incentives, such as bonuses or promotions, can motivate employees to perform at their best.

e) Positive Organisational Culture: Promoting a positive organisational culture that values employees and promotes teamwork can improve job satisfaction and performance.

Employee performance is a crucial aspect of any organisation's success. By understanding the factors that influence employee performance, the methods used to measure employee performance, and strategies to improve employee performance, organisations can develop a motivated, engaged, and committed workforce to achieve organisational goals.

1.3   The Effects of Managerial Strategies on Employee Motivation

Employee motivation is a vital factor in the success of any organisation, as it directly impacts productivity and performance. Managers are pivotal in creating a work environment that encourages employee motivation and engagement. They are responsible for adopting effective managerial strategies that can positively influence employee motivation, resulting in improved job performance and increased job satisfaction. Therefore, managers must prioritise employee motivation as critical to achieving organisational goals.

1.3.1   The Importance of Employee Motivation: Understanding Factors, Theories, and Strategies to Drive Organisational Success

Employee motivation is the driving force that leads individuals to achieve their goals and contribute to the organisation's success. Motivated employees are more productive, engaged, and committed to their work, leading to higher job satisfaction and organisational performance.

Factors that Affect Employee Motivation

Employee motivation plays a crucial role in any organisation's success, and several factors can influence it.

a) Recognition and Rewards: Employees who receive recognition and rewards for their performance are more motivated to perform well.

b) Career Development: Providing career development and advancement opportunities helps employees feel valued and motivated to improve their skills.

c) Positive Work Environment: A positive work environment, where employees feel supported and valued, increases motivation.

d) Clear Expectations: Employees with clear expectations about their job responsibilities and performance goals are more motivated to meet them.

e) Work-Life Balance: A good work-life balance helps employees feel less stressed and more motivated to perform well.

Motivational Strategies

In order to achieve high levels of productivity and employee satisfaction, organizations need to implement effective motivational strategies. According to Zhang and Peterson (2011), several key strategies can motivate employees, including setting clear goals, providing feedback, offering rewards and recognition, providing training and development, and fostering a positive work environment.

a) Set Goals: Set clear, achievable goals that align with the organisation's mission and vision.

b) Provide Feedback: Regularly provide feedback to employees to help them improve their performance and feel valued.

c) Offer Rewards and Recognition: Offer rewards for good performance to motivate employees to continue performing well.

d) Provide Training and Development: Offer training and development opportunities to help employees improve their skills and advance their careers.

e) Foster a Positive Work Environment: Create a positive environment where employees feel supported, valued, and engaged.

Employee motivation is crucial for the success of any organisation. By understanding the factors that affect motivation, the different motivational theories, and the various strategies for motivating employees, organisations can create a motivated workforce committed to achieving its goals.

1.4 The Impact of Managerial Strategies on Employee Satisfaction

Employee satisfaction determines an organisation's productivity, performance, and success. Managers are critical in enhancing employee satisfaction through their leadership style and managerial strategies. Effective managerial strategies can positively influence employee satisfaction, improving job performance and retention.

1.4.1 The Importance of Employee Satisfaction: Factors and Strategies for Improving it

Employee satisfaction refers to the level of contentment and happiness that employees feel about their jobs and the workplace environment. A satisfied employee is happy with their job, the company culture, and the benefits and rewards offered. Employee satisfaction is crucial for the success of any organisation as satisfied employees are more productive, engaged, and less likely to leave the company. This part will discuss the importance of employee satisfaction, the factors that influence it, and the strategies organisations can use to improve it.

Importance of Employee Satisfaction

Employee satisfaction is crucial to any successful organisation, and its importance cannot be overstated. When employees are happy and satisfied with their jobs, the benefits are numerous and far-reaching. Higher productivity, better retention rates, improved customer satisfaction, and reduced costs are just a few benefits of having satisfied employees.

a) Higher Productivity: Satisfied employees are more productive, engaged, and take pride in their work. They are less likely to be absent from work and have fewer instances of tardiness, which leads to increased productivity.

b) Better Retention Rates: Organisations with high employee satisfaction rates have lower turnover rates. Employees are more likely to stay with a company if they are satisfied with their jobs and feel valued.

c) Improved Customer Satisfaction: Satisfied employees are more likely to provide excellent customer service, improving customer satisfaction and loyalty.

d) Reduced Costs: Organisations with high employee satisfaction rates have lower costs associated with turnover, absenteeism, and retraining new employees.

Factors that Influence Employee Satisfaction

Employee satisfaction is a crucial factor for the success and growth of any organization, and several factors influence it, as identified by various researchers (Judge et al. 1998; Judge, Heller, and Klinger 2008; Heller, Judge, and Watson 2002; Tropman 2007):

a) Job Security: Employees feel satisfied with job security and know their job is not at risk.

b) Compensation and Benefits: Fair compensation and benefits packages are essential for employee satisfaction. Employees who feel compensated fairly for their work are more likely to be satisfied.

c) Work-Life Balance: Employees with a good work-life balance are more likely to be satisfied with their jobs. This includes flexible work schedules, paid time off, and the ability to work from home (Spector 1982).

d) Company Culture: A positive company culture that values employees and their contributions is essential for employee satisfaction. Employees who feel that their contributions are valued are more likely to be satisfied with their jobs (Lingaraj 2023; Freytag and Thurik 2010; Ozenc and Hagan 2019; Sull, Turconi, and Sull 2020; Tsai 2011).

Strategies for Improving Employee Satisfaction

Improving employee satisfaction is a critical component of any successful business, and implementing strategies to enhance employee engagement and job satisfaction can result in improved productivity, higher retention rates, and a more positive workplace culture (Judge, Heller, and Klinger 2008; Judge, Bono, and Locke 2000; Raziq and Maulabakhsh 2015; 'The Effect of Job Involvement, Organizational Commitment, and Job Satisfaction on Turnover Intention' 2021):

a) Provide Regular Feedback: Employees need feedback to know how they are doing and what they need to improve. Regular feedback sessions can help employees feel more engaged and invested in their work.

b) Recognise and Reward Employees: Recognising and rewarding employees for their hard work and achievements is crucial for employee satisfaction. This can be through bonuses, promotions, or simply verbal recognition.

c) Offer Professional Development Opportunities: Providing employees with opportunities for professional development can help them feel more invested in their jobs and more satisfied with their careers.

d) Foster a Positive Work Environment: Creating a positive work environment that encourages collaboration, teamwork, and open communication is essential for employee satisfaction.

Employee satisfaction is crucial for the success of any organisation. Various factors influence it, including job security, compensation and benefits, work-life balance, and company culture. Organisations can improve employee satisfaction and reap the benefits of a more engaged and productive workforce by providing regular feedback, recognising, and rewarding employees, offering professional development opportunities, and fostering a positive work environment (Aruldoss et al. 2022; Costa et al. 2020).

1.5 Understanding the Differences between Employee Satisfaction and Employee Motivation among Temporary Workers

Employee satisfaction and motivation are two essential aspects of employee engagement that can impact an organisation's success. Regarding temporary workers, HR professionals should understand some critical differences between these concepts (Alon, Apriliyanti, and Henríquez Parodi 2021).

Employee satisfaction refers to how content employees are with their job and work environment. It is typically driven by external factors such as compensation, benefits, work-life balance, and company culture. Employee satisfaction can directly impact employee turnover rates and overall employee morale. Temporary workers, in particular, may have different expectations and priorities regarding job satisfaction. For example, they may prioritise compensation and benefits over long-term career development opportunities (Judge, Bono, and Locke 2000; Srivastava et al. 2010; Hitka, Schmidtová, and Lorincová 2021; Drake, Wong, and Salter 2007; Erez and Judge 2001).

On the other hand, employee motivation refers to the factors that drive individuals to perform their best at work. It can be intrinsic or extrinsic. Intrinsic motivation is driven by personal satisfaction and enjoyment of the work, while extrinsic motivation is driven by rewards such as money, benefits, or promotions. Employee motivation directly impacts an employee's productivity, performance, and engagement levels. Temporary workers may

be motivated by different factors than permanent employees, such as the opportunity to gain new skills or the desire to earn extra income during the summer months (ClearCompany 2022; Jabbar 2021; Bishop and Crooks 2016; S. Armstrong and Mitchell 2019; Fleischer 2009; M. Armstrong and Taylor 2014).

Here are some critical differences between employee satisfaction and employee motivation among temporary workers (Raziq and Maulabakhsh 2015; Sugiharjo et al. 2021; Aleksynska 2018):

a) Focus: Employee motivation is focused on the factors that drive employees to perform at their best, while employee satisfaction is focused on how employees feel about their job and work environment.

b) Origin: Employee motivation can be intrinsic or extrinsic, while employee satisfaction is typically driven by external factors such as compensation, benefits, work-life balance, and company culture

c) Impact: Employee motivation has a direct impact on an employee's productivity, performance, and engagement levels, while employee satisfaction can impact employee turnover rates and overall employee morale.

HR departments should implement practices catering to employee motivation and satisfaction to manage temporary workers effectively. For example, to improve employee motivation, HR departments can offer opportunities for training and development to help temporary workers gain new skills and knowledge. They can also give temporary workers the autonomy to make decisions and take ownership of their work (Zaine 2023; M. Armstrong and Taylor 2014; S. Armstrong and Mitchell 2019).

To improve employee satisfaction among temporary workers, HR departments can offer competitive compensation packages that align with industry standards and reflect the temporary nature of the work. They can also provide flexible scheduling options that accommodate the needs of temporary summer workers and foster a positive work environment that supports employee well-being and mental health (M. Armstrong and Taylor 2014; Fleischer 2009).

By understanding the differences between employee satisfaction and employee motivation and implementing HR practices that cater to both, organisations can improve employee retention rates, productivity levels, and overall employee engagement among temporary workers (Carucci 2019).

2 WORKFORCE MANAGEMENT IN FRANCHISING

Franchising is a business model in which an individual or a company (the franchisor) grants a license to another individual or company (the franchisee) to use its brand name, products, and services for a fee. Franchising has become a popular way for businesses to expand rapidly without bearing the cost of opening new locations. From an HR perspective, franchising has several unique challenges that require careful consideration (Jashaliya 2020; Li and Xia 2019; Seid and Thomas 2006; Manggasa and Tanuwijaya 2023; Skinner 2022).

2.1 Understanding Franchising: Types, Advantages, Disadvantages, and Legal and Financial Considerations

Franchising is a business model in which a company (franchisor) grants the right to use its name, brand, and business system to another individual or group of individuals (franchisee) (Blox Software 2023). The franchisee pays the franchisor an initial fee and ongoing royalties for the right to use the franchisor's name and system. Franchising has become an increasingly popular way to start and expand a business, and it can be found in various industries, from fast food to real estate (Seid and Thomas 2006; Antia, Zheng, and Frazier 2013; Wilson and Shailer 2015).

This part aims to provide an overview of the fundamental concepts of franchising, which encompasses various franchises, the merits and demerits of franchising, the step-by-step process of becoming a franchisee, and the legal and financial factors that require consideration when owning a franchise.

There are three main types of franchises (Jashaliya 2020; Baldi 2016; State University of Trade and Economics et al. 2023):

a) Product Distribution Franchises: This type of franchise involves distributing products or goods, such as soft drinks, snacks, or automobile parts. The franchisor supplies the products to the franchisee, who then sells them to customers.

b) Business Format Franchises: This is the most common type of franchise, and it involves using the franchisor's entire business system, including the name, brand, products or services, and operating procedures. The franchisee typically receives training, support, and ongoing assistance from the franchisor.

c) Management Franchises: This type of franchise involves using the franchisor's brand and operating procedures, but the franchisee is responsible for managing the business, including hiring and training employees, managing finances, and marketing the business.

2.1.1 Pros and Cons of Franchising: Understanding the Advantages and Disadvantages of Owning a Franchise

Franchising has its advantages and disadvantages. One advantage of franchising is the brand recognition and reputation that often comes with well-known brands. This can make it easier for franchisees to attract customers and generate revenue. In addition, franchisees benefit from the franchisor's established business system, which can help reduce the risk of failure. Franchisees also receive training and ongoing support from the franchisor, which can help them run their business more effectively (Franchise Marketing Systems (FMS) 2023; Seid and Thomas 2006).

Furthermore, franchisees may have an easier time securing financing because lenders may view franchises as less risky than independent businesses. However, there are also disadvantages to franchising. For instance, franchisees must pay an initial fee to become a part of the franchise system, as well as ongoing royalties and other fees. Franchisees must also follow the franchisor's business system, which can limit their creativity and autonomy. Additionally, franchisees may be limited in their ability to make changes to the business, including product offerings, pricing, and marketing. Lastly, franchisees are bound by a contract with the franchisor, which may restrict their ability to sell or transfer their business (Franchise Marketing Systems (FMS) 2023; State University of Trade and Economics et al. 2023; Siebert 2016).

2.1.2 Franchising in the Czech Republic: Understanding the License Agreement, Franchise Law Requirements, and Guidelines for Success

Franchising in the Czech Republic involves a licensee operating a business under a licensor's trademark and know-how while paying royalties and complying with specific terms. The license agreement should contain all rights and obligations, with penalties for breaches. The agreement should be detailed, specifying intellectual property rights, goods or services, marketing support, training, franchise fees, duration, and liability for breach. Seek the advice of a professional, preferably an attorney specializing in business law. Franchising is a viable option for risk-averse people, but the initial investment can be high,

success is not guaranteed, and profitability requires hard work. Potential franchisees should carefully research, evaluate and consider the legal and financial implications. (Můj Právník 2021; What Franchise 2023).

2.2   Recruitment and Selection in Franchising

Recruitment and selection are crucial for franchise businesses, as they significantly impact their success. The quality of employees hired is essential in achieving the franchisee's goals, growing the business, and building a positive brand reputation. According to Czestochowa University of Technology Faculty of Management and Kunicka (2019), a poorly executed hiring decision can lead to costly mistakes, revenue loss, and brand reputation damage.

To ensure successful recruitment of temporary employees, a systematic approach must be taken, starting with analyzing staffing needs and identifying the positions that must be filled, as well as determining the number of employees required for each position. Creating comprehensive job descriptions for each position is crucial in attracting the most qualified candidates. The job descriptions should include the job responsibilities, required qualifications, and experience necessary for the position. According to Khyzniak (2019), Marinaki (2020); Fleischer (2009), and Russell (2021), posting job advertisements on relevant channels, such as online job boards, social media, newspapers, and community bulletin boards, is necessary to attract potential candidates. The application process must be streamlined, and resumes and applications should be carefully reviewed to narrow the candidate pool based on their qualifications and experience.

In a franchising system, the franchisor must ensure that the franchisee has the necessary skills and experience to operate the business successfully. Franchisors often have a standardized hiring process that franchisees must follow to ensure compliance with legal requirements and meet the franchisor's standards. According to Krueger and Ashenfelter (2022), Seid and Thomas (2006), and Czestochowa University of Technology Faculty of Management and Kunicka (2019), franchisees can benefit from the franchisor's brand and reputation, attracting job candidates interested in working for a well-known franchised business.

Franchisees may prioritize hiring employees with experience or strong skills in customer service, as it is a crucial aspect of success for franchise businesses. Cultural fit is also highly valued, as the franchisor's brand is often built around a specific culture or values.

Therefore, franchisors may emphasize the importance of cultural fit when recruiting and selecting employees to ensure franchisees hire employees who align with the brand culture (Navarro-García, Rondan-Cataluña, and Castro 2004; Semetaite 2023).

Conducting interviews with the most qualified candidates is a critical step in recruitment and selection. During the interview, it is essential to ask questions to help determine their fit for the position and the franchise culture. According to Breaugh and Starke (2000) and Kapur (2018), reference checks provide insight into the candidate's work history and qualifications.

After identifying the best candidate for the position, it is time to make an offer and negotiate the employment terms, including the contract's length and pay rate. Once the new employee accepts the position, providing necessary training and resources to get started, such as training on the franchise's products and services, policies and procedures, and customer service, is critical. According to Maylett and Wride (2017) and Onesto (2022), providing such resources helps ensure a smooth transition for new employees.

Franchisors typically provide training and support to franchisees on recruiting and selecting employees, which includes guidance on job postings, interview questions, and candidate evaluation. Franchisees must comply with all applicable labour and employment laws when recruiting and selecting employees. Franchisors may guide legal compliance to ensure that franchisees are hiring in compliance with all applicable laws and regulations, as stated by Czestochowa University of Technology Faculty of Management and Kunicka (2019) and Alon, Apriliyanti, and Henríquez Parodi (2021).

2.3 Practical Steps for Training and Developing Temporary Employees in a Franchise

To ensure that temporary employees are adequately trained and prepared to perform their job responsibilities effectively, there are several steps that a franchise should follow.

The first step is to provide an orientation session covering the basics of the company, the franchise, and the job responsibilities. This session should include company policies, procedures, safety, and security topics. Once the orientation session is completed, the employee should receive job-specific training. This training should focus on the specific tasks and responsibilities the employee will perform. It should include hands-on training and feedback to ensure the employee has the skills and knowledge to perform the job

effectively. On-the-job training is essential to temporary employee training and development, as it allows employees to learn and apply their skills in a real-world setting. Assigning a mentor or supervisor to work with the employee to provide feedback and guidance is recommended. It is vital to provide ongoing training and development opportunities to temporary employees to ensure that their skills and knowledge are continually improving. This can include cross-training in other business areas, attending workshops, seminars, or conferences, and providing online courses or self-paced learning modules (Biech 2015; Nelson et al. 2020; Noe 2019; Stolovitch and Keeps 2011).

2.4 The Importance of Effective Performance Management for Summer Temporary Employees in a Franchise

Effective performance management is crucial for temporary summer employees in a franchise, as emphasized by Daniels and Bailey (2014) and M. Armstrong (2022), to help them understand their job responsibilities, achieve their performance goals, and enhance their skills. This involves several steps, such as setting performance goals, monitoring progress, providing feedback, and evaluating employee performance. The first step is setting performance goals aligned with the franchise's overall goals, as Daniels and Bailey (2014) suggested, such as maintaining a high level of customer service, meeting sales targets, and improving product knowledge. Monitoring performance is achieved through regular check-ins, customer feedback surveys, observing employee interactions with customers, and tracking sales data.

Constructive feedback is an essential part of the performance management process, as highlighted by M. Armstrong (2022), which should be timely, specific, and focused on behaviours that can be changed rather than personal characteristics. Feedback should also include suggestions for improvement and encourage employee input. Finally, evaluating performance is the last step in the performance management process, considering factors such as meeting performance goals, following franchise policies and procedures, performing well in terms of customer service and sales, and demonstrating a willingness to learn and improve skills, as noted by Sandler (2003), Blake (2011), Lamb (2013), and Harvard Business Review (2014).

Implementing a rewards program for exceptional performance or milestones reached can be a powerful motivator for temporary employees, keeping them motivated, as suggested by Donahue (2022), Maxwell (2019), Aguinis (2019), and Daniels and Bailey (2014).

Effective performance management can lead to increased productivity, better customer service, and improved overall performance for the franchise. Therefore, opportunities for improvement such as regular check-ins, performance evaluations, and goal-setting sessions should be given to ensure temporary employees are well-trained and prepared to perform their job responsibilities effectively, as emphasized by Daniels and Bailey (2014) and M. Armstrong (2022). By following the performance management process, franchise managers can help their temporary summer employees succeed and contribute to the franchise's overall success.

2.5 Alternative Forms of Compensation for Summer Temporary Workers in Franchises in the Czech Republic

Summer temporary workers play a crucial role in many franchises in the Czech Republic (EasyExpat 2022; Accace Circle 2023). However, providing appropriate compensation and benefits for temporary workers can be a challenge due to the nature of their work. This part offers an overview of the compensation and benefits for temporary summer workers in franchises in the Czech Republic, focusing on alternative forms of compensation.

Hourly wages are the most common form of compensation for temporary workers, and they vary based on the industry and position. In the Czech Republic, the minimum wage is CZK 17,300 per month for full-time employees, but temporary workers may receive a lower hourly wage depending on their hours worked (Kučera 2022). Franchises can also offer performance-based pay, which rewards temporary workers based on their performance, such as the number of tickets sold or customer satisfaction ratings (Groysberg et al. 2021). Tips are another form of compensation that temporary workers may be eligible for, but employers must distribute them fairly among all workers.

Temporary workers can benefit from flexible scheduling, one of the most significant advantages of working in this capacity. This flexibility is significant for students or individuals with other commitments (Burnford 2019; Kossek, Gettings, and Misra 2021; Brunner 2010; Moore and Jezewski 2019). Additionally, some franchises provide training and development opportunities for temporary workers, including on-the-job training, mentoring, or access to online courses, which can be advantageous for their future careers (Jashaliya 2020). Employee discounts on products or services offered by the franchise are another potential benefit for temporary workers interested in the franchise's products or services. Finally, franchises may offer social benefits to temporary workers, such as access

to company events or team-building activities, which can foster a sense of belonging and increase job satisfaction.

Jones (2017) discusses a Fractl survey of 2,000 U.S. workers that ranked health insurance as the most valued employer benefit, followed by flexible hours, additional vacation time, and the ability to work from home. They emphasize the importance of designing tailored benefits packages and effectively communicating them to attract and retain top talent. Female employees preferred family benefits like paid parental leave and free day-care services, with 25% indicating that parental leave would heavily influence their job choice, compared to 14% of men. In contrast, male employees valued team-building events, retreats, and free food more than female employees. Both genders were interested in fitness-related perks, but women preferred free fitness and yoga classes, while men preferred on-site gym facilities and free gym memberships (Jones 2017).

Figure 1 Proportion of U.S. workers prioritizing salary vs. perks in job selection (Jones 2017)

Figure 2 Gender comparison of benefit preferences (Jones 2017)

Providing compensation and benefits for temporary summer workers in franchises in the Czech Republic can be challenging, but alternative forms of compensation can help incentivise temporary workers. Additionally, flexible scheduling, training and development opportunities, employee discounts, and social benefits can help temporary workers feel valued and motivated, increasing job satisfaction and retention rates.

2.6 Flexible Shift Scheduling for Summer Temporary Workers: Benefits and Tips for Effective Implementation

During the summer, businesses often experience a surge in demand for their products or services, leading them to hire temporary workers to meet the increased workload (Remes and Kohli 2021). However, scheduling these temporary workers can be complex, as their availability may vary weekly. In this part, flexible shift scheduling for summer temporary workers will be explored, examining the benefits of this approach and providing tips on how to implement it effectively.

Flexible shift scheduling provides advantages for both employers and employees. Firstly, it can boost employee satisfaction, motivation, productivity, and retention, giving them greater control over their schedules. Secondly, it can improve scheduling accuracy, enabling employers to effectively match employee availability with business needs, reducing the risks of overstaffing or understaffing and ensuring all shifts are covered. Finally, flexible shift scheduling can help employees maintain a better work-life balance, particularly when they have school, family commitments, or other activities to consider (Kossek, Gettings, and Misra 2021; TimeClock Plus 2018; Castrillon 2022; Ahmad 2017; Edler 2020).

To implement flexible shift scheduling effectively, businesses must follow several key tips. Firstly, it is essential to assess employee availability by creating a survey or questionnaire to gather this information from temporary workers. Secondly, based on the collected data, clear scheduling guidelines must be established, including rules for requesting time off, swapping shifts, or trading hours with other workers. Thirdly, businesses should use scheduling software to automate the process, considering employee availability and preferences to generate a schedule that meets business needs. Fourthly, communication with employees is vital, keeping them informed about the scheduling process and any changes made, ensuring they know how to request time off or make scheduling changes, and being responsive to their needs and concerns. Finally, businesses should monitor and adjust the schedule as necessary, being open to making changes to accommodate employee needs or changing business conditions (Dale 2020; Reilly 2023; Uddin 2012; Brunner 2010; Struckman 2022).

Flexible shift scheduling can be valuable for businesses that rely on temporary summer workers. Businesses can improve employee satisfaction, scheduling accuracy, and work-

life balance by giving employees greater control over their schedules (Ahmad 2017). To implement flexible scheduling effectively, businesses must assess employee availability, establish clear guidelines, use scheduling software, communicate with employees, and monitor and adjust the schedule (Dale 2020).

2.7 Occupational Safety and Health for Summer Temporary Workers in Franchising

Any workplace must prioritise occupational safety and health (OSH), especially for temporary summer franchised employees. These workers may not receive the same level of safety training as full-time employees because they are frequently hired for a brief period. Therefore, proper safety training is essential to ensure their safety and well-being while working (The Institution of Occupational Safety and Health 2022).

First and foremost, it is critical to emphasise the value of workplace safety and health to seasonal, temporary workers. They should be aware of any risks and hazards associated with their work and know how to take safety precautions. Preventing workplace accidents, illnesses, and injuries can be accomplished by offering this training (Johnston 2021). Additionally, temporary summer employees should be taught to recognise potential workplace hazards. This entails identifying biological hazards like infectious diseases or allergens and physical hazards like machinery, electrical equipment, and slippery floors. Once these risks have been identified, they must notify their supervisor and take the necessary precautions to prevent accidents (Health and Safety Executive 2022a). Protecting temporary summer workers from harm requires the proper personal protective equipment (PPE). Items like hard hats, safety goggles, gloves, and earplugs may fall under this category. They should be instructed on using this equipment correctly and when to wear it (Health and Safety Executive 2022b; SafeStart 2017; Health and Safety Executive Northern Ireland 2016).

Additionally, temporary workers hired over the summer should receive training in emergency preparedness, including knowledge of evacuation routes, first aid techniques, and emergency contact information. Additionally, it is essential to teach them how to use first aid kits, fire extinguishers, and other emergency supplies (Pearson Education 2005; National Health Service in England 2022). It is equally important to provide training on any machinery and equipment that temporary summer workers will use. Knowing how to use the equipment safely, how to conduct regular maintenance and inspections, and what

to do in the event of a malfunction are all part of this. In order to avoid damage or injuries, they should also be taught how to store properly and transport equipment (Health and Safety Executive n.d.; Nahrgang, Morgeson, and Hofmann 2011).

Summer temporary franchising employees need proper occupational safety and health training to safeguard themselves from potential risks and hazards at work. This training must include essential topics like hazard identification, personal protective equipment, emergency preparedness, training on equipment and machinery, and workplace violence prevention. We can guarantee these employees' safety and well-being while they are working by offering them this training (Health and Safety Executive 2019).

3 TEMPORARY WORKERS: TRENDS, CHALLENGES, AND MANAGEMENT STRATEGIES

Temporary workers play a crucial role in the franchise industry, particularly during peak seasons when there is a significant increase in customer demand. They help franchise businesses manage their workload efficiently and effectively without hiring additional permanent staff. Temporary workers are specific to the franchise industry because of its unique business model and operational requirements, where franchises need to maintain a consistent level of service and quality across all locations. The preceding Chapter 2 of this theoretical section provided a comprehensive exploration and discussion of the issue mentioned above.

Temporary workers, also known as seasonal workers or summer workers, are hired for a limited period to meet specific business needs, such as seasonal demand or special projects. They are often hired on a temporary or short-term basis and may work part-time or full-time hours. In the franchise industry, temporary workers are commonly used during the busy summer season to help manage increased customer traffic and meet business demands (Burgess and Connell 2006; International Labour Organization 2016; Schaefer 2022; LawDepot 2020).

While temporary workers can provide significant benefits to businesses, such as increased flexibility and cost savings, they also face unique challenges compared to regular employees. Temporary workers may lack job security, receive lower pay and benefits, and have limited opportunities for career advancement. These challenges can lead to job dissatisfaction, turnover, and other adverse outcomes for the worker and the employer (Burgess and Connell 2006; Rhodes 2022).

As a result, many researchers have focused on understanding the experiences of temporary workers and identifying strategies to improve their job satisfaction and retention. This part will provide an overview of some critical issues related to temporary workers in the summer job franchise industry, including their experiences, challenges, and strategies for improving their job satisfaction and retention.

3.1 Overview of Key Characteristics of Temporary Workers in the Workforce

Temporary workers are widespread across various industries and are often hired to address short-term needs or complete specific projects. The characteristics of temporary workers include a fixed duration of employment, a flexible work schedule, and a lack of job security and benefits. In managing temporary workers, HR is critical in recruitment, onboarding, training, performance management, compliance, and communication to ensure they are treated fairly, supported, and engaged in the organisation's activities. Proper management of temporary workers can benefit both the workers and the organisation. These workers can be hired to address a temporary need or to fulfil a specific project. Temporary workers are prevalent across various industries, including healthcare, manufacturing, and retail. This part is devoted to an overview of the critical characteristics of temporary workers (Schofield 2023; Jiang and Men 2017; Fiedler 1978; European Commission 2020; Entrepreneur 2023; Novak 2022; The Chartered Institute of Personnel and Development 2022a; Burnford 2019; Kossek, Gettings, and Misra 2021; The Chartered Institute of Personnel and Development 2022c; C. E. Armstrong 2013; Cazes 2003; Martinelli 2018; Huziej 2022; Cohen 2014; Benson and Dundis 2003; Kaźmierczyk, Tarasova, and Andrianova 2020; Bound et al. 2019):

a) Duration of Employment: One of the primary characteristics of temporary workers is the duration of their employment. Typically, temporary workers are hired for a fixed period, ranging from a few days to several months. The length of employment may be determined by the employer's needs or the nature of the job.

b) Employment Relationship: Temporary workers are not considered permanent employees of an organisation. Instead, they are generally hired through a staffing or temporary employment agency. As a result, they do not receive the same benefits and protections as permanent employees, such as health insurance or paid time off.

c) Job Flexibility: Temporary workers usually enjoy greater flexibility in their work schedules than permanent employees. They may be able to select the jobs they take and their hours, which can benefit individuals who require flexibility to balance work with other commitments, such as school or family responsibilities.

d) Training and Skill Development: Temporary workers may not receive the same training and skill development as permanent employees. This is often due to the

short-term nature of their employment, as they may be engaged for specific projects or to fill a temporary need. Nevertheless, some employers may provide training to temporary workers if they are required for an extended period.

e) Job Security: Temporary workers do not have the same level of job security as permanent employees. If their services are no longer required, they may be laid off or have their contract terminated. This lack of job security can be a source of stress for temporary workers, who may not have a steady income stream.

Temporary workers play a vital role in many industries by allowing employers to address short-term needs and complete specific projects. However, temporary workers face unique challenges, such as job insecurity and a lack of benefits. By understanding the characteristics of temporary workers, employers can better meet their needs and support their success in the workforce.

3.2 The Challenges of Utilising Temporary Workers in the Summer Job-Franchise Industry: Addressing Job Security, Training, and Diversity Issues

In recent times, there has been significant growth in the utilisation of temporary workers in the summer job franchise industry. These workers are often recruited to handle the seasonal demand for goods and services such as food, hospitality, and recreation. However, this trend has given rise to several challenges that require the attention of HR professionals (The Federation of Small Businesses 2022).

One of the primary challenges is the lack of job security and benefits for these temporary workers. Since they are not considered permanent employees, they may not receive comparable compensation and benefits as their full-time colleagues. This can lead to low morale and job satisfaction among temporary workers, resulting in higher turnover rates and reduced productivity (Croner-i 2019; U.K. Government Digital Service n.d.). Another issue is the insufficient training and development opportunities for temporary workers. These workers may not receive the same level of training as full-time employees, which can impact the quality of their work and customer service. This can negatively affect the franchise's reputation and reduce revenue (Trades Union Congress 2011; Huziej 2022; Croner-i 2019). Temporary workers may come from different backgrounds, have varied

experiences and perspectives, and can contribute to a more dynamic and inclusive workplace culture. However, they may feel excluded and undervalued if they are not given equal opportunities and support (Martinelli 2018; The Chartered Institute of Personnel and Development 2022b; Trades Union Congress 2012; Bertolini 2020; Bosmans et al. 2015).

3.3 Exploring the Types of Temporary Work: Seasonal, Project-based, Agency, Freelance, Part-time, On-call, and Internships

Temporary work is a popular option for individuals who want to work on a short-term basis, and there are various types of temporary work available, each offering unique benefits and opportunities (Anima et al. 2020; Nicolaisen 2019).

Types of Temporary Work

There are various types of temporary work that individuals can pursue, each offering unique benefits and opportunities (LawDepot 2020; Adecco Staffing USA n.d.; Dobiáš 2018; Novak 2022; Prowess 2021).

a) Temporary Agency Work: Temporary agency work is when a staffing agency places an employee with a client company for a specific time. The employee remains on the staffing agency's payroll but works at the client company.

b) Seasonal Work: Seasonal work is temporary work associated with a specific season or time of year. For instance, seasonal work includes Christmas tree sales, summer camp counselling, and tax preparation.

c) Part-time Work: Part-time work is temporary work where an individual works fewer hours than a full-time employee. Depending on the employer's needs, part-time work can be seasonal or ongoing.

d) Project-based Work: Project-based work is temporary work associated with a specific project or assignment. Project-based work includes software development projects, event planning, and construction projects.

e) Freelance Work: Freelance work is a type of temporary work where an individual provides services to clients on a project basis. Freelance work includes freelance writing, graphic design, and web development.

f) On-call Work: On-call work is temporary work where an individual is called in to work when needed. This type of work is often associated with healthcare and emergency services.

g) Internships: Internships are temporary work where an individual works for a company to gain practical experience in a particular field. Internships can be paid or unpaid, ranging from a few weeks to several months.

Overall, temporary work can provide individuals with flexibility, diverse experiences, and opportunities to build their skill sets, making it a viable option for those seeking short-term employment (Kossek, Gettings, and Misra 2021; Prowess 2021).

3.4 Trends and Issues in Temporary Work: Navigating the Changing Landscape of Contingent Employment

Temporary work, also called contingent work, is defined as employment that is not permanent and typically lasts for a specific period. This category of work includes various forms, such as part-time, seasonal, contract, and freelance work. Temporary work has seen a significant increase in recent years, and many trends and issues affect this area of the workforce (Perera 2021; Pearson Education 2005; U.S. Bureau of Labor Statistics 2018).

The rise of the gig economy is one of the most noteworthy trends in temporary work. The gig economy entails workers being hired on a project-by-project basis, often through online platforms. Technological advancements and the desire of many workers for greater flexibility and autonomy have driven this trend. Another trend in temporary work is the increasing use of staffing agencies (Association of Executive Search and Leadership Consultants n.d.; Schofield 2023; Proctor 2023). These agencies function as intermediaries between employers and temporary workers, providing various services, including recruitment, training, and placement. Staffing agencies have become essential to the temporary work landscape, especially in healthcare, manufacturing, and logistics (H.M. Revenue & Customs 2023; Nicolaisen 2019). The demographics of the temporary workforce are also changing, with more women, older workers, and people from diverse backgrounds entering this type of work. This shift is driven by multiple factors, including changes in the labour market, demographic shifts, and the desire of many workers for greater flexibility and work-life balance (Casey and Murphy 2021; Leaker 2023).

However, several issues confront temporary workers, such as job insecurity, lack of benefits, exploitation, and difficulty in career advancement. Temporary work is often characterised by short-term contracts and uncertainty about future employment, making it difficult for workers to plan and achieve financial stability (Green 2008). Moreover, temporary workers do not always receive the same benefits as permanent employees, such as healthcare, retirement plans, and paid time off, creating financial instability and challenges in accessing necessary healthcare. There is also potential for exploitation by unscrupulous employers who may pay low wages, violate labour laws, or engage in other unfair practices. The short-term nature of temporary work can also present challenges for workers seeking to advance their careers and develop the skills and experience required for permanent positions (Gojob 2022; U.K. Department for Business, Energy & Industrial Strategy, U.K. Employment Agency Standards Inspectorate, and The Rt Hon Greg Clark MP 2019).

While temporary work has several benefits, several challenges and issues must be addressed. Employers, policymakers, and workers have a role in addressing these issues and ensuring that temporary work is a positive and viable option for workers in today's labour market. Understanding the evolving landscape of temporary work is crucial in creating effective policies and practices supporting this vital workforce component (Newbury 2019; Lucanus 2021).

3.5 The Role of HR in Managing Temporary Workers: Challenges and Solutions

Managing temporary workers can be challenging for HR departments, but ensuring fair treatment, support, and engagement for these workers in the organisation is crucial. In this context, HR plays a critical role in various areas, including recruitment and onboarding, training and development, performance management, compliance and legal issues, and communication and engagement, to facilitate temporary workers' productivity and help the organisation benefit from their value. However, managing temporary workers can pose a challenge, especially for HR departments, as they are responsible for ensuring these workers are treated fairly and receive the necessary support. This part examines HR's role in managing temporary workers (The Chartered Institute of Personnel and Development 2022a; Bika 2019; Dodge 2020; United Nations Economic Commission for Europe 2013; The Corporate Training Blog 2018).

a) Recruitment and Onboarding: HR plays a crucial role in the recruitment and onboarding process of temporary workers, which involves defining job requirements, screening resumes, conducting interviews, and checking references. During onboarding, HR must inform temporary workers about the company's policies, culture, and expectations. Proper onboarding will facilitate temporary workers' productivity from the outset.

b) Training and Development: HR should ensure that temporary workers receive adequate training to perform their job duties efficiently, encompassing technical and soft skills training. HR should also provide opportunities for temporary workers to develop their skills and advance professionally. Such skill development opportunities will benefit both temporary workers and the organisation.

c) Performance Management: HR should develop a performance management system that ensures fair evaluation of temporary workers. This includes setting clear goals, providing feedback, and regularly assessing their performance. HR should communicate the evaluation process to temporary workers and ensure they understand how they will be assessed. Proper performance management motivates temporary workers to perform their best.

d) Compliance and Legal Issues: HR should ensure that temporary workers comply with all legal requirements, such as labour laws, health and safety regulations, and immigration laws. Temporary workers should be treated fairly and equally regarding pay, benefits, and working conditions. HR should collaborate with legal and compliance departments to ensure the organisation meets all legal and regulatory requirements.

e) Communication and Engagement: HR should ensure that temporary workers are included in the organisation's communication and engagement activities. This includes company meetings, social events, and employee recognition programs. HR should provide temporary workers with a channel to provide feedback and raise concerns. Proper communication and engagement help temporary workers feel valued and included.

Managing temporary workers is essential to HR's role, requiring them to ensure fair treatment, necessary support, and engagement in the organisation's activities. By doing so, HR can help the organisation benefit from the value that temporary workers bring to the

table (Jabbar 2021; Rhodes 2022; Hird et al. 2010; Hitka, Schmidtová, and Lorincová 2021).

CONCLUSION OF THE THEORETICAL PART

The objective of the theoretical segment was to encapsulate fundamental knowledge pertinent to the subject matter. This chapter examines the theoretical frameworks and pragmatic facets of managerial methodologies and workforce administration within the franchising domain. Emphasis is placed on the obstacles and prospects posed by non-permanent employees and the impact of managerial strategies on employee performance, motivation, and contentment.

It has been demonstrated that paying heed to individuals within organizations is an essential factor in ensuring their success. The findings of this chapter suggest that effective management strategies can significantly improve employee performance and work culture. Using techniques to enhance performance and work culture is critical to effective management strategies. Moreover, the relationship between managerial strategies and employee motivation and satisfaction drives organizational success. A better understanding of employee satisfaction and motivation differences, particularly among temporary workers, is essential in optimizing their potential. This chapter discusses the trends, challenges, and management strategies related to temporary workers in the context of franchising. The chapter overviews the different types of temporary work, including seasonal, project-based, agency, freelance, part-time, on-call, and internship. It also explores the role of HR in managing temporary workers, including the challenges and solutions that HR faces in managing temporary workers. This chapter offers advice on training, developing, and compensating temporary employees in franchising. It suggests providing relevant training and development opportunities and exploring alternative compensation and flexible shift scheduling options. It also covers the benefits and tips for implementing flexible shift scheduling and ensuring occupational safety and health for temporary workers.

This chapter's findings have significant implications for managers and organizations that use temporary workers, especially in the franchise industry. Understanding the challenges and opportunities presented by temporary workers is crucial to improve employee performance, motivation, and satisfaction. The thesis will conduct an HR analysis and propose a project based on these findings. The analysis will explore current HR practices and management strategies used by a Czech franchise, and the project proposal will optimize opportunities and address challenges in utilizing temporary workers in the franchise industry.

II. ANALYSIS

4 INTRODUCTION TO THE COMPANY

This part focuses on the Czech-based company SIDORA ICE Ltd., a franchisee of ICE'N'GO! CZ Ltd. specialises in producing and distributing premium frozen desserts. This practical part aims to analyse the HR practices of SIDORA ICE Ltd. and evaluate its effectiveness in achieving the company's goals and objectives and treating employees. Various aspects of the company's HR practices will be examined, including recruitment and selection, training and development, performance management, and employee engagement. By conducting a comprehensive analysis of these practices, recommendations can be provided for improving the company's HR strategy and achieving tremendous success in the highly competitive ice cream market.

4.1 Company's Profile: The Business Partnership between ICE'N'GO! CZ Ltd. and SIDORA ICE Ltd.

With the primary objective of introducing the ICE'N'GO! product to the Hungarian and European markets, ICE'N'GO! Kft. was founded in Hungary in 2005. The company has invested significantly in a cutting-edge manufacturing facility in Hungary to produce this frozen confectionery item. The Ice'N'Go! bag, a novel product that can be sold without the need for an additional employee, was introduced by ICE'N'GO! Kft. in 2016. This item is especially suitable for cafes, museums, and speciality grocery stores that lack the funding to hire additional staff to sell the item. More than 650 retail locations sell ICE'N'GO! throughout the Europe. The company is looking for new franchise partners to increase its presence in theme parks, zoos, aqua parks, and other similar places (Detail.cz 2023b; Netpromotion Group 2023).

The goal of the Czech company ICE'N'GO! CZ Ltd. is to manufacture and sells premium frozen confectionery goods. The company, founded in the Liberec region 12 years ago, engages in road freight transportation, non-specialized wholesale, and non-specialized retail trade. The company's flagship product is the ICE'N'GO!, a delicious ice cream ball made from natural ingredients. Only the highest quality ingredients from reliable suppliers are used in the production of ICE'N'GO! CZ Ltd.'s products are in state-of-the-art facilities. High-quality frozen confectionery products are the primary focus of ICE'N'GO! CZ Ltd., a Czech company. The company has been operating in the Liberec region for 12 years and engages in road freight transportation and non-specialized wholesale and retail trade. The company's signature item is the ICE'N'GO!, a delectable ice cream ball made

from all-natural ingredients. ICE'N'GO creates the products! In cutting-edge facilities, CZ Ltd. uses only the highest quality ingredients from reliable suppliers (Detail.cz 2023a; Netpromotion Group 2023; ICE'N'GO! CZ s.r.o. 2023a).

A limited liability company headquartered in the Czech Republic, SIDORA ICE Ltd. specialises in creating and distributing high-end frozen desserts. It gains from the knowledge and assistance of its franchisor and is dedicated to quality, sustainability, and community involvement. According to the CZ-NACE classification, the business, which is co-managed by Simona Langerová and Radek Langer, has been in business since 2015 and is classified as belonging to Division C - Manufacturing industry, specifically Section 10 - Manufacture of food products. SIDORA ICE Ltd. is dedicated to providing premium frozen desserts with the best ingredients carefully sourced from reliable suppliers. The absence of artificial flavours, colours, and preservatives in the company's products reflects its unwavering commitment to quality. The business runs several retail locations, including ice cream parlours and kiosks, all over the Czech Republic, giving customers easy access to its high-end frozen treats. SIDORA ICE Ltd. is a socially conscious business that actively participates in charitable programmes and community outreach efforts (Detail.cz 2023b; Dun & Bradstreet 2023; Kurzy.cz 2023b; Public Register and Collection of Deeds 2023).

4.2 Introducing ICE'N'GO! Based Company: Concept, Mission and Main Activities

ICE'N'GO! was created in the United States, inspired by NASA astronauts. They aimed to transport fresh milk into space while preserving all the nutrients and values. They achieved this through cryogenic technology, using liquid nitrogen at temperatures as low as -197°C. This innovative technology has also been used in ICE'N'GO! The rights to manufacture were then acquired by the Hungarian company ICE'N'GO! in 2005, creating the main headquarters, one of the few factories in the world to produce this product. Its mission was to bring ICE'N'GO! to the Hungarian market and then to the rest of Europe. It is a franchise concept, so all the branches look the same, use the same logo, sell the same product and have the same price set within each country. The Czech Republic joined in 2010 ('Ice'N'Go!' n.d.; ICE'N'GO! CZ s.r.o. 2023a; 2023b; Detail.cz 2023a; Kurzy.cz 2023a; Netpromotion Group 2023).

Main activities ICE'N'GO! CZ is a distribution to its partner outlets and subsequent sales to end customers. The sales outlets are carefully selected throughout Europe. These are typically places where people go for holidays or entertainment. All branches, domestic and foreign, work together. Customers are introduced to ICE'N'GO! at one of the branches and then can buy the product at the other end of the country. That is why the impression the company gives the customer is so important. This will determine whether or not they will return to the product ('Ice'N'Go!' n.d.; ICE'N'GO! CZ s.r.o. 2023a; 2023b; Detail.cz 2023a; Kurzy.cz 2023a; Netpromotion Group 2023).

4.3 Company's Organisational Structure

The following information has been prepared in consultation with the company's managing director (Langerová 2023). SIDORA ICE Ltd. is structured as a functional organization with clear divisions between internal and external staff. The managing directors are responsible for the company's overall strategy and business plan, while the internal staff is responsible for the business's day-to-day operations. On the other hand, the external staff provides specialized support and expertise in legal and IT matters (Langerová 2023).
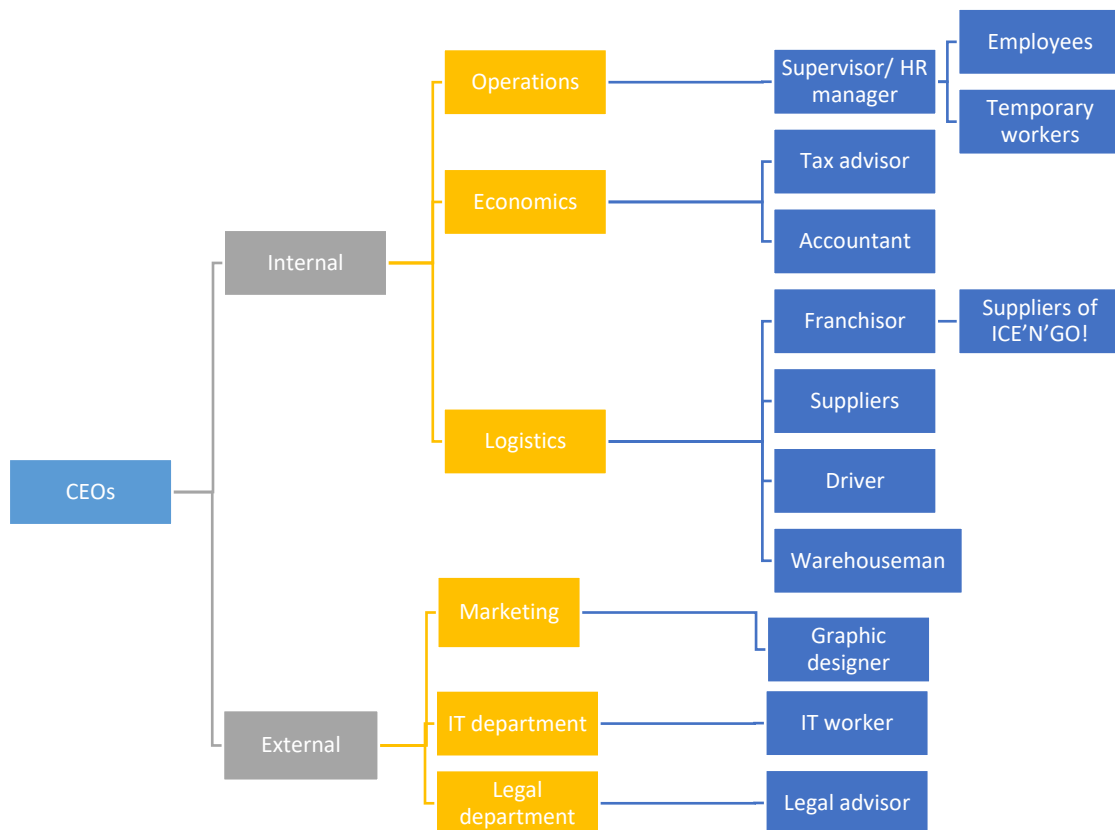
Figure 3 Organisational structure of SIDORA ICE Ltd.

The operations department is led by a supervisor acting as the HR manager. Her role is to ensure the company's operations run smoothly. He is responsible for recruiting, training, and managing the performance of employees to ensure maximum efficiency and productivity, setting goals, and providing direction for the team. Monitoring performance to ensure work is completed efficiently and effectively, managing resources and budgets, handling personnel issues such as hiring and disciplinary action, and communicating with other departments to ensure alignment with company goals and priorities. The economics department consists of a tax advisor and an accountant who handles the company's financial matters, including recording financial transactions, preparing financial statements, and ensuring compliance with tax laws and regulations. The tax advisor provides expert advice on taxes, levies, and duties, while the accountant is responsible for maintaining financial records following the entity's internal by-laws. The logistics department manages the company's supply chain, including warehouse workers, drivers, suppliers, and franchisors. Their role is to ensure that products are stored and transported safely and efficiently while coordinating with suppliers and franchisors to meet the company's needs within budget. The marketing department is responsible for promoting the company's products and services, which includes developing marketing strategies, creating visual materials such as logos, brochures, and advertisements, and conducting market research to identify customer needs and preferences. The department consists of a graphic designer who executes these tasks (Langerová 2023).

The external staff includes the legal department, which a legal consultant leads. They provide legal advice and support to the company's management and staff, ensuring that the company operates within the bounds of the law. They also manage the company's legal affairs, such as contracts and disputes. The external IT department manages the company's IT infrastructure and is led by an IT officer. They manage the company's computer networks, servers, and software while ensuring its technology systems are secure and reliable. They also provide technical support to the company's staff when needed (Langerová 2023).

The functional organizational structure of SIDORA ICE Ltd. ensures that the company runs smoothly and effectively, with each department contributing to the business's overall success. The clear divisions between internal and external staff enable employees to focus on their expertise, leading to efficient operations and optimal results (Langerová 2023).

In conclusion, the organizational structure of SIDORA ICE Ltd. appears to be informal and loosely defined. The managing director and a co-manager are responsible for managing the company, with the assistance of permanent employees and temporary workers, as needed. The number of permanent employees is stable, while the number of temporary workers on the stall fluctuates. The temporary workers have varying levels of educational attainment, primarily primary and some secondary, and are predominantly women between the ages of 15 to 23 years. The company relies on their services to handle jobs during peak seasons. Despite the lack of a well-defined structure, the company appears to be able to manage its operations effectively.

4.4   The Company's Description of the Business Environment

This part provides an overview of the business environment in which ICE'N'GO! operates. It covers critical industry trends, challenges, opportunities, and regulatory and economic factors that affect the company's performance.

ICE'N'GO! operates in the highly competitive frozen dessert industry. The industry is characterized by high product differentiation and the need for a strong brand identity. ICE'N'GO! has established itself as a formidable player in the industry, with a strong brand identity, well-defined mission, and vision ('Ice'N'Go!' n.d.; ICE'N'GO! CZ s.r.o. 2023a).

One of the key trends in the frozen dessert industry is the growing demand for healthy and organic products. ICE'N'GO! has responded to this trend by introducing organic and vegan options. Another trend in the industry is the growing popularity of social media marketing. ICE'N'GO! has leveraged social media platforms to reach its target market (Detail.cz 2023b).

One of the critical challenges facing ICE'N'GO! is price competition. The relatively high price per portion of its ball ice cream may deter some customers from purchasing it. The company must, therefore, justify its prices with adequate quality and effective marketing strategies (ICE'N'GO! CZ s.r.o. 2023a).

ICE'N'GO! has identified several opportunities to increase its market share and profitability. The company can attract a broader customer base and increase customer satisfaction by expanding its product range to include chilled drinks, Choco Kebab, coffee, and other ancillary products (Langerová 2023).

The regulatory environment in which ICE'N'GO! operates can impact its business operations. For instance, changes in food safety regulations can affect the company's production processes and cost structure. Economic factors, such as changes in consumer income and spending patterns, can also impact the company's performance (Dun & Bradstreet 2023).

ICE'N'GO! operates in a highly competitive industry with several key trends, challenges, and opportunities. The company must continue differentiating itself through its strong brand identity, product differentiation, and effective marketing strategies. Additionally, it must navigate the regulatory and economic environment to maintain its competitive edge.

5 ANALYSIS OF THE CURRENT STATE OF HUMAN RESOURCE MANAGEMENT

This part presents the results of an in-depth analysis of the human resource management (HRM) practices at SIDORA ICE Ltd. The study evaluated the company's overall HR practices, including recruitment and selection, performance management, training and development, compensation and benefits, occupational safety and health (OSH), and company culture. Additionally, the analysis included a research question focused on identifying strategies to improve the well-being and productivity of temporary workers by exploring their concerns and what they would change. The study utilized a mixed-methods approach, combining qualitative and quantitative data collection methods to provide a comprehensive assessment of the company's current state of HRM practices.

The research question on temporary workers was fundamental due to the growing trend of temporary employment in recent years, which has led to different working conditions for these workers. As a result, understanding the unique challenges facing temporary workers and identifying strategies to support their well-being and productivity is crucial. To achieve this, a questionnaire comprising closed and open-ended questions was distributed among the employees, including temporary workers.

A structured interview was conducted with the CEO, utilizing the Bláha, Mateiciuc, and Kaňáková (2005) framework that covers nine critical areas of human resource management. The interview lasted approximately one and a half hours and aimed to obtain insights into the company's approach to human resource management from the CEO's perspective. The data gathered from the questionnaire were analysed using descriptive statistics. The closed-ended questions provided quantitative data from the employees. The open-ended questions provided valuable qualitative data that helped to contextualize the quantitative findings and provided insights into the employees' perceptions of the company's culture and HR practices.

The analysis found that while the company had some strong HR practices, there were areas for improvement. Temporary workers reported feeling less engaged and supported than permanent employees, which could impact their well-being and productivity. Additionally, there were some discrepancies between the company's HR policies said by CEO and the employee experience, which could be addressed through more effective communication and training.

The study's recommendations aim to support the company's growth and success by enhancing its HR practices. By focusing on temporary worker engagement, performance management, and communication, the company can create a more supportive and productive work environment for all employees. The resulting benefits would include increased employee satisfaction, reduced turnover, and improved organizational performance. This analysis's findings will help identify areas for improvement and provide recommendations for enhancing HRM practices within the organization.

The presented evaluation in Table 1 provides a comprehensive overview of the various categories, the corresponding number of questions, and the individual scores. A meticulous checklist will be formulated after the interview, considering all the points earned. The cumulative score will enable a comprehensive assessment of the HRM status from the perspective of both the CEO and the supervisor.

Table 1 Information gathering and evaluation (Bláha, Mateiciuc, and Kaňáková 2005)

The thematic range of questions	Number of questions in the section	Maximum number of points	Low level	Middle level	High level
Strategy and planning	9	15	0-7	8-11	12-15
Organizational structure concerning human resource management	9	13	0-5	6-9	10-13
Selection and hiring of new employees	10	14	0-6	7-10	11-14
Learning and development	12	18	0-10	11-14	15-18
Performance management and job evaluation	14	22	0-12	13-17	18-22
Rewarding	15	25	0-15	16-20	21-25
Employees' benefits	14	18	0-10	11-14	15-18
OSH	6	10	0-4	5-7	8-10
Corporate Culture	9	13	0-5	6-9	10-13
Total		148			

The overall level of human resources in the company was assessed according to the following scale:

- High level 113 - 148 points

- Medium level 75 - 112 points

- Low level up to 74 points

The analysis results are resolved in Table 2 Results of the interview part at SIDORA ICE Ltd..

5.1 Strategy and HR Planning

This information was gathered by interviewing the CEO. During the interview, the CEO of SIDORA ICE Ltd. discussed the company's business strategy, which includes aspects like marketing, support, and product renewal. The CEO stated that the strategy considers external factors like market changes and EU regulations and is optimised for the season and market position. The company's approach to product focus and sales promotion has been updated to meet the shifting needs of the market, according to the CEO. To meet the market's demand for a tailored approach to sales promotions, the company, for instance, introduced Ice'n'Go! bags.

According to the CEO, the company's initial strategy was based on personal experience and the temporary workers' individual approaches. However, as demand for the company's products grew, the business was forced to alter its marketing strategy. The business has goals for human resource management, including training permanent and contract workers to market the business's products effectively.

To ensure that its staff is appropriately trained to meet market demands, the supervisor suggested that the company may need to develop more specific human resource management goals. The manager also suggested that the business consider offering its employees more extensive training programmes that cater to their specific needs. Training programmes for the employees who promote the brand's goods and for cake shop owners who are brand customers may fall under this category. The business could guarantee that its employees are well-equipped to effectively promote its products by offering more thorough training programmes.

No precise or quantifiable metrics are available at SIDORA ICE Ltd. to gauge the performance of young temporary summer employees. While sales, market share, job performance, and customer satisfaction are all crucial metrics, they can differ significantly from one day to the next and from one location to another, making it challenging to set and track them consistently. Given these metrics' fluid and random nature, it may be difficult for the business to determine whether or not its young summer temporary employees are

meeting the desired targets or contributing to the business's overall success. To ensure the best performance of its temporary employees, SIDORA ICE Ltd. may need to review its approach to performance evaluation and consider implementing more precise and quantifiable metrics.

Moreover, the manager suggested that the business broaden its criteria for deciding where to place its merchandise for sale. In addition to ensuring the product fits the company's brand, the company should investigate opportunities in supermarkets and other retail locations. The business might gain market share and reach a more extensive customer base by broadening its strategy.

Overall, the CEO's interview gave information about the company's clearly defined business strategy, and the supervisor suggested changes to how the business treats its employees and distributes its products.

5.2 Organisational Structure

According to the CEO, the company's organisational structure is currently in the best possible condition. However, after reviewing the interview data, the supervisor has noted several potential areas for improvement that are particular to the company's temporary employees.

The organization's reporting structures are the first area of concern. The CEO claims that the human resource manager is directly responsible to the company's executives, who then answer to the franchisor. However, this relationship is ambiguous because the franchisor is not a company partner. The supervisor suggests that the business clearly define the roles and responsibilities of each party involved to address this issue and ensure everyone is aware of their responsibilities.

The second area of concern is the lines of communication between the supervisor, who is also in charge of managing HR, and the CEOs. The supervisor mentioned that sometimes decisions are made in response to a particular issue or location, which raises the possibility that communication channels are not always practical or efficient. The supervisor suggests that the business establish a more formal communication process to ensure that supervisors who also serve as HR managers are routinely exchanging information and attending to any concerns or issues that may arise. This will improve communication. To improve

communication between all parties involved, the company might consider implementing a communication platform, like a group chat or email system.

The company's decision-making procedures are the third area of concern. The CEO has stated that all executives' decisions may prevent lower-level employees, including temporary workers, from contributing their ideas. The manager advises the business to adopt a more collaborative decision-making process that incorporates input from all organisational levels, including temporary workers, to ensure that decisions are made with the interests of all parties in mind.

The design of jobs for temporary employees is the fourth area of concern. Although the CEO stated that job descriptions are given to temporary employees, it is unknown if these descriptions are adapted to temporary employment's unique requirements and difficulties. The supervisor thinks the business should take into consideration writing job descriptions that are specifically tailored to the requirements of temporary workers in order to make sure that they are well-prepared for their roles.

The CEO also suggests that the business regularly evaluate the organisational structure's effectiveness concerning temporary workers. The CEO has stated that job descriptions are followed and verified as accurate, but it is unclear if there is a formal process for determining the structure's effectiveness. The manager advises that to increase overall effectiveness, the business should ask temporary workers and other stakeholders for feedback to pinpoint problem areas and make the necessary adjustments.

The supervisor has pointed out several potential modifications that could be made to the organisational structure to accommodate temporary employees better. To ensure that temporary workers are fully prepared to succeed in their roles, the company can improve communication, decision-making, job design, and overall effectiveness by addressing these areas.

5.3 Selection and Hiring at SIDORA ICE Ltd.

According to the qualitative data gathered, SIDORA ICE Ltd.'s hiring and selection processes are extensive and stringent. The CEO and supervisor emphasise the value of employees having practical communication skills because they are essential to the business's marketing strategy. Multiple selection phases, in-depth training, and on-the-job training are all part of the hiring process to guarantee that permanent and temporary

workers can carry out their tasks effectively. The organisation values the employees' communication skills and adherence to the product's sales strategies. The CEO prefers, however, to select candidates based on potential rather than just prior experience. Choosing temporary employees is thorough; trained staff members and supervisors conduct job interviews.

The CEO claims that the hiring process is meticulous and that the business prefers to fill senior positions with long-term employees who have proven their ability to carry out their responsibilities and profitably manage a team through sales techniques. Although the CEO acknowledges that workers receive adequate training, the supervisor argues that more instruction would be advantageous for improving skills and advancing one's career. The manager suggests that the company give more current employees opportunities for training to support their growth and advancement within the company, as well as considering the experience and likelihood of success of candidates during the hiring process.

In this interview, the CEO discusses the procedure for choosing and hiring temporary employees. According to the data, there are several possible areas for improvement in the hiring procedure, criteria for selection, candidate experience, onboarding, and retention.

During the interview, the CEO mentioned several selection rounds when discussing the process for choosing and hiring temporary workers. The supervisor did note that a more organised and transparent selection process would be advantageous because it is unclear what specific criteria are used to evaluate applicants. The supervisor suggested that by establishing precise and standardised selection criteria, all candidates could be fairly evaluated, and the best candidates could be chosen. The supervisor also asserts that employing semi-structured interviews and evaluations can lessen the possibility of bias in the selection procedure by guaranteeing that all candidates are judged following the same standards.

According to the CEO, the company prioritises hiring outgoing people who can work well with others and follow sales strategies to promote the product. However, it is unclear how the company ensures that candidates know these requirements before submitting their applications or how applicants are evaluated throughout the hiring process. Ensuring job descriptions and requirements are clear can ensure that candidates know what is expected of them and can make an informed choice regarding whether to apply. After the hiring process, providing feedback to applicants can improve their experience and increase their likelihood of submitting additional applications to the business.

The CEO mentioned that temporary employees receive extensive training, but the manager feels the onboarding procedure could be improved. The supervisor claims the onboarding procedure is disorganised and does not include specific metrics to gauge success. The supervisor thinks the training process is mainly intuitive and subjective because she does not feel adequately trained. She believes theoretical training should be offered online before practical training at the stall to lessen the amount of information that must be processed on-site. A more organised and thorough onboarding process can ensure new hires have the knowledge and skills to succeed. Additionally, giving temporary workers a chance for ongoing training and development can help them advance.

The CEO spoke about the company's approach to employee retention, noting that current and long-term employees are given preference when filling senior positions. However, the manager feels the business would gain from a better-planned retention strategy. The CEO and the supervisor recommend implementing specific strategies to retain workers and lower turnover, such as offering clear career paths, chances for advancement, and rewards for their contributions. The supervisor also advises getting feedback from workers to address any problems and enhance retention efforts.

Based on these insights, recommendations for improving the selection and hiring process include:

1. Establishing selection criteria that are transparent to all applicants and are clear and consistent

2. Evaluating candidates with the aid of structured interviews and tests

3. Ensuring candidates know the expectations is ensured by providing clear job descriptions and requirements upfront.

4. After the selection process, giving candidates feedback to enhance their experience

5. Creating a systematic and thorough onboarding procedure

6. Giving employees and temporary workers opportunities for ongoing training and development

7. Establishing clear career paths and opportunities for advancement for employees

8. Employee appreciation and rewards for their contributions

9. Obtaining employee feedback to pinpoint problem areas and address worries

10. Creating a retention strategy with clear career paths, opportunities for advancement, rewards, and feedback channels to address any issues.

The CEO asserts that SIDORA ICE Ltd.'s recruitment and selection procedures are currently in top shape. The supervisor does think that there is room for improvement in any case. The supervisor advises using structured evaluation methods and transparent selection criteria to ensure all applicants are judged according to the same standards. Additionally, precise job descriptions and requirements should be made available upfront to enable candidates to make informed selections regarding the application. The supervisor adds that since the current process requires candidates to take in much information on the job, it could be improved by offering theoretical training online before practical training at the stall. The manager also suggests a retention strategy incorporating clear career paths, chances for advancement, rewards, feedback to address any problems, and ongoing training and development opportunities for employees to advance. SIDORA ICE Ltd. can improve its overall hiring process and attract top talent by implementing these recommendations.

5.4   Employee Appraisal

It appears that SIDORA ICE Ltd. does not have a formal system in place for employee appraisal based on the provided qualitative data. According to the CEO, the evaluation consists of a feedback loop and reasonable individual appreciation. Employee appraisals appear to be done on a case-by-case basis because there are no established standards or requirements.

Inconsistencies in employee feedback due to a lack of a structured approach to employee appraisal may cause confusion and dissatisfaction. Additionally, it makes it challenging for workers to comprehend how to enhance their performance, which lowers motivation and disengagement. Additionally, managers might find it challenging to compare employee performance across the organisation or pinpoint areas that need improvement without a transparent rating system.

A performance metrics-based evaluation system that includes frequent evaluations, preferably once a month or once a quarter, could be recommended by the supervisor to the franchisee. This might make it easier to monitor the temporary workers' progress and spot any areas where they need to develop. Additionally, the rewards programme must be performance-based, in line with performance metrics, and uniform across all sites. This will encourage temporary employees to perform better and make finding and keeping top

talent easier. Another problem is eliminating the record-keeping system, which the CEO claimed had little purpose and might demoralise workers. Managers may find it difficult to monitor employee progress and pinpoint areas for improvement without a record-keeping system.

According to the CEO, the same site has appraisals twice a week, which might be viewed favourably. However, the supervisor disagrees and claims that the absence of a structured approach and distinct evaluation criteria may constrain the effectiveness of these evaluations. Furthermore, temporary employees receive compensation based on previously agreed-upon rates, with additional incentives provided individually. While this might be effective for contract employees, it might not inspire and engage employees to the same degree as a more formal incentive programme.

The results imply that SIDORA ICE Ltd. might profit from a more thorough and organised employee appraisal method. This could entail creating precise evaluation criteria, establishing a rating system, and setting up a system for keeping records. Employees might better understand how to improve their performance and raise motivation and engagement with a more structured approach. Additionally, it might make it easier for managers to pinpoint areas needing development and monitor worker advancement.

In conclusion, the effectiveness of the evaluation process at SIDORA ICE Ltd. may be impacted by the lack of a formal and structured approach to employee appraisal and the absence of different rating and record-keeping systems. The business could enhance employee engagement, motivation, and general performance by implementing a more thorough and structured approach.

5.5 Remunerations and Benefits

The CEO is questioned during the interview about the company's wage policy and whether it is made public. The CEO acknowledges the existence of a wage policy, but it is not made public. She also affirms that the company's business strategy is the wage policy's foundation.

The CEO responds that the company does not prioritise remuneration process transparency when questioned about it. CEO explains that the business has established requirements for the work that employees are hired to complete, and any work performed above and beyond

those requirements is individually rewarded based on how well the employee performs their duties.

The CEO's answers provided insight into the business's compensation philosophy, but from an HR perspective, some things could be done better. To begin with, it is concerning that the wage policy is not published. This lack of openness may breed mistrust and misunderstanding among workers, potentially affecting employee retention. In order to create a clear and open wage policy that is shared with all employees, HR should collaborate with the CEO. The CEO's statement regarding the openness of the compensation procedure raises the possibility that the business does not prioritise employee motivation and engagement through compensation. HR should collaborate with the CEO to create a more structured compensation strategy that includes opportunities for wage growth based on employee contributions and routine performance evaluations. Finally, the CEO's statement that wage growth is independent of labour productivity raises the possibility that the business may not prioritise performance-based pay. HR should collaborate with the CEO to create a performance-based compensation scheme that recognises staff members for their contributions to achieving the company's goals.

Although the CEO's responses give some insight into the company's compensation strategy, there are still some areas where the compensation system could be improved to engage better and motivate employees. HR should collaborate with the CEO to create a more organised and transparent compensation strategy that recognises employee contributions and advances the corporate strategy.

5.6 Training and Development

From an HR standpoint, it is possible to identify several potential areas for improvement in the training and development programmes for temporary workers based on the CEO interview.

First, the business may not offer its temporary employees a thorough professional development programme that extends beyond the workplace. There is no clear indication that the company supports professional development outside of the workplace, except for employees who express interest in a non-standard profession like face painting or balloon making, even though the CEO mentions that they actively inspire and train their employees within the company. Because of this, temporary employees may have fewer opportunities for professional development, which could lower their motivation and engagement.

Second, the CEO states that the company uses regular checks and supervision to assess the training results, but it is unclear what metrics or KPIs are employed to gauge the efficacy of the training initiatives. It may be challenging to evaluate the effectiveness of the training programmes and make necessary improvements due to the lack of clear metrics.

Thirdly, even though the CEO claims that the business invests in training temporary employees and offers them intensive training at a discount, it is unclear what proportion of the business's resources are devoted to training and development initiatives. It is also unclear whether the business provides incentives or rewards for temporary employees participating in training initiatives.

The CEO concludes by stating that the business invests an average of eight hours in training its temporary employees. While this might be adequate for some training programmes, it might not be for more intricate or specialised ones. To meet the unique needs of its temporary employees, the company may need to consider providing more in-depth and specialised training programmes.

The CEO then adds that the business invests an average of eight hours in training its temporary staff. This might be adequate for some types of training, but for more intricate or specialised training programmes, it might not be. To meet the unique needs of its temporary workers, the business may need to think about providing more in-depth and specialised training programmes.

Insights suggest that the business values and invests in its temporary employees' training and development opportunities. There might be room for improvement, though, in terms of providing extensive professional development opportunities outside of the workplace, establishing precise metrics for gauging the success of training initiatives, and allocating more money and resources to training and development initiatives. In order to meet the unique needs of its temporary employees, the company may also need to consider providing more comprehensive and customised training programmes.

5.7 OSH

According to the information gathered during the interviews, the business appears to have some OSH for temporary workers policies and practices. However, addressing a few potential risks or security issues is possible.

The CEO explains that Rio Prevention is a third-party company the business hires to handle accidents and maintain necessary records. Nevertheless, it is unclear if this company also performs routine safety audits or if a system is in place to monitor and take care of any hazards.

Second, while the CEO mentions that forewomen receive a briefing and health and safety training, it is unclear if all employees, including temporary workers, receive the same training. Furthermore, it is unclear if this training is tailored to the dangers unique to the job or industry.

Thirdly, although the CEO mentions that a first aid kit is present, it is unclear whether temporary employees are aware of its location or given basic first aid training.

Despite the CEO's assertion that the business has a designated individual in charge of safety, it is unclear whether this individual possesses the power and resources to implement and enforce OSH policies successfully and practises.

The supervisor suggests addressing these potential hazards and safety concerns. The company could consider the following:

1. Continual inspections of the company's safety procedures by a qualified professional or another designated individual.

2. Providing all employees, including temporary workers, with thorough and position-specific OSH training.

3. Ensuring all employees, including temporary workers, are trained in first aid fundamentals and know the kit's location.

4. Giving the designated safety representative the power and resources to implement and enforce OSH policies successfully and practises.

The business can better protect the safety and well-being of temporary employees by putting these improvements or solutions into practice, and they can also encourage a safer and healthier work environment in general.

5.8 Company Culture

According to the interview, the company has a clearly stated set of values and standards that are extensively communicated to all employees, including temporary workers.

However, there may be room for improvement in employee engagement, communication, work-life balance, inclusivity, and general satisfaction.

Regarding inclusivity, the CEO states that the company emphasises performance regardless of gender or age, but no additional information is provided regarding diversity and inclusion initiatives. The business could gain from actively promoting diversity and inclusion in its hiring and promotion procedures and giving staff members cultural competency training.

Additionally, communication could be improved, especially regarding feedback and transparency. It is unclear from the interview whether temporary employees can share feedback on their experiences or how the company notifies them of changes or updates. More two-way communication and feedback opportunities could boost temporary workers' engagement and satisfaction.

Another area that could use improvement is employee engagement. Although the CEO says the company prioritises customer satisfaction, prioritising employees' engagement and satisfaction is also crucial. More engaged employees are more likely to be productive and offer customers better service. To boost engagement and satisfaction, the company might implement programmes like employee recognition schemes or chances for career advancement.

Consideration of temporary workers' overall satisfaction is also crucial. Although this subject is not covered explicitly in the interview, it is crucial to ensure that temporary workers are treated fairly and given the necessary tools to succeed. Offering professional growth opportunities and encouraging work-life balance may raise temporary workers' satisfaction levels and boost retention rates.

Based on the data, some recommendations for improving the company culture for temporary workers could include:

1. Promoting diversity and inclusion in hiring and promotion practices

2. Providing training on cultural competency and promoting diversity awareness

3. Increasing transparency and feedback opportunities for temporary workers

4. Implementing employee recognition programs and opportunities for career development

5. Ensuring fair treatment and providing necessary resources and support for temporary workers.

It is possible to pinpoint areas for improvement in inclusivity, communication, work-life balance, employee engagement, and overall satisfaction by analysing the interview data regarding company culture as it relates to temporary workers. This analysis can also offer insightful suggestions for enhancing the company culture.

5.9 Employee Relations for the Company

During a recent interview with the CEO, several findings emerged about the company's management of temporary workers, ethical policies, employee support, feedback collection, and legal advice. One key finding was the potential issues with communication, feedback, recognition, support, and overall satisfaction of temporary workers.

Finding 1: There may be problems with temporary workers' communication, feedback, recognition, support, and general satisfaction.

The CEO mentioned that depending on the duration of employment, the relationship with temporary employees is unique and varies. They also mentioned that good relationships with temporary employees only arise if they approve of the business's philosophy. This suggests the business might not have a defined strategy or method for managing its relationship with temporary workers. Furthermore, the CEO claimed that they benefit from temporary workers just as much as temporary workers do from them, which raises the possibility that their efforts are not sufficiently acknowledged or valued by the company. The CEO also acknowledged that there might be employee satisfaction and retention issues, given the high turnover rate and frequent changes among temporary workers.

Finding 2: The organisation has established norms to guarantee that its strategies and plans adhere to the Code of Conduct.

According to the CEO, the organisation has set up standard conditions to guarantee that its strategies and plans align with the Code of Conduct. However, no information about these standard terms or how the business enforces them was provided in the interview. As a result, it is uncertain whether the business has policies to encourage and discourage ethical behaviour.

Finding 3: The company assists its temporary workers when they experience issues, and employees are adequately informed about whom to contact if they have employee relations issues.

The CEO stated that employees are given enough information about whom to contact if they have issues with co-workers and specific phone numbers to call in an emergency. When temporary employees run into issues, the company also assists. According to the CEO's response, the organisation has clear policies to deal with employee relations issues and support temporary employees as needed.

Finding 4: The business asks temporary workers for feedback and is curious about why they leave.

According to the CEO, the business asks temporary workers for feedback and is curious about why they leave. However, gathering feedback appears informal because it happens while operational items like keys are being handed over. This informal method might not be sufficient to obtain in-depth feedback and pinpoint the reasons for employee churn.

Finding 5: A lawyer handles all legal matters about the company, and the company has access to legal advice on labour relations.

According to the interview, the company has access to legal counsel on labour relations from a separate attorney who handles all legal matters in the business. The CEO explained that since the lawyer is not a regular employee of the business, they only contact him or her when a specific issue arises. This suggests that the business might not have a specific labour law legal team, which could cause delays in dealing with legal issues.

5.10 Results of the Interview

Although there were discrepancies in the views of the company director and the supervisor, the analysis of human resource management (HRM) in the chosen company had primarily positive results. The supervisor of SIDORA ICE Ltd. gave the HRM practises a medium rating, while the director gave them a high rating. While the supervisor thinks some aspects of HRM could be improved, the director thinks the business is doing well overall.

Table 2 Results of the interview part at SIDORA ICE Ltd.

The thematic range of questions	Number of questions in the section	Maximum number of points	CEO			Supervisor		
			Low level	Middle level	High level	Low level	Middle level	High level
Strategy and planning	9	15			13			13
Organizational structure concerning human resource management	9	13			12			10
Selection and hiring of new employees	10	14			12			11
Learning and development	12	18			17			15
Performance management and job evaluation	14	22	7			8		
Rewarding	15	25		18			13	
Employees' relations	14	18			16		11	
OSH	6	10		10			6	
Corporate Culture	9	13			13			11
Total		148		**118** **high**			**98** middle	

Training part-time employees, which the supervisor feels is taxing, was one of many areas she identified for improvement. She recommended breaking up the training into theoretical online and practical on-site sections. Part-time workers frequently expressed interest in new training initiatives, particularly coping with picky customers. In addition, the manager emphasised that there are no other informative channels where staff members can exchange information and access the employee manual. For instance, complete contact information is absent when a water pipe bursts.

During the practical on-site training, the supervisor suggested dividing the autonomy. The manager would be fully accountable for the workers' education and make sure they were thoroughly introduced to the business, its products, sales strategies, management,

administration, hygiene, safety, and work organisation. Trainers or part-time employees qualified to offer practical training on-site would divide the theoretical and practical training. Trainers would be instructed to walk new hires through everything and prepare them for shifts. They would be paid more per hour and receive a one-time bonus for the extra work.

In a qualitative survey, employees considered leaving the company because of working conditions, such as working in the cold. To retain staff, it is necessary to address this issue.

SIDORA ICE Ltd.'s HRM analysis has identified areas for improvement and positive aspects. The director claims that the company's human resource management is well established, but the supervisor has brought up a few concerns, including the need for better part-time employee training and improved communication channels. To increase overall employee satisfaction and retention, it is advised that the company consider these issues and put appropriate strategies into place. SIDORA ICE Ltd. can continue to grow and maintain its position as a market leader by prioritising the training and well-being of its workforce.

Table 3 Assessing strengths and areas for improvement at SIDORA ICE Ltd.

Strengths	Areas for improvement
• The company has a clearly defined business strategy • The company has updated its approach to product focus and sales promotion • The CEO recognizes the importance of having an effective organizational structure • SIDORA ICE Ltd. has an extensive and stringent hiring and selection process • The company has a feedback loop in place for employee appraisal • The company invests in training and development initiatives for its temporary employees	• The company may need to develop more specific human resource management goals • The company needs to review its approach to performance evaluation • The company should broaden its criteria for deciding where to place its merchandise for sale • The relationship between the human resource manager, the executives, and the franchisor needs to be clearly defined • The lines of communication between the supervisor and the CEOs need to be more formalized and efficient • The company should adopt a more collaborative decision-making process • The company needs to consider writing job descriptions that are specifically tailored to the requirements of temporary workers • The company needs to regularly evaluate the effectiveness of the organizational structure concerning temporary workers and solicit feedback • A more organized and transparent selection process would be advantageous • The company lacks a formal system for employee appraisal based on established standards or requirements • The wage policy is not made public • The company's compensation strategy does not include opportunities for wage growth based on employee contributions and routine performance evaluations • The business may not offer sufficient opportunities for career growth and development

Overall, while SIDORA ICE Ltd. has several strengths, there are also areas for improvement that the company could focus on to enhance its human resource management and organizational effectiveness.

5.11 Results of the Questionnaire among Employees: Quantitative part

The chapter of the thesis presents the results of a survey conducted at SIDORA ICE Ltd. to gather information on the overall perception of the company's young summer temporary workers. The survey aimed to identify areas for improvement to design a project that will enhance the work with these workers. This information will be instrumental in identifying areas for improvement, which will inform the project's design to enhance the work with these workers. **The blank questionnaire can be found in Appendix P I. Appendix P IV contains all graphs not included within this chapter.**

The survey utilized a combination of the Likert scale, closed-ended multiple choice, and open-ended questions carefully crafted to target specific areas of interest. The questions were grouped into five sections: Employee Satisfaction, Employee Engagement, Employee Retention, Feedback and Suggestions, and Closing Questions. The questionnaire allowed the respondents to comment on any section during the survey freely. Additionally, the Closing Questions section sought to gather some background information on the respondents to understand their responses better.

In addition to the details above, it is essential to note that each survey section had a short informative paragraph explaining its purpose and importance.

The Employee Satisfaction section sought to gather information on the satisfaction levels of the temporary workers with their work environment, compensation, benefits, and overall job satisfaction. This information is crucial in identifying areas of strength and weakness in the company's management of its temporary workforce, which will help design interventions to improve the workers' experience.

The Employee Engagement section aimed to understand the temporary workers' engagement level with their work, colleagues, and the company. This information is crucial in assessing how much the workers feel connected to their work and how motivated they are to contribute to the company's success.

The Employee Retention section sought to identify the factors that motivate temporary workers to stay with the company for their contract. This information is vital in determining the key drivers of employee retention and developing strategies to keep the best temporary workers within the company.

The Feedback and Suggestions section allowed the respondents to provide feedback on areas of the company that could be improved and suggest solutions to these issues. This information will be instrumental in identifying areas of improvement and developing targeted interventions to address the workers' concerns.

The Closing Questions section allowed the temporary workers to provide some background information to identify and better understand the responses. This information includes the respondent's age, length of service, and workplaces, which will help identify trends in the data and determine if certain groups of workers have specific concerns that need to be addressed.

5.11.1 Employee Satisfaction

This part was devoted to employee satisfaction. In the question, the employees were examined about their overall job satisfaction. The results of the questionnaire indicate that the majority of the respondents are delighted with their part-time job. This promising finding speaks to the positive aspects of part-time employment. However, a minority of respondents expressed dissatisfaction, highlighting the need to address any areas of concern. The reasons for satisfaction and dissatisfaction with part-time employment are complex and varied and can be influenced by various factors such as flexibility, pay, work environment, and career advancement opportunities. This chapter will explore the survey results in greater detail, identifying critical areas of strength and weakness in the company's management of its temporary workforce. Doing so will provide insights that can be used to develop targeted interventions to improve the workers' experience and enhance job satisfaction.
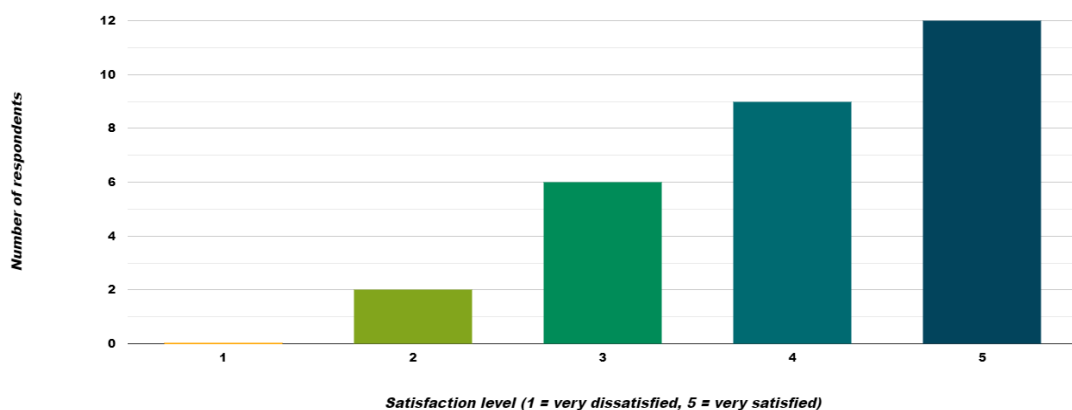
Figure 4: Temporary workers' overall satisfaction with the company

Based on the results of the questionnaire, it appears that a majority of the respondents are satisfied with their part-time job. The fact that 12 respondents answered "very satisfied" suggests that they are highly content with their job, while 9 respondents being "somewhat satisfied" indicates a moderate level of satisfaction. On the other hand, only 2 respondents expressed "rather dissatisfied," and none were "very dissatisfied," indicating that a minority of respondents are unhappy with their part-time job.

The elevated levels of satisfaction reported by individuals engaged in part-time employment may be attributed to various factors. Foremost, part-time jobs are characterized by greater flexibility, enabling employees to manage their professional and personal obligations optimally. This feature proves exceptionally advantageous to individuals with dependents or engaged in further education. Moreover, part-time workloads are comparatively lighter, reducing stress and fostering a more relaxed working environment. Furthermore, part-time employment is perceived to be more accessible and attainable, fostering a sense of job security. A positive work environment, characterized by amicable and supportive colleagues, further contributes to the high job satisfaction levels reported. Lastly, aligning job responsibilities with an employee's interests, skills, and values fosters a sense of personal fulfilment, enhancing job satisfaction. These variables contribute to the high job satisfaction levels observed among part-time employees.

Various factors may have influenced the minority of respondents who expressed dissatisfaction with their part-time employment. Foremost among these may have been a perception of unsatisfactory pay, wherein respondents felt their compensation was not commensurate with their work. Additionally, part-time jobs often provide limited opportunities for career advancement, resulting in professional stagnation and reduced motivation. Dissatisfaction may also have been driven by adverse work environments characterized by toxicity or unfriendliness, leading to demotivation and a lack of job satisfaction. Lastly, respondents may have struggled with work-life balance, with work obligations impeding personal time, generating stress and discontent with their job. These factors collectively serve to explain the sources of dissatisfaction with part-time employment.

Overall, the reasons for job satisfaction or dissatisfaction are often complex and multifaceted, and the above are just a few possible factors that could influence the respondents' level of satisfaction with their part-time job.

Based on the answers from the questionnaire, where the temporary workers were asked about the meaningfulness of their tasks, most temporary summer workers perceive their work tasks to be at least somewhat meaningful. 12 respondents indicated that they perceive their work tasks to be very meaningful. This may be because the respondents feel that their work contributes to a larger goal or mission or gives them a sense of purpose.

Eleven respondents indicated that their work tasks are somewhat meaningful, which suggests that they may find some value in their work, but it may not be as fulfilling as possible. This could be because the job is temporary and does not provide a long-term sense of purpose or fulfilment.

Three respondents indicated that their work tasks are somewhat meaningless, which could be due to a lack of clear direction or understanding of how their work contributes to the organization or more significant goals.

Three respondents indicated a neutral perception of their work tasks, which could be due to a lack of clear understanding or reflection on the meaning of their work.

Employers must ensure that they communicate the work's value and meaning to their young summer temporary workers, as this can contribute to their overall job satisfaction and motivation.

The study findings reveal the critical motivators for temporary employees in a seasonal summer job, as reported by the employees. Based on the responses to the questionnaire, the overwhelming majority of the respondents (100%) were motivated by the opportunity to earn money for their seasonal summer job. This is not surprising as seasonal summer jobs are often taken by individuals looking to earn money to supplement their income or save up for future expenses.

A significant number of respondents (48.3%) were motivated by the opportunity to build their CVs and work experience. This suggests that the respondents see their summer job as an opportunity to gain new skills and experience to help them in their future careers.

A smaller number of respondents (41.4%) were motivated by the opportunity to develop new skills. This suggests that while the respondents may not see their summer job as a long-term career opportunity, they are still interested in gaining new skills and learning new things.

Finally, a minority of respondents (27.6%) were motivated by the opportunity to be part of a fun and friendly team. This suggests that while a positive work environment is vital to some respondents, it is not the primary motivator for most of them.

Overall, the results of this question suggest that the primary motivator for individuals taking a seasonal summer job is the opportunity to earn money, followed by the opportunity to build their CV and work experience. While other factors, such as developing new skills and being part of a fun and friendly team, are also important, they are less of a motivator for most respondents.
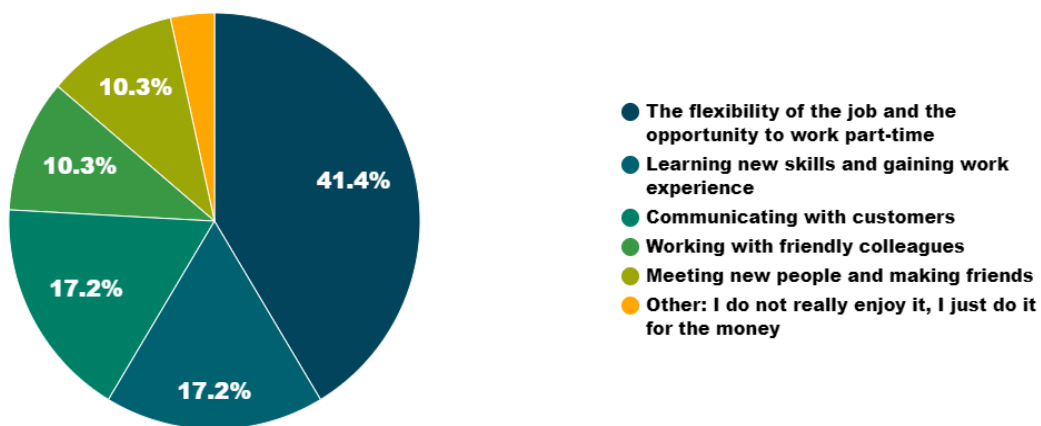
Figure 5 Job satisfaction: A pie chart analysis of enjoyment factors

After being asked about their job satisfaction, temporary employees expressed their enjoyment for various aspects of the job, ultimately highlighting their most favoured aspect, flexibility being the most prominent answer. Based on the responses, it is evident that a significant number of respondents (12 out of 29) appreciate the flexibility their part-time job offers. Part-time jobs allow individuals to effectively balance their work and personal lives, reducing stress levels and improving their overall quality of life.

Furthermore, the social aspect of the job appears to be essential to some respondents, with 6 indicating that they enjoy making friends (3) and working with friendly colleagues (3). This finding highlights the importance of creating a positive work environment that promotes social connections, which can enhance job satisfaction.

Other respondents (5) appreciated the opportunity to learn new skills and gain work experience, which could translate to personal and professional growth. These growth opportunities may motivate the respondents and increase their overall job satisfaction.

For respondents who enjoy communicating with customers (5), interacting with others provides a sense of fulfilment and social connection.

Finally, one respondent indicated that they only do the job for the money and do not enjoy it. This response highlights that some people may view part-time jobs solely as a means to earn income rather than a personal fulfilment source.

In conclusion, the reasons for job enjoyment are multifaceted and diverse, and the above responses represent just a few possible factors that influence respondents' levels of job satisfaction.
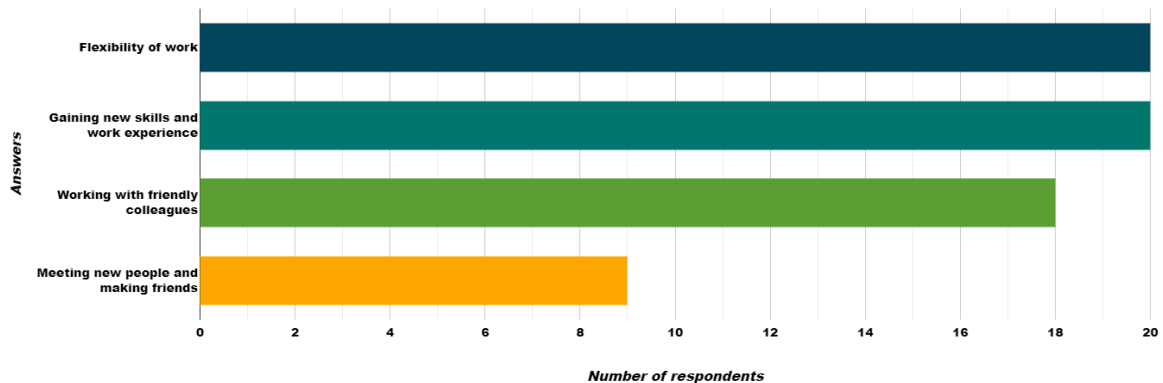
Figure 6 Comparison of work benefits: flexibility, skill development, colleague relations, and networking

This was a multiple-choice question, with respondents asked to select one or more options from a list of possible answers. Based on the results of the question, the majority of young summer temporary workers value working with friendly colleagues (62.1%), gaining new skills and work experience (69%), and having flexibility in their work (69%). These findings suggest that cultivating a positive work environment and offering opportunities for personal and professional growth are critical factors for this group of workers. It is worth noting that while meeting new people and making friends was chosen by only 44.8% of the respondents, building social connections can still positively impact job satisfaction and overall well-being.

In conclusion, these results underscore the importance of fostering a supportive work culture and providing avenues for skill development and flexibility to attract and retain young summer temporary workers.
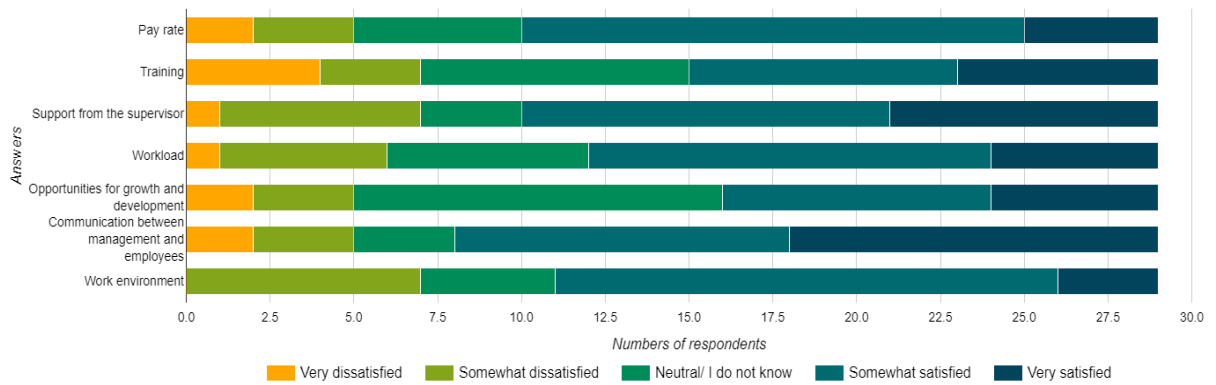
Figure 7 Current job satisfaction levels across various work factors
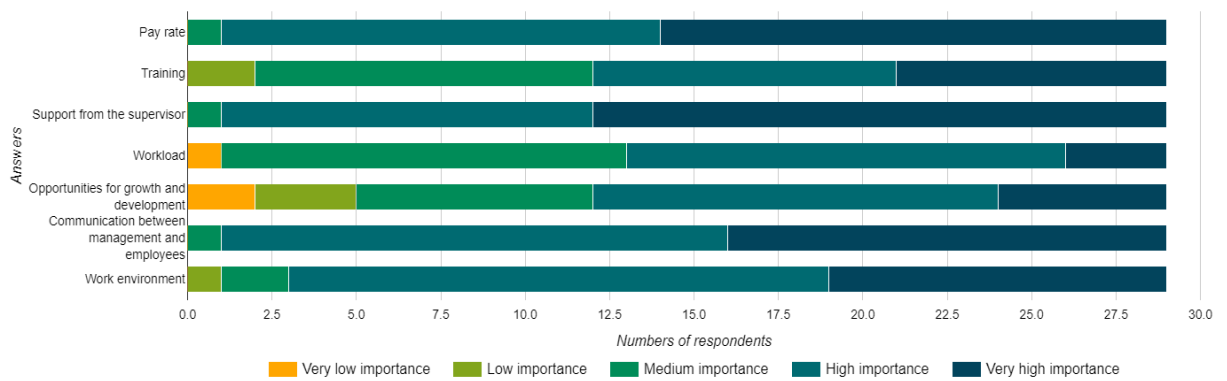
Figure 8 Importance levels of various workplace factors

Through surveying temporary employees and analysing their responses, section 5.11.2 was able to compile an analysis of the various factors affecting their job satisfaction and the individual importance of each factor, which will be analysed in more detail in the following chapter.

5.11.2 Quadrant Analysis of Satisfaction and Importance among Young Summer Temporary Workers: A Study of Distinct Factors in SIDORA ICE Ltd.

The satisfaction-importance quadrant analysis is a powerful tool that can be used to assess the level of satisfaction and importance of distinct factors among young summer temporary workers in an organization. This analysis is particularly useful for HR analysis as it provides a comprehensive view of the most important factors to employees and the areas that require immediate attention.

Overall, the satisfaction-importance quadrant analysis is a valuable tool for HR analysis as it helps organizations identify critical areas for improvement and develop appropriate strategies to enhance employee satisfaction and retention. By focusing on the most

important factors to employees and improving their satisfaction with these factors, organizations can create a more positive and productive work environment for their employees.
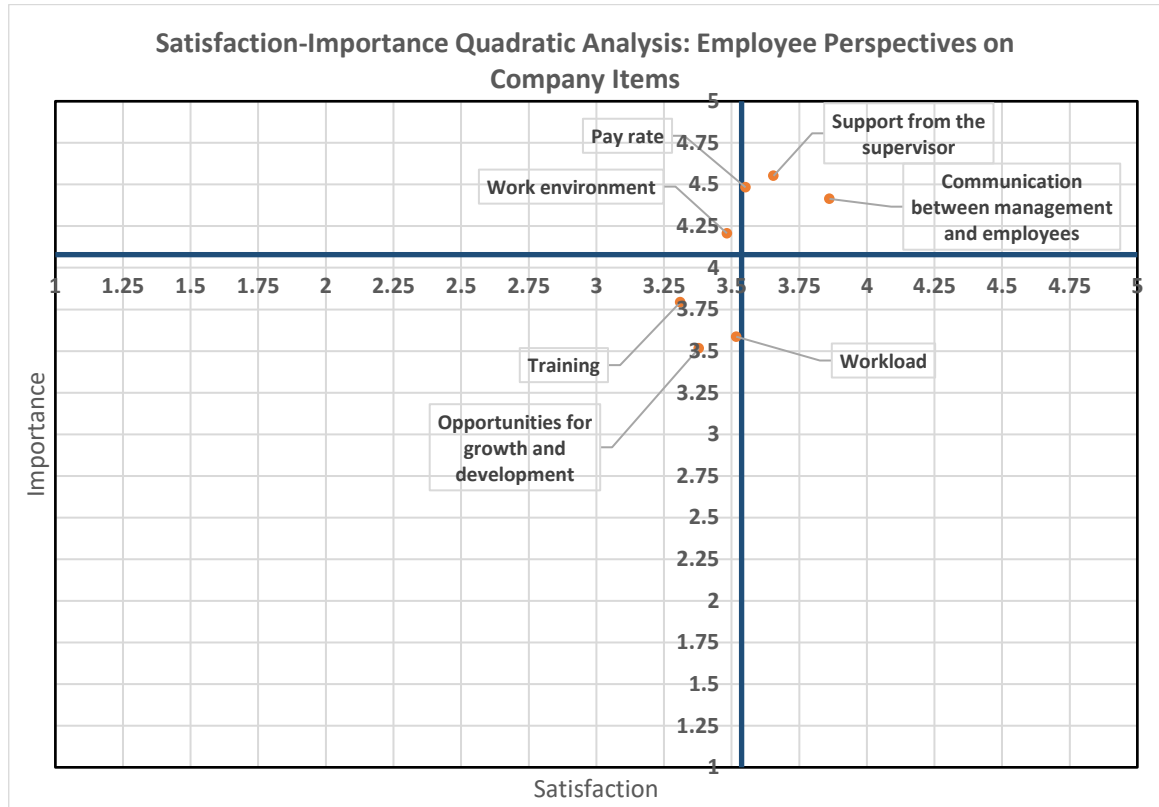
Figure 9 Employees' Satisfaction-Importance Quadratic Analysis

The quadratic analysis was conducted utilizing a scale ranging from 1 to 5, wherein 1 represented the lowest level of satisfaction and importance, and 5 represented the highest. The axes were calibrated based on the average levels of satisfaction and importance observed in the analysis. The findings show that, on average, employees are most satisfied with these elements and view them as necessary. With most criteria scoring above 3.5, the graph implies high employee satisfaction levels. Also, the graph shows that employees believe all aspects are essential, with most factors rating above 4. These results show that the business is doing an adequate job of serving the needs of its employees and fostering a positive work environment. Based on the results of the quadratic analysis, Figure 9 displays the factors that have been determined to be below average and above average.

5.11.2.1 Pay Rate

29 young temporary workers' responses indicate that there is a wide range of satisfaction with their pay according to the results.

Two 29 respondents said they were highly dissatisfied with their present income level, while three were just moderately unhappy. These replies show that some employees believe their present compensation is insufficient and may not satisfy their expectations or financial necessities.

Moreover, 5 respondents said they were unsure about their current wage level. This could imply that they are unsure of their opinion regarding their pay or lack the knowledge necessary to create a firm opinion.

The different reactions could result from various work experiences, educational backgrounds, employment duties, and financial demands. For instance, people with more education and experience may expect a higher income than those just entering the workforce.

Overall, the comments show that companies must assess and modify their compensation plans to make them competitive and aligned with temporary employees' expectations. Employers may also want to consider providing more information about the compensation package so that workers can decide before accepting a job offer.

28 out of the 29 respondents said they care about money at least somewhat, with 15 (51.7%) saying they must have it. This shows that the primary motivation source for most young temporary workers is the pay they receive. Due to the transient nature of their employment, many of the respondents may have been looking to maximise their earnings during their brief employment. As a result, none of the respondents responded that income is of low or very low priority. One respondent (3.4%) who ranked money as having a medium relevance could mean that other elements, such as the type of work they are doing or the workplace atmosphere, are equally or more significant to them.

Overall, the results indicate that to recruit and keep young temporary workers. Employers should prioritise paying attractive salaries.

5.11.2.2 Training

Based on the responses of 29 young temporary workers on their satisfaction with training, it can be concluded that most of them are neutral to somewhat satisfied with their current training. Specifically, 27.5% of respondents (n=8) reported being somewhat satisfied with their training, while 20.7% (n=6) were very satisfied. On the other hand, 13.8% (n=4) reported being very dissatisfied, and 10.3% (n=3) were somewhat dissatisfied.

Notably, a significant number of respondents (27.5%) were neutral about their training. This suggests they may not clearly understand what is expected of them or their training needs are unmet. In contrast, those who reported being satisfied with their training (51.7%) might be receiving appropriate training, which could lead to increased job satisfaction and productivity. Possible reasons for the dissatisfaction expressed by some respondents could be insufficient training, ineffective delivery of training, or the irrelevance of the training content to their job tasks. These factors could be addressed by providing more comprehensive and relevant training, improving the delivery methods, or increasing the frequency of training sessions.

In conclusion, the survey results suggest that young temporary workers are generally satisfied with their training. However, there is still room for improvement in addressing the needs of those who are dissatisfied or neutral towards the training provided.

34.5% of the respondents consider training vital, while 27.6% assign it very high importance. 31% consider training to be of medium importance. Only 6.9% of the respondents believe that training is of low or very low importance. These results indicate that training is an essential factor for young temporary workers.

5.11.2.3 Support from the Supervisor

In the survey, 29 respondents were asked about their satisfaction with the support they received from their supervisor.

Out of the respondents, the largest group consisted of those who were "somewhat satisfied" with their supervisor's support, with 11 workers (38%) selecting this option. The next largest group consisted of those who were "very satisfied," with 8 workers (28%) indicating they were happy with the support they received. In contrast, 1 worker (3%) expressed being "very dissatisfied," while 6 (21%) workers reported being "somewhat dissatisfied" with their supervisor's support. The remaining 3 workers (10%) chose the "neutral" option, suggesting a lack of strong opinions or mixed feelings. The low percentage of workers who selected "very dissatisfied" and "somewhat dissatisfied" may indicate that most temporary workers receive sufficient supervisor support. However, the group of 7 respondents (24%) who selected either "somewhat dissatisfied" or "very dissatisfied" still represents a significant proportion of the surveyed workers who feel unsupported. Reasons for dissatisfaction may include inadequate communication, lack of clear expectations,

insufficient feedback or recognition, or a perceived lack of interest or investment in their professional growth.

Based on the responses of 29 young temporary workers, it appears that the majority place a high or very high importance on support from their supervisor, with 59% selecting either "high" or "very high" as their response. Only one respondent selected "medium" as their response, while no respondents selected either "low" or "very low" importance. Overall, these results suggest that young temporary workers highly value support from a supervisor.

5.11.2.4 Workload

The majority of temporary workers (55%) are somewhat content with their workload, while just a tiny percentage of respondents (1%) are unpleased, according to the survey findings. The high percentage of temporary workers who are at least somewhat satisfied with their workload may be partly due to it being manageable and not overwhelming. Furthermore, it is conceivable that the temporary employees received appropriate support from their managers and clear instructions on managing their workload.

The results do, however, also show that some temporary employees (5%) have some issues with their workload. This could result from several factors, including a workload that is too great for them to handle or a lack of resources or help to complete their tasks.

Additionally, 6% of the respondents said they were neutral about their workload, which may mean they did not think it was too much or too little.

Employers must be aware of their staff members' workloads and give them the tools and assistance they need to do their responsibilities. If this is not done, temporary workers may become more dissatisfied, which would harm how well they perform at work and how productive they are.

The workload is rated as having a medium to high priority by respondents to the questionnaire. Only one of the 29 respondents said their workload was very low on their list of priorities, and no one else thought it was the case. The workload is of medium importance, according to twelve respondents, or 41% of the total, while the workload is of great importance, according to thirteen respondents, or 45%. Three respondents cited workload as extremely important, or 10% of the total.

5.11.2.5 Opportunities for Growth and Development

Only 17.2 % of the 29 temporary employees who responded to the survey said they were very or somewhat satisfied with their present employers' prospects for growth and development. While 6.9 % and 24.1% are extraordinarily and somewhat dissatisfied with the situation. 37.9 % of respondents, or the majority, have no opinion on this part of their work.

The high percentage of indifferent responses can mean that temporary employees are either unaware of or unable to take advantage of their existing positions' prospects for professional advancement. This can result from inadequate employer communication or a lack of orientation after hiring. A lack of enthusiasm and dedication to their work may be caused by temporary workers feeling that they are not offered enough possibilities for growth and development, as suggested by the proportion of unsatisfied responses. This lack of dedication could increase turnover rates and lower job quality.

Conversely, the proportion of positive responses can mean that temporary employees believe they have enough chances for development. As a result, productivity may rise, reduced turnover, and enhanced employee engagement.

According to the temporary workers' comments, there may be room for improvement in their existing employers' prospects for professional development. In order to boost temporary workers' engagement and dedication to the job, employers could think about communicating with and orientating them more about these options.

29 young temporary employees were asked to rate the value of possibilities for growth and development. Of those, 41% thought it was of medium importance, and 41% thought it was of high or very high relevance. Only 21% of respondents rated its importance as low or very low. Therefore, it can be concluded that most young temporary workers value possibilities for growth and development.

5.11.2.6 Communication between Management and Employees

For communication, 11 (38%) respondents were very satisfied, and 10 (34%) were somewhat satisfied with the communication between management and employees. On the other hand, 2 (7%) were very dissatisfied, 3 (10%) were somewhat dissatisfied, and 3 (10%) were neutral. The results suggest that most young temporary workers are satisfied

with the communication between management and employees. However, many respondents are neutral or dissatisfied, indicating room for improvement.

Possible reasons for dissatisfaction may include a lack of clarity or transparency in communication from management, inadequate opportunities for employee feedback or input, and a general lack of communication between management and employees. Additionally, temporary workers may feel left out of the communication loop, as they may not receive the same information or inclusion as permanent staff members.

The findings suggest that while many young temporary workers are satisfied with the communication between management and employees, there is room for improvement to ensure all workers feel heard, included, and informed.

Based on the responses of 29 young temporary workers, communication between management and employees is deemed to be of high or very high importance by 86% of the respondents. Only 3% of the respondents indicated that it has medium importance, while none considered it low or very low. These results highlight the significance of effective communication in promoting a positive work environment and ensuring the job satisfaction of temporary workers.

5.11.2.7 Work Environment

29 temporary employees participated in the survey and reported being satisfied with their workplace. None of the respondents said they were highly dissatisfied with the work environment, however, 7 respondents (24.1%) said they were only somewhat satisfied. While 15 respondents (51.7%) said they were relatively satisfied with their response, 4 (13.8%) rated it as indifferent. Only 3 respondents (10.3%) expressed high satisfaction with their workplace.

According to the findings, 24.1% of temporary employees are somewhat dissatisfied with their workplace. This may be due to several things, including inadequate lighting, the cold, or a small area. These elements may harm employees' well-being and productivity, causing unease and dissatisfaction.

The neutral responses (13.8%) may also indicate that some temporary employees lack a strong opinion about their workplace or are reluctant to share their genuine sentiments.

However, most respondents (51.7%) described themselves as somewhat satisfied. This shows that while the workplace may not be ideal, most temporary employees find it

tolerable. Nonetheless, there is still a need to find solutions to the workplace's problems and address the concerns of those who are just marginally satisfied.

The work environment was regarded as high to very high relevance by 55% of the respondents, medium to low importance by 34%, and not necessary at all by 3% of the respondents. The majority of young temporary workers place much value on their workplace.

5.11.3 Employee Engagement
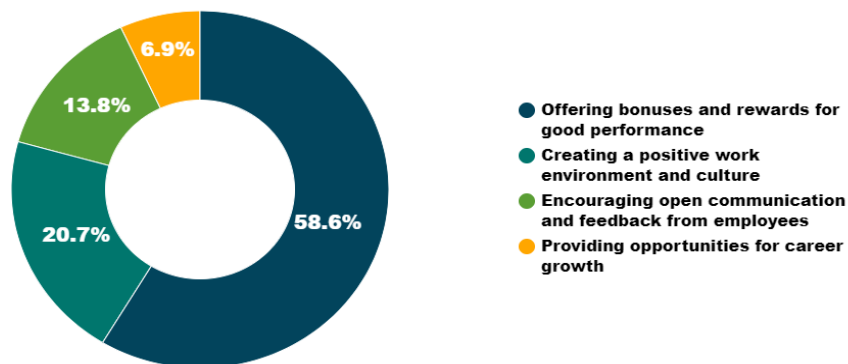
Figure 10 Employee Engagement Strategies for Seasonal Summer Jobs

Through surveying temporary employees, this question aims to identify the most effective strategies for increasing employee engagement in seasonal summer jobs. Of the 29 respondents, 17 (59%) believe offering bonuses and rewards for good performance is the most effective strategy for increasing employee engagement in their seasonal summer job. This indicates that financial incentives play a significant role in motivating temporary workers. Additionally, 6 respondents (21%) believe creating a positive work environment and culture is the most effective strategy. This highlights the importance of fostering a healthy and supportive workplace culture, even for short-term employees. Only 2 respondents (7%) think that providing opportunities for career growth is the most effective strategy, which may not be surprising given the short-term nature of their employment. 4 respondents (14%) believe encouraging open communication and employee feedback is the most effective strategy. This indicates that some temporary workers value being heard and having a say in how things are done, even if they are only there temporarily. Offering bonuses and rewards for good performance is the most popular strategy among young summer temporary workers for increasing employee engagement while creating a positive work environment and culture is also considered essential.

The employees were asked whether they felt adequately appreciated for their work. Of the 29 young summer temporary workers, 25 answered they felt adequately appreciated for their work, while the remaining four answered negatively. It suggests most workers feel valued and recognized for their contributions, while a small minority do not. Employers may want to consider implementing more strategies to ensure all employees feel appreciated and recognized for their work, especially those who may not feel valued.

The employees were asked how much their work tasks contribute to their personal growth and development. Out of the 29 young summer temporary workers surveyed, 10 (34%) stated that their work tasks contribute to their personal growth and development to a great extent, while 5 (17%) believed that it contributes significantly. On the other hand, 2 workers (7%) reported that their work tasks do not contribute to their personal growth and development. Additionally, 5 workers (17%) reported a significant contribution, while 7 (24%) stated a moderate contribution. The results indicate that most workers feel that their work tasks contribute moderately to their personal growth and development, with a significant proportion perceiving high or outstanding contributions. Employers may consider highlighting and encouraging growth opportunities as part of their recruitment and retention strategies.
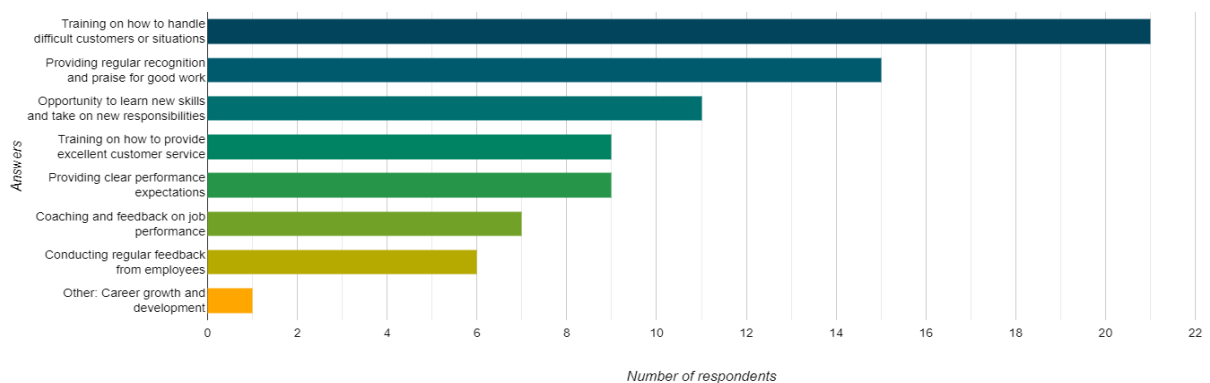
Figure 11 Strategies for Investing in Employee Satisfaction and Productivity

During the employee feedback session, they were asked about the steps to feel more engaged and invested in their work. This question was designed as a multiple-choice question. Of the 29 young summer temporary workers, most respondents chose "Training on how to handle difficult customers or situations" (72.4%) as their preferred step towards feeling more engaged and invested in their work. The second most popular choice was "Opportunity to learn new skills and take on new responsibilities" (37.9%). "Providing regular recognition and praise for good work" (51.7%) was also a significant factor for

respondents to feel more engaged. Interestingly, only one respondent chose "Career growth and advancement" (3.4%), suggesting that temporary workers focus more on immediate job satisfaction than long-term career opportunities. Employers may want to consider investing in training programs and regular feedback mechanisms to help temporary workers feel more engaged and invested in their work.

5.11.4 Employee Retention

The employees were inquired if they had contemplated departing from the organization. 18 of the 29 young temporary summer employees have thought about quitting their jobs at some time. While two have already departed, 16 of them have chosen to stay. According to the data, most employees considering leaving ultimately elected to stay, which may signify that they respect their jobs or the entire experience. The fact that almost two-thirds of the respondents have thought about quitting may also point to areas where employee retention and work satisfaction could be improved. To identify and address any issues that could result in employee turnover, employers would want to think about getting more feedback from their staff members.
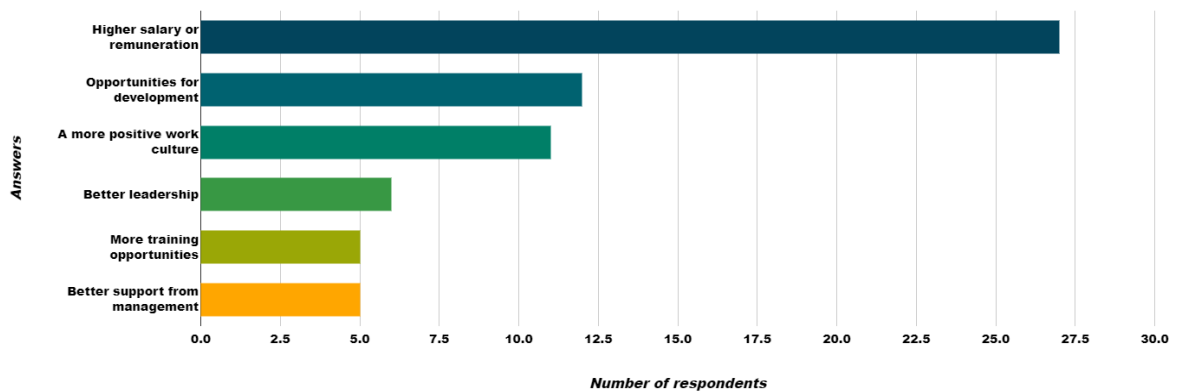
Figure 12 Factors Influencing Temporary Job Retention and Seasonal Continuation

The employees were queried regarding the determinants that would augment the probability of their continued engagement in temporary work during the upcoming session. The answers from 29 young summer temporary workers to the multiple-choice question regarding what would make them more likely to return to temporary work the following season were as follows: A greater pay or remuneration was mentioned by 93.1 % (27) of respondents, showing that financial incentives are significant in influencing their choices. Additionally, 37.9 % (11) and 41.4 % (12) named a more pleasant workplace culture and possibilities for advancement, respectively, as important factors. With only 20.7 % (6),

17.2 % (5), and 17.2 % (5) of respondents citing each, greater leadership, more training opportunities, and better management assistance were noted less frequently. These results show that employers may prioritise remuneration and career growth chances when considering ways to keep temporary workers.

The employees were asked to provide their likelihood of recommending this seasonal summer job to a friend or acquaintance. The majority of 14 of the 29 young summer temporary workers said they would highly suggest this seasonal job to a friend or acquaintance. Furthermore, five respondents said they were inclined to suggest the position. On the other hand, three respondents felt it would be unlikely to recommend the position, and two felt it would be highly improbable. Finally, five respondents do not have an opinion. These findings imply that most temporary summer employees valued their experience and would tell others about it. However, to guarantee that the company continues offering a great experience, it is crucial to address the worries of the few who felt reluctant to endorse the position.

5.11.5 Feedback and Suggestions

The employees were asked if they would appreciate the chance to give management comprehensive (anonymous) feedback regarding their work experience. 19 of the 29 respondents said they would be willing to give management in-depth, anonymous comments about their job experience. None responded negatively, indicating their willingness to offer helpful criticism to enhance the working environment. However, 10 employees responded neutrally, demonstrating a lack of a strong opinion. Management would benefit from encouraging and cultivating an environment that embraces employee comments and feedback, especially from those who feel neutral, because their opinions can be just as valuable as those of louder employees.

The employees were queried regarding their preferred frequency of feedback collection via a questionnaire if management decides to adopt this approach. Of the 29 responses, eight preferred feedback to be gathered every two months, while 14 preferred feedback to be gathered twice per season. Three respondents favoured monthly feedback collection, or roughly six times per season, whereas four respondents chose only one feedback session per season. This suggests that most employees prefer to have their feedback gathered at least twice per season, with a smaller percentage favouring feedback collected less

frequently. Employers can utilise this data to create a feedback system that helps employees' professional development and aligns with their preferences.

The employees were queried as to which method they would opt for when providing feedback in a professional capacity. This multiple-choice question asked young summer temporary workers about their preferred method for receiving feedback. The results indicate that the vast majority of respondents, 29 out of 35 or 100%, preferred to receive feedback through anonymous forms or surveys conducted online. Only a small minority of respondents, 2 out of 35 or 6.9%, preferred group calls, while 4 out of 35 or 13.8% preferred individual calls with a supervisor. These results suggest that employers should consider implementing online feedback mechanisms to improve the likelihood of receiving feedback from their employees. Furthermore, some employees may prefer anonymity when providing feedback, and this option should be considered when designing feedback mechanisms.

5.12 Qualitative Research Findings: Improving the Summer Temporary Worker Experience

The questionnaire instrument incorporated a qualitative component in addition to the quantitative section. The qualitative portion of the survey was administered to the same cohort of participants as the quantitative segment, with 29 respondents providing input on the factors that influence satisfaction and retention. However, the sample size varied slightly for specific responses as a subset of participants opted to provide additional elaboration on the subject matter. In order to improve the summer temporary worker experience, qualitative research was conducted to gain insights into the factors affecting employee satisfaction and retention. Respondents emphasized the importance of having positive relationships with co-workers, effective communication and support from supervisors, opportunities for personal and professional growth, and recognition for effort and accomplishment.

5.12.1 Factors Affecting Workplace Employee Satisfaction and Employee Retention

Understanding what factors contribute to employee satisfaction is crucial for employers looking to create a positive and productive workplace culture, the results show that for part-time workers the factors as follows are important:

1. Working conditions: Many respondents mentioned dissatisfaction with the working conditions, specifically the lack of access to basic amenities such as heating facilities. For instance, one respondent stated," Girls said they do not like that they cannot heat their food or sometimes they are cold and must stay there on cold days, and because of that, they wanted to leave." This highlights the importance of providing basic amenities in the workplace to ensure employee satisfaction.

2. Feedback from the respondents regarding their supervisors: The respondents generally said positive things about their supervisors. One respondent said, for instance, "the supervisor is a very nice person." This suggests that a good working connection with the boss might increase job satisfaction and possibly result in referrals of the position to others.

3. Job tasks: Many respondents noted that the job was low demand and simple, making it perfect for young people. The employment is suitable, not taxing, and ideal for young people, according to one reply. This implies that providing a workplace suited for young people and not unduly demanding can be a factor in luring and keeping employees.

4. Co-workers: The respondents were complimentary of the temporary work they worked with, suggesting that positive team dynamics contributed to their job satisfaction. One person, for instance, said, "The brigade was good." This emphasises how crucial it is to foster a supportive working culture.

5. Possibilities for flexibility: Respondents noted that the position provided opportunities for flexibility because they could alter the selling elements. One participant said, "You can even change the selling points." This suggests that flexibility in job duties can help employers recruit and keep talent. The flexibility of working hours and money came up as another subject. Time flexibility and part-time income were cited as reasons by respondents 6, 10, and 15 for continuing to work at their employment, respectively. This shows that giving employees flexibility over their schedules and paying them an adequate income can be essential factors in retaining them.

Based on the responses gathered, it can be stated that employee satisfaction has a significant impact on their decision to stay with the company. However, it should be noted that there are factors beyond the direct control of the company that also influence this

decision. For instance, the availability of temporary job opportunities in the region can affect employees' willingness to remain with the company.

The employees were asked about possible changes if they were in charge. The first recurring theme was responsiveness and communication. Several respondents said their experience might have been enhanced by improved communication and quicker resolution of technical problems. As an illustration, one respondent said, "I would recruit more people than last year - there was a shortage of staff in August." (1) Another respondent mentioned, "I would check more on the employees to make sure they are doing their jobs as they should." (7) This suggests that a lack of communication or responsiveness on the part of management may have led to some issues.

Employee motivation and engagement were the second focus. Many respondents thought management might have done a better job including and motivating workers. As an illustration, one respondent said, "More motivation for employee engagement in the ways already mentioned like anonymous questionnaires." (14) Another respondent suggested that management should ask for employee feedback and opinions, saying, "I would ask employees more about their satisfaction and their opinions." (15)

Another respondent proposed that management solicit input and opinions from staff members, noting, "I would improve the working conditions, as I have already written, we were plagued by wasps at the zoo." (11) Another respondent suggested that a water tap be installed in the stall to make it easier for employees to get water. (4)

The fourth theme had to do with scheduling and staffing. Staffing and scheduling problems were identified as influencing by several responders. For instance, one person proposed that shifts start later in the winter when business is sluggish. (13) A different respondent suggested hiring more personnel over the summer. (20)

The fifth theme was leadership and management practices. Some respondents stated that they wanted different management approaches or more management focus. One respondent offered the following example: "I would communicate better with the temporary workers since there is a need to be more interested in them". (21). One advocate for management to be more forthright and honest with temporary workers who do not work correctly. (17)

The sixth and last topic that was identified has to do with recompense. Some responders said they wished they had been paid more. For instance, one respondent recommended raising the wage to 130 CZK per hour. (26)

Based on the responses of the survey participants, it is evident that several factors significantly impact employee satisfaction in the workplace. Firstly, having positive and enjoyable connections with co-workers makes many employees feel content and happy in their jobs. Respondent #2 stated that working with friends was the key to their happiness, while respondent #13 highlighted the importance of a supportive supervisor in problem-solving. This suggests that interpersonal relationships and effective communication are vital to employee satisfaction.

Moreover, respondents identified personal and professional growth opportunities as significant contributing factors to job satisfaction. Respondent #20 mentioned that being financially rewarded for their efforts and flexibility was a source of contentment, while respondent #15 felt proud when recognized for leading by example. These comments show that employees appreciate recognition for their hard work and the chance to improve their skills and advance their careers.

Also, several respondents highlighted the importance of feeling a sense of accomplishment and recognition for their efforts. Respondent #28 emphasized the positive impact of a supportive supervisor, while respondent #30 found satisfaction in successfully selling a product. These responses suggest that when employees feel valued and appreciated for their efforts, they are likelier to feel happy and fulfilled.

The responses indicate that a few recurring themes influence job satisfaction for this group of respondents. The first theme is the social aspect of the job. Respondents mentioned the importance of establishing friendships at work and feeling like they belong to a team. One respondent expressed dissatisfaction with not having made friends at their current job, contrasting it with their previous work experience, where they developed close relationships with colleagues. This indicates that social relationships and a sense of belonging are crucial for job satisfaction for these respondents.

The second recurring theme is related to onboarding. Respondents suggested that training should be more thorough, and there can be difficulties in setting up the position and communicating requirements. For employees who are trying their best but may not feel adequately prepared to manage unforeseen obstacles, this might cause dissatisfaction and confusion. Underestimating employee adaptation can have negative consequences for an organization, as it can lead to lower employee satisfaction and higher employee attrition rates. When employees are not given the necessary resources or support to adapt to changes in their job responsibilities, work environment, or company culture, they may feel

frustrated, overwhelmed, or undervalued, which can negatively impact their motivation and morale. Over time, this can result in employees leaving the organization in search of a more supportive and fulfilling work environment. Thus, it is important for organizations to prioritize employee adaptation and provide the necessary resources and support to facilitate successful transitions.

The third theme is management and leadership. While generally viewed favourably, respondents mentioned that there is always room for improvement. For example, one respondent mentioned that last-minute schedule changes could be frustrating and suggested that the business consider rewarding employees who fill in someone else's shift. This theme implies that there are still some areas where improvements could be made to support employees better and increase their job satisfaction.

Finally, the fourth theme that stands out is the desire for variety and exploration. Respondents expressed that the opportunity to do various jobs allows them to meet new people and travel to different areas, which they value. This shows that these respondents yearn for variety and novel experiences.

In conclusion, the results suggest that social ties, training and preparation, management, study's results indicate that social ties, training and preparation, management, and variety are significant determinants of job satisfaction for the respondents. By addressing these issues, the business may increase employee retention and satisfaction. Factors such as a positive work atmosphere, effective communication and support from managers, opportunities for personal and professional growth, and recognition for effort were critical factors impacting employee satisfaction. Prioritizing these aspects can help organizations foster a positive work environment and improve employee satisfaction. The study also identified key factors influencing respondents' experiences, including communication, employee engagement, workplace conditions, staffing and scheduling, management style, and compensation. Management can improve employee happiness and retention by addressing these themes, as some respondents expressed satisfaction while others suggested improvement.

The replies reveal many themes and patterns addressing the elements affecting employees' decisions to remain at or leave their workplaces.

The issue of job satisfaction is one of the most prevalent. Based on the responses, several themes and patterns emerge regarding the factors influencing employees' decisions to stay or leave their jobs.

One of the most common themes is job satisfaction. More respondents than expected said they like their jobs, find them fulfilling or challenging, or are content with their current employment. For example, respondent 2 stated, "No, I haven't considered it because I enjoy it, and I'm glad I did," while respondent 9 said, "No, I haven't considered it because I enjoy the work." This indicates that job satisfaction plays a crucial role in employee retention.

The availability of employment options in the employees' subject of study is a central theme. Many respondents stated that they had thought about quitting since they could not find part-time work in their subject of study. For example, respondent 1, said, "Yes, but I stayed because I cannot find a part-time job related to my field of study." This emphasises the importance of matching job opportunities with those with the skills and interests needed. It highlights the importance of matching employees' qualifications and interests with job opportunities.

The behaviour of customers or unpleasant customers is another theme that emerged as a factor influencing employees' decisions to leave. Respondent 4 stated, "Yes, I have considered leaving because of customer behaviour," while respondent 5 said, "Yes, I have considered leaving due to unpleasant customers." This demonstrates how interacting with challenging clients can harm employees' well-being and job satisfaction, making them consider quitting. This shows that dealing with demanding customers can affect employees' well-being and job satisfaction, leading them to consider leaving.

Personal development and growth are the last aspects identified as having the potential to affect an employee's decision to stay or go. While respondent 29 sought a career that would allow them to advance, respondent 13 noted that the job helped them get over their fear of talking to people. This shows that if workers feel like they are progressing professionally, they may be more likely to stay with their employers.

In summary, some primary reasons affecting an employee's decision to stay or leave their job are job satisfaction, career chances, handling challenging customers, financial flexibility, and personal growth and development.

Another theme that emerged is the flexibility of working hours and income. Respondents 6, 10, and 15 mentioned staying in their jobs because of the time flexibility and part-time income, respectively. This suggests that controlling their schedules and earning an adequate income can significantly affect employee retention.

Lastly, personal growth and development also emerged as a factor influencing employees' decisions to stay or leave. Respondent 13 mentioned that the job helped them overcome their fear of talking to people, while respondent 29 wanted a job that would allow them to develop. This suggests that employees may be more likely to stay in their jobs if they feel they are growing and developing professionally.

In summary, job satisfaction, job opportunities, demanding customers, flexible working hours and income, and personal growth and development are key factors influencing employees' decisions to stay or leave their jobs.

5.12.2 Temporary Workers' Suggestions for Increasing Engagement in the Workplace

Employees have suggested that they would be more engaged if their workplaces were cleaner, safer and more orderly. They have also emphasised the importance of productivity, adaptability, and interpersonal communication, which can be improved by providing clear instructions, training, and incentives for doing a good job. Employees have suggested that salaries and bonuses will boost their level of engagement, and they are more engaged when recognised for their efforts. They have also claimed that advancing their careers will boost their level of engagement, and when there is open communication between managers and supervisors and when an employee's efforts are recognised and rewarded, the workforce has a greater sense of engagement. Lastly, employees have suggested that customer service training and effective workplace communication are crucial to enhancing employee engagement. The findings show that temporary workers would welcome:

1. Better working conditions: Several respondents claim they would be more involved if their workplaces were better. For instance, one respondent stated that they would like a clean workplace when they arrived for work. Added one more respondent: "Enhance the working environment. The zoo had a nest of wasps right next to our booth last season, and they constantly bothered us as we worked." These responses highlight the value of a safe and orderly workplace for employee engagement and well-being.

2. Enhanced employee motivation and effective communication in the workplace: Effective communication, productivity, and recognition emerged as common themes in responses regarding employee motivation. Respondents emphasized the importance of training on managing challenging situations, providing incentives for good work, and open communication between managers and employees. One respondent stated, "Rewards for hectic shifts. The days become difficult at that point, and the temps need to be inspired to keep working hard." This indicates that clear instructions, training, and recognition of effort can motivate employees to work more productively. Better management communication was also emphasized, with one respondent suggesting a financial bonus for completing required tasks. Workplace communication skills were also essential for co-workers, managers, and clients. Recognition for high skill and independence levels was also suggested to motivate employees. These findings suggest that effective communication and recognition can increase employee engagement and motivation in the workplace.

3. Higher pay and more bonuses: Several respondents suggested that salaries and bonuses will boost their level of engagement. For example, one respondent said, "Definitely an increase in hourly pay, or for example, having some percentage of bonuses when earning above a certain amount." Another respondent suggested, "Bonuses for a busy day when sales are above average." These results imply that workers are more engaged when recognised for their efforts.

4. Better career growth and development: Several respondents claimed that advancing their careers will boost their level of engagement. One respondent said, "Nowadays, better pay and the possibility of some training." Another respondent suggested, "More reward for autonomy. Praise and a chance to voice my opinion on improving the running of the booth." According to these comments, employees are more likely to feel engaged when they have possibilities for professional development and progress and when they believe their perspectives are appreciated.

6. Better importance of customer service training: Most respondents expressed the importance of adequate customer service training, mainly when working with challenging clients. A structured training programme that covers dealing with irate, disturbed, or demanding customers was recognised by respondents as helping boost employees. Respondents mentioned that a formal training program that addresses handling angry, upset or difficult customers would help build employee confidence and

competence and confidence. One respondent mentioned that "how to handle difficult customers" training with a certificate of completion sounds good. Other respondents echoed this sentiment as well.

The qualitative feedback from employees suggests that they are most engaged when they feel valued, appreciated, and rewarded for their hard work. Clear communication, a clean and safe working environment, and career growth opportunities are also important. Adequate customer service training and effective workplace communication are crucial for creating a positive work atmosphere. Praising and thanking staff for their abilities and independence can boost engagement and motivation. By addressing these themes, organisations can improve employee satisfaction, customer satisfaction, and overall performance. In conclusion, the qualitative data highlights the importance of recognizing and addressing these critical factors in creating a positive and engaged workforce.

5.12.3 Key Themes Identified from Qualitative Analysis of Employee Feedback

A questionnaire analysis reveals that positive relationships with co-workers, effective communication and support from supervisors, opportunities for personal and professional growth, and recognition of hard work and accomplishments are crucial for employee satisfaction and retention in temporary jobs. Respondents indicated that working with friends, having a friendly supervisor, and opportunities for personal and professional growth contributed to their job satisfaction. They also appreciated receiving praise and financial rewards for their efforts. However, insufficient training, last-minute schedule changes, and the need for variety and novel experiences were identified as negative factors.

Employers can improve the temporary job experience by building positive relationships with co-workers, providing effective communication and support from supervisors, offering opportunities for personal and professional growth, and recognizing hard work and accomplishments. Respondents suggested better working conditions, improved work efficiency and communication, opportunities for personal and professional growth, and recognition and appreciation of hard work and accomplishments as recommendations for improving the temporary job experience.

Overall, the survey results provide valuable insights into the factors contributing to employee satisfaction and retention in temporary jobs. Employers can create a more positive and rewarding work environment that promotes employee satisfaction and retention by addressing the key and negative factors.
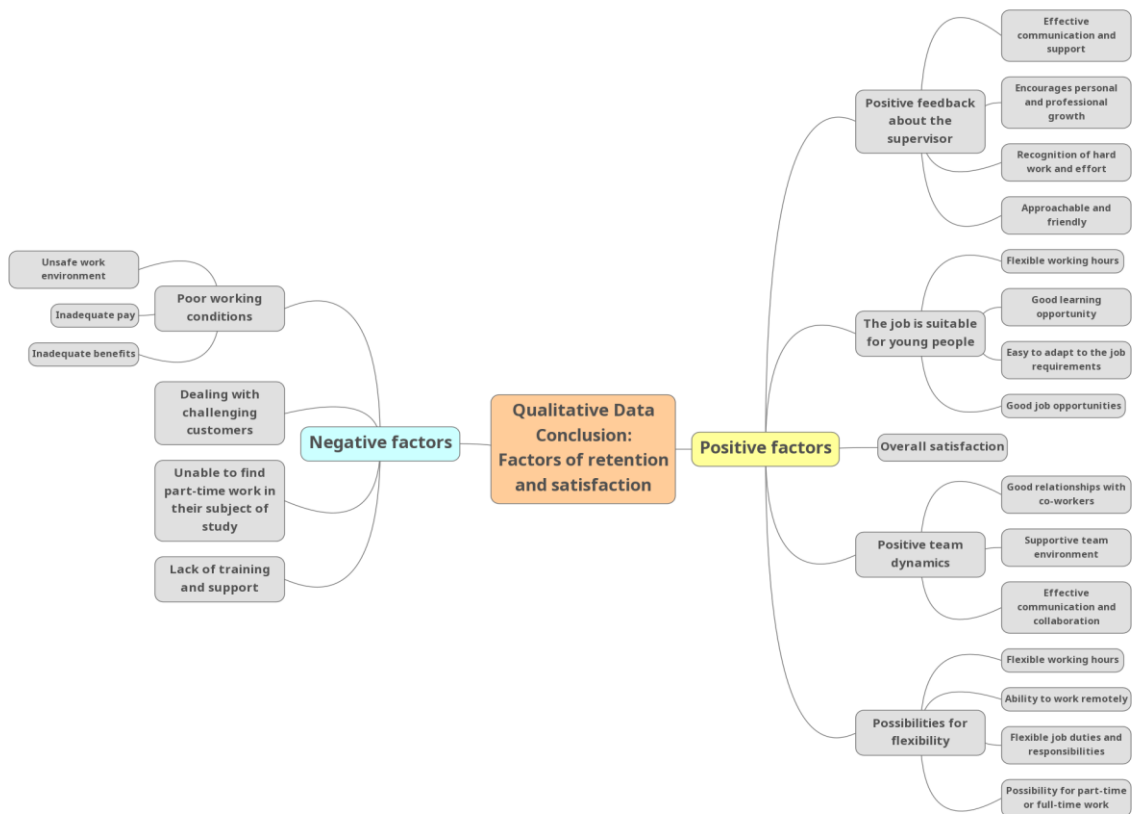
Figure 13 Qualitative Data: Factors of Retention and Satisfaction

CONCLUSION OF THE ANALYTICAL PART

The analysis of the current state of human resource management at SIDORA ICE Ltd. has revealed several areas that require improvement. Firstly, the company should focus on training and development for temporary workers. This will ensure that employees are adequately equipped with the skills and knowledge they need to perform their duties effectively. Additionally, the company should publish a pay policy and establish metrics for performance evaluation to increase transparency and fairness in remuneration.

Working conditions, feedback from supervisors, job tasks, co-worker relationships, and opportunities for flexibility were identified as the top factors affecting employee satisfaction and retention. It was found that employee satisfaction has a significant impact on their decision to stay with the company. It is important to note that while metrics for performance evaluation were identified as an area for improvement in the analysis of human resource management at SIDORA ICE Ltd., this may not be feasible for temporary employees due to the nature of their work. Temporary employees often have flexible shifts, and their performance may be influenced by factors outside of their control, such as weather conditions, or zoo attendance. Therefore, it may not be practical to implement metrics for performance evaluation for temporary employees. Instead, other measures such as regular feedback, training, and recognition programs can be implemented to improve their engagement and productivity. It is important to ensure that any improvements made to human resource management practices align with the strategic planning of the company's executives. Detailed planning and implementation will be required to ensure that any changes are effective and sustainable. By taking a strategic approach to human resource management, SIDORA ICE Ltd. can create a positive and productive work environment that supports its business objectives.

Furthermore, improvements should be made to working conditions in the temporary workers' booth to ensure that employees are comfortable and safe while on the job. Training and awareness programs for temporary workers should also be enhanced, and regular feedback should be encouraged to address any issues that may arise. The analysis also highlights the need for a positive company culture and pleasant employee relations. SIDORA ICE Ltd. should create a supportive work environment that encourages employee engagement and fosters a sense of belonging. This can be achieved through effective communication, team-building activities, and recognition programs.

6 PROJECT FOR HR WORK IMPROVEMENT WITH TEMPORARY EMPLOYEES AT SIDORA ICE LTD.

The HR thesis project aims to enhance SIDORA ICE Ltd.'s use of temporary workers. The project is based on qualitative and quantitative data from a questionnaire given to temporary workers and managing director interviews. The project aims to pinpoint areas that need improvement and offer ideas for improving training, changing the organisational structure, and altering the system for allocating shifts. In order to decrease errors, a system will also be set up for entering personal information and automating administrative procedures.

The project also offers guidance for enhancing the working environment, focusing on how unfavourable temperatures have affected employee dissatisfaction. The suggested methods create a more welcoming and comfortable working environment.

The project's recommendations will help the business in several ways. First and foremost, improving the training procedure will guarantee that the temporary employees have the abilities and information required to carry out their tasks properly. As a result, productivity will increase, and work quality will improve. Employee motivation and engagement will also increase with organisational structure changes, opportunities for personal growth, and bonuses. The continuous feedback loop will also assist in identifying and resolving potential problems, creating a more effective and efficient work environment.

The shift allocation system can be changed, and administrative procedures can be automated to improve efficiency. This will help the HR department operate more effectively while saving time and resources. Finally, enhancing the working environment will result in greater employee satisfaction, enhancing employee retention and overall business performance.

The project's overall goal is to address the areas identified for improvement and offer recommendations that will help the business in many ways, including increased productivity, employee engagement and motivation, increased efficiency, and improved employee satisfaction.

6.1 Objectives of the Project

By streamlining the training process, modifying the organisational structure, creating an online system for shift allocation, suggesting improvements to the working environment,

and establishing a pertinent logical framework for project design, the goals of this HR thesis project are to improve the work with temporary workers at SIDORA ICE Ltd.

- The goal is to increase employee satisfaction and engagement by 20% by optimizing the training plan and working conditions while improving the perception of supervisor support.

  a) To optimize the training process for temporary workers in SIDORA ICE Ltd. by developing online theoretical training modules and training programs for dealing with demanding customers. The timeframe is set for the end of the season, i.e. until 31.10.2023.

  b) To modify the organisational structure and autonomy distribution to increase staff motivation and opportunities for personal growth, including offering bonuses and ongoing feedback loops between managers and staff.

  c) Establishing a shift allocation online system that allows employees to view available shifts immediately and automates administrative procedures for entering personal data to reduce errors.

  d) To make suggestions for ways to improve SIDORA ICE Ltd.'s workplace, focusing on unfavourable temperatures that negatively impact employee satisfaction.

The project seeks several anticipated benefits for the company and its workforce. Increased employee awareness, which will contribute to developing a more informed and knowledgeable workforce, is one of the main advantages. This will result in better working conditions, such as better safety precautions and a healthier workplace. Additionally, greater awareness will help workers complete their tasks more quickly and effectively, enhancing the standard of work output in the process. In the end, it is anticipated that these advancements will lead to higher levels of employee satisfaction, increasing retention rates and motivating the workforce.

6.2 Critical Activities of the Project

These essential activities are arranged in a logical table format for ease of use and tracking, with each activity category and its corresponding sub-activities listed in separate rows and columns.

The first category includes training and development-related activities, such as the supervisor's preparation and delivery of theoretical presentations (1.1) and experienced employees' practical demonstrations (1.2). With a comprehensive manual, the supervisor provides, these activities ensure that employees have the knowledge and abilities to carry out their duties effectively and deal with challenging customer types (2.1) (2.2).

Activities about employee support and performance management fall under the second category. This entails scheduling frequent peer check-ins (3.1), carrying out frequent performance reviews (3.2), and exchanging feedback with staff members (3.3). These initiatives seek to identify any challenges workers may face and ensure they have the support they need to perform at their best.

The third group of activities relates to management's support and provision of resources, such as providing appropriate clothing (4.1), fans and portable heaters (4.2), sufficient hydration (4.3), and scheduling adjustments (4.4). These initiatives seek to provide staff with the tools and assistance to complete their jobs efficiently and safely.

The fourth category includes tasks involved in creating and implementing a new shifting system, such as performing a needs analysis (5.1), speaking with employees to learn about their preferences and needs (5.2), creating a new shifting system (5.3), testing the system out on a small group of employees (5.4), educating staff members about the new system (5.5), and monitoring and evaluating the new system (5.6).

The fifth and final category includes knowledge management and sharing-related tasks, such as identifying knowledge-sharing opportunities and gaps (6.1), creating a knowledge-sharing strategy and action plan (6.2), informing staff members of the strategy (6.3), and setting up a platform and tools for knowledge-sharing (6.4). These initiatives ensure that information is effectively shared within the company and that staff members can access the data required to carry out their duties effectively.

6.2.1 Division of Training Program and Hands-On Training for Newbies in Booth Operations

Based on the questionnaire's results, the management has split the training programme into theoretical and practical components. The supervisor, as a trainer, will prepare a thorough presentation for the theoretical portion. The presentation will go over the fundamentals of the position, the company's mission, the product line and its features, sales techniques, customer communication strategies, and methods for raising customer satisfaction. The

presentation will also cover workplace safety, accident prevention, and the fundamentals of good hygiene when handling food. The manager will also share details about how the work is organised, such as team communication, task distribution, and business procedures and systems.

During the practical demonstration, the supervisor will use experienced, hand-picked staff to show how the booth operates. The seasoned temporary workers will outline what is expected of them and the structure of hands-on training. For example, they will demonstrate how to use the vending freezer, the coffee maker, the Choco Kebab, and iced coffee.

The novices will have the chance to give feedback to the supervisor and ask any additional questions following the training. The experienced temps will also give the manager feedback on the new hires' performance during their shift, suggestions for improvement and any topics they discussed.

In conclusion, the temporary worker training programme offers thorough theoretical and practical training covering every aspect of the job, including product knowledge, sales techniques, customer communication, workplace safety and hygiene and the company's work organisation. In addition to offering a hands-on learning experience, using experienced staff during practical training also gives these employees autonomy and importance. Additionally, the training programme and overall work environment can be improved thanks to their feedback and improvement suggestions. Companies can encourage their staff to perform to their highest potential and contribute to their success by rewarding experienced temporary workers for their efforts and providing individual wage increases. This strategy can improve morale, increase retention, and foster a supportive workplace environment. A training programme can improve performance, increase job satisfaction, and improve customer service by recognising experienced staff.

6.2.2 Addressing Employee Challenges with Customer Management through Focused Training

According to management's analysis, some temporary employees were considering leaving their jobs because of challenges managing customers. The manager has organised a training session on handling demanding customers to address this issue.

The supervisor will first compile information on the complaints made by clients and pinpoint the underlying reasons for their dissatisfaction. Based on this knowledge, the

manager will create a training session to give staff members the abilities and knowledge to deal with challenging circumstances and clients more successfully.

The training will emphasise the value of maintaining a professional attitude even in trying circumstances to assist employees in feeling more secure and stable in their roles. The objective is to allow staff members to deal with challenging clients confidently and skilfully, ultimately enhancing the client experience.

The business will profit from employees who can handle difficult situations by offering specialised training on managing demanding customers, creating a more upbeat and professional work environment. Additionally, the enhanced customer experience will boost client loyalty and satisfaction, which will ultimately help the business succeed.

6.2.3 Enhancing Performance and Productivity of Summer Temporary Workers through Ongoing Peer Feedback

The summer temporary worker project seeks to improve employee performance and productivity through peer feedback between supervisors and workers. Regular check-ins, performance evaluations, and peer feedback are the three main sub-processes that this strategy uses.

In the first sub-process, the supervisor arranges frequent check-ins with co-workers to discover staff difficulties at work. This allows the manager to address any concerns or problems while informing them about the employees' progress. The employees feel more supported and can get advice on improving their work by having regular check-ins. Regular performance reviews are an efficient way to assess employee performance and pinpoint areas for development, and they are a part of the second sub-process. The manager can give feedback on the employees' strengths and improvement areas. This fosters a culture of lifelong learning and growth, which can boost motivation and job satisfaction. The third subprocess entails giving the supervisor and the staff feedback on each other's work. This feedback can be shared honestly and openly, fostering a more cooperative work environment. Both the employees and the supervisor can benefit from one another's knowledge.

Building a positive workplace, improving employee performance, and encouraging employee development depend on the ongoing peer feedback process. The employees feel more supported and have access to feedback on improving their work thanks to frequent check-ins, performance evaluations, and mutual feedback. Increased productivity and job

satisfaction follow from this. This procedure also enables the manager to monitor the development of the staff and spot areas that might require more assistance or training. The peer feedback process supports and develops staff members and fosters a positive work environment.

6.2.4 Project to Enhance Working Conditions for Summer Temporary Workers in Booths During Inclement Weather

Another part devoted to the project's goal for temporary summer employees working in booths is to modify the workplace for their comfort, particularly in bad weather. The project entails four crucial actions that management will take to guarantee the security and comfort of the workers.

Businesses must ensure that their temporary employees wear appropriate clothing, especially during inclement weather. The workers may not be adequately protected from unpleasant conditions if they only wear branded t-shirts. In order to ensure visibility and consistency in brand identity, management is advised to outfit their staff in appropriate clothing that is both weather-appropriate and branded. The company can ensure the safety and protection of its employees by providing weather-appropriate clothing, such as branded sweatshirts, thereby avoiding any potential illnesses or injuries that may arise from exposure to inclement weather. This preventative measure demonstrates a business's dedication to the welfare of its temporary employees and can raise retention and overall employee satisfaction. The provision of appropriate clothing for temporary employees not only protects their health and wellbeing but also strengthens brand recognition and identity.

The second step is that the management will offer fans and portable heaters to control the temperature inside the booth. Portable heaters will keep the workplace warm and comfortable in cold weather, while fans will keep the workers cool and comfortable in hot weather by providing adequate ventilation.

The workers will receive adequate hydration, according to the management. Staying hydrated, especially in hot weather, is essential to maintain good health. The management will see to it that there is enough water in the booth and will encourage the staff to hydrate frequently.

In order to give employees enough breaks and allow them to work reasonable hours, management will modify the work schedules. This action will reduce fatigue, stress, and burnout, reducing the risk of accidents and injuries.

Assessing the current working environment, identifying areas that require improvement, and designing suitable solutions are all steps to implement these measures. The management will also speak with the staff to learn about their wants and needs and ensure the measures work.

It is impossible to overstate the significance of this project. Temporary workers face harsh working conditions, increasing their risk of accidents and health issues. Management will protect the employees by modifying the workplace for their welfare while boosting their output and sense of fulfilment at work. Additionally, this project will support the development of an environment at work where everyone's health and safety are valued.

In conclusion, the project for temporary workers in booths aims to modify the working environment for their well-being during inclement weather. Proper attire, fans and portable heaters, adequate hydration, and adjusted work schedules are the four primary measures management will implement to protect employees and foster a positive workplace culture. This project emphasises the value of putting employee health and safety first, and the employees and the organisation will feel the effects.

6.2.5 Designing a New Shifting System: Enhancing Operations and Employee Satisfaction

The project for temporary summer employees entails creating a new shifting system to enhance operations and cater to the needs of the organization's employees. The supervisors first conduct a needs assessment to determine the organisation's needs for the new system. This step is essential for establishing the new system's goals and objectives and ensuring they are consistent with the organization's mission and vision.

The next step is to hold employee interviews to determine their requirements and preferences for the new system. This step is equally crucial because it gives the staff a voice in the design process, which can boost their engagement and motivation for the project. Employee feedback can also be used to make sure the new system is user-friendly and meets their needs.

After gathering the necessary data from the needs assessment and employee consultations, the supervisor can create a new shifting system that considers the organisation's needs and employee preferences. A pilot test of the new system is carried out with a small group of employees after it has been developed. This step is essential because it enables testing and improvement of the new system prior to its more comprehensive implementation.

The new shifting system is then further improved using input from management and employees. By taking this precaution, any problems or worries are resolved before the system is fully implemented, lowering the possibility that business as usual will be adversely affected.

The employee is then trained on the new shifting system by the supervisor, who also ensures they are familiar with it and can use it correctly. The supervisor monitors and assesses the new shifting system to ensure it accomplishes its goals and implements any necessary corrections.

This project's significance cannot be overstated. The effectiveness of the company can be increased, as can employee satisfaction and turnover can all be decreased with a new shifting system. Additionally, since top talent is more likely to stay with a company that values their needs and preferences, it can aid the organisation in attracting and keeping that talent.

In conclusion, the project involving designing a new shifting system for temporary workers is essential to the company's success. The procedure, which starts with a needs analysis and continues with pilot testing and system improvement, guarantees that the new system satisfies the needs of both the organisation and its users. The project is an investment in the organisation's future success because implementing a new shifting system can significantly impact how the organisation operates.

6.2.6 Implementing Knowledge-Sharing Adjustments for Summer Temporary Workers in Booth

Implementing knowledge-sharing changes will benefit the summer interns in a booth. The supervisor of this project will start by identifying opportunities and gaps in knowledge-sharing. This includes identifying potential failure points and the people the temporary workers may need to contact in an emergency.

The supervisor will create a knowledge-sharing strategy and action plan based on the needs assessment results. Finding suitable information-sharing platforms, like Google Sites or Trello, will be necessary. Information on problem-solving methods and emergency contacts will be shared through these platforms.

After developing the strategy and action plan, the supervisor will share this knowledge-sharing strategy with the staff. The available information and when to use it will be made

known to the staff. This will guarantee that all temporary workers have the information and tools to handle problem-solving scenarios successfully.

Finally, the manager will organize a platform and tools for knowledge sharing that will be used to communicate critical information to the temporary employees. This platform will be simple and accessible, enabling rapid and effective information dissemination.

Imparting crucial information and tools to temporary employees will speed up problem-solving processes and increase the number of employees with the necessary skills. This will enhance the temporary employees' overall efficiency and effectiveness in the booth, resulting in a better experience for both the employees and the customers.

6.3   Responsibility Assignment Matrix

When it comes to making decisions, several key roles are involved in the process: the Driver, who guides the discussions and ensures timely decisions, the Approver, who has the final say on the outcome. The Contributors, who share their expertise to drive the decision, and the Informed, who need to be kept up to date on the decision-making process.:

a) Driver (D): The person who is responsible for driving the decision-making process. They facilitate discussions, provide guidance, and ensure that decisions are made promptly.

b) Approver (A): The person who has the authority to approve or reject the decision. They are ultimately responsible for the outcome and are accountable for its success or failure.

c) Contributors (C): The individuals who provide input and expertise to the decision-making process. They share their knowledge and experience to help drive the decision in the right direction.

d) Informed (I): The people who are kept up-to-date on the decision-making process but are not actively involved in making the decision. The decision may impact them, and need to be informed about its outcome.

Table 4 DACI Responsibilities Matrix

DACI matrix						
	Task	CEO	Supervisor	Temporary workers	Graphic designer	IT worker
A	Training and hands-on experience for new booth operators	A, I	D, C	I		
B	Customer management training for addressing employee challenges	A, I	D, C	I		
C	Peer feedback for enhancing the productivity of summer workers	A	D, C	C, I		
D	Improving working conditions for temporary booth workers during bad weather	D, A	D, C	I	C, I	
E	Designing new shift system for temporary workers	A, C	D, C	I		
F	Knowledge-sharing adjustments for summer workers in booths	A, I	D, C	I		C

6.4 Time Analysis

In this chapter, a time analysis of the individual sub-activities is carried out, from which the Gantt chart is further produced. The timetable identifies the start and end dates by which the action should be completed and shows the sequence of activities and the duration and systematic progression. The Gantt chart is mainly created in this thesis for faster and better orientation in the time sequence of activities.

6.4.1 Training Programme

A timeline of events is first developed for temporal analysis. Then a Gantt chart is developed. The timeline provides a systematic representation of the order of events and their respective timestamps, as shown in the table below. The Gantt chart also graphically represents this data. The main goal of the Gantt chart in this thesis is to make it easier to understand the order of events quickly and clearly. The durations are shown in actual calendar days on the timeline and the Gantt chart. The project is the sole focus of the timeline and diagram.

Table 5 Time analysis: New Training Programme

	Division of Training Program and Hands-On Training for Newbies in Booth Operations		
	Task	Duration [working days]	Predecessors
A	Project kick-off meeting	1	
B	Conduct questionnaire survey	14	A
C	Analyze questionnaire results	6	B
D	Divide the training program into theoretical/practical components	4	C
E	Prepare a thorough presentation for the theoretical portion	14	D
F	Create slides for presentation	4	E
G	Compile product knowledge information for presentation	4	F
H	Gather sales techniques and customer communication strategies for presentation	4	F
I	Develop workplace safety and hygiene slides for presentation	2	F
J	Review and finalize presentation slides	4	G, H, I
K	Train supervisor to deliver a presentation	2	J
L	Select and train experienced temporary workers for practical demonstration	8	E
M	Conduct hands-on training for newbies using experienced temporary workers	20	K, L
N	Allow novices to give feedback and ask questions	4	M
O	Receive feedback from experienced temps on new hires' performance and suggestions for improvement	4	M
P	Implement feedback/suggestions and reward experienced temporary workers for their efforts	12	N, O
Q	Project wrap-up meeting	1	P

```
Results ----------

Multiple critical paths exist.

Activity          Precedences
A
B                        A
C                        B
D                        C
E                        D
F                        E
G                        F
H                        F
I                        F
J              G, H,  I
K                        J
L                        E
M              K,  L
N                        M
O                        M
P              N,  O
Q                        P

Project completion time =  90
```

	Activity time	Early Start	Early Finish	Late Start	Late Finish	Slack
A	1	0	1	0	1	0
B	14	1	15	1	15	0
C	6	15	21	15	21	0
D	4	21	25	21	25	0
E	14	25	39	25	39	0
F	4	39	43	39	43	0
G	4	43	47	43	47	0
H	4	43	47	43	47	0
I	2	43	45	45	47	2
J	4	47	51	47	51	0
K	2	51	53	51	53	0
L	8	39	47	45	53	6
M	20	53	73	53	73	0
N	4	73	77	73	77	0
O	4	73	77	73	77	0
P	12	77	89	77	89	0
Q	1	89	90	89	90	0

Figure 14 Results of the Time Analysis for the new Training Programme

The Critical Path:

A → B → C → D → E → F → G → H → J → K → M → N → O → P → Q
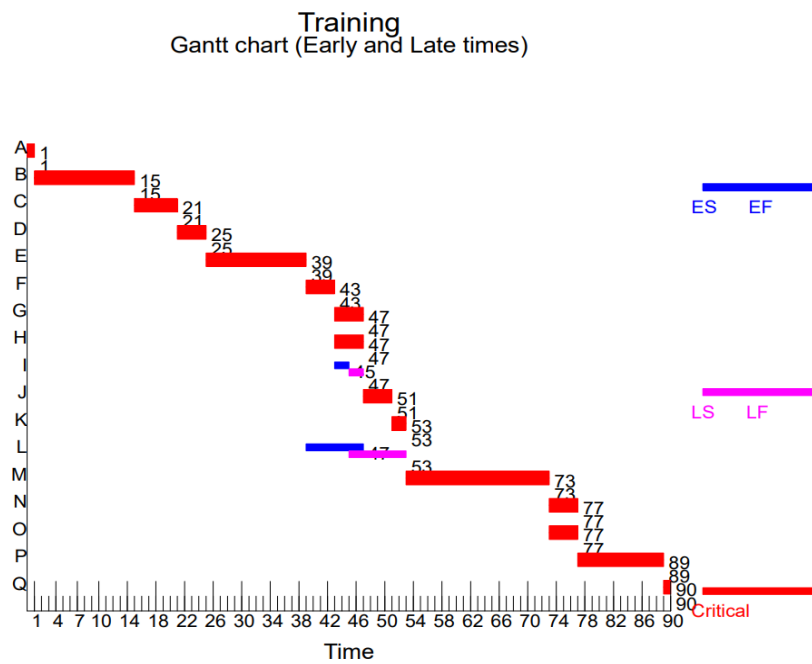
Figure 15 New training programme: The Gantt Chart
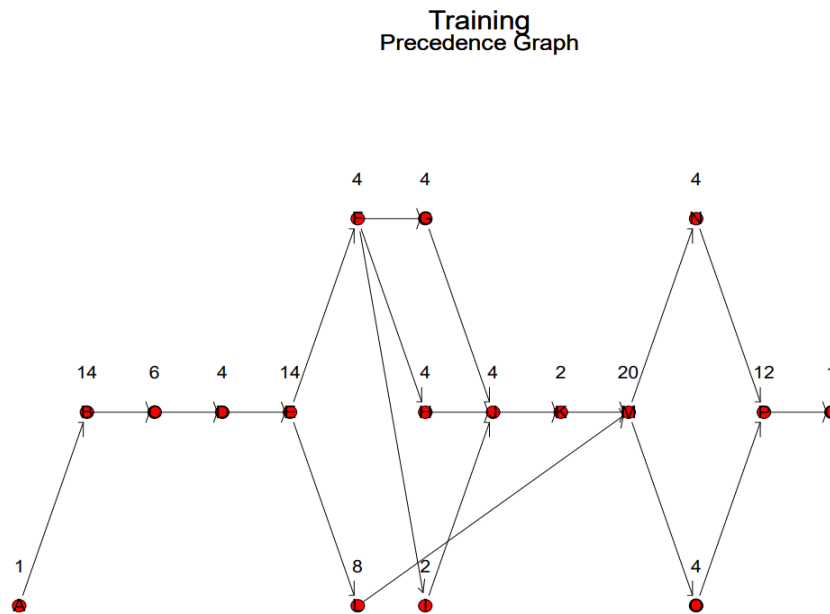
Figure 16 New training programme: The CPM method

The time analysis outlines the project plan for a training program and hands-on training for newbies in booth operations. The project is planned for 90 days, and it consists of 17 tasks that are sequenced with their respective durations and predecessors.

The project begins with Task A, the project kick-off meeting lasting 1 day. Task B, which involves conducting a questionnaire survey, follows Task A and lasts 14 days. Once the questionnaire results are gathered, Task C, which analyses the questionnaire results, takes 6 days.

After analyzing the questionnaire results, Task D divides the training program into theoretical and practical components, lasting 4 days. Task E follows Task D and involves preparing a thorough presentation for the theoretical portion, which lasts 14 days. Task F, which is creating slides for the presentation, takes 4 days and is a predecessor to Task G, which involves compiling product knowledge information for the presentation, Task H, which involves gathering sales techniques and customer communication strategies for the presentation, and Task I, which involves developing workplace safety and hygiene slides for the presentation.

Once all the presentation slides are ready, Task J involves reviewing and finalizing presentation slides, which takes 4 days and is a predecessor to Task K, which involves

training the supervisor to deliver the presentation. Task L involves selecting and training experienced temporary workers for practical demonstration, lasting 8 days.

Task M, which conducts hands-on training for newbies using experienced temporary workers, is a predecessor to Task N, which involves allowing novices to give feedback and ask questions, and Task O, which involves receiving feedback from experienced temps on new hires' performance and suggestions for improvement. Task M lasts 20 days, Task N takes 4 days, and Task O takes 4 days.

Task P, which involves implementing feedback/suggestions and rewarding experienced temporary workers for their efforts, is a predecessor to the project wrap-up meeting, Task Q. Task P lasts 12 days, and Task Q takes 1 day.

6.4.2 Customer Management Training

Table 6 Customer Management Training: Schedule of activities

	Customer Management Training		
	Task	Duration [working days]	Predecessors
A	Initiate Project	1	
B	Compile information on customer complaints	7	A
C	Analyze underlying reasons for client dissatisfaction	10	B
D	Create a training session outline	8	C
E	Design training materials	12	D
F	Research best practices for customer management training	5	D
G	Gather feedback from the CEO	7	E, F
H	Review existing training materials	5	D
I	Incorporate feedback and best practices into training materials	6	G, H
J	Review and revise training materials	8	E, I
K	Schedule training session	6	J
L	Conduct training session	6	K
M	Evaluate training session effectiveness	8	L
N	Implement feedback and make improvements to a training session	10	M
O	Follow-up coaching and mentoring sessions	14	N

Customer Management Training			
P	Assess employee progress and skill improvement	6	O
Q	Finish Project	1	P

```
Results ----------

Activity              Precedences
A
B                          A
C                          B
D                          C
E                          D
F                          D
G                       E, F
H                          D
I                       G, H
J                       E, I
K                          J
L                          K
M                          L
N                          M
O                          N
P                          O
Q                          P

Project completion time =  110

                    Activity    Early       Early                   Late
                      time      Start    Finish Late Start        Finish      Slack
         ----------------------------------------------------------------------------
A                       1          0         1        0             1           0
B                       7          1         8        1             8           0
C                      10          8        18        8            18           0
D                       8         18        26       18            26           0
E                      12         26        38       26            38           0
F                       5         26        31       33            38           7
G                       7         38        45       38            45           0
H                       5         26        31       40            45          14
I                       6         45        51       45            51           0
J                       8         51        59       51            59           0
K                       6         59        65       59            65           0
L                       6         65        71       65            71           0
M                       8         71        79       71            79           0
N                      10         79        89       79            89           0
O                      14         89       103       89           103           0
P                       6        103       109      103           109           0
Q                       1        109       110      109           110           0
```

Figure 17 Training to handle Demanding Customers: the Result of Time Analysis
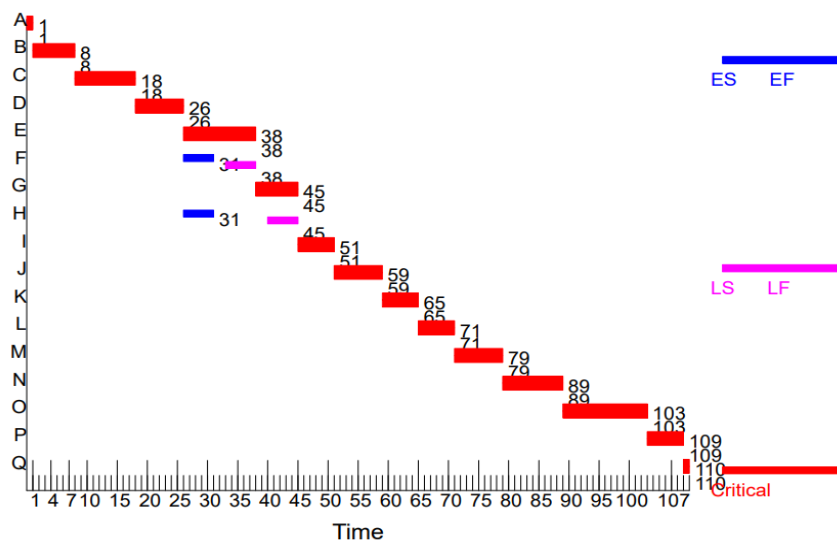
Figure 18 Training to handle difficult customers: Gantt Chart
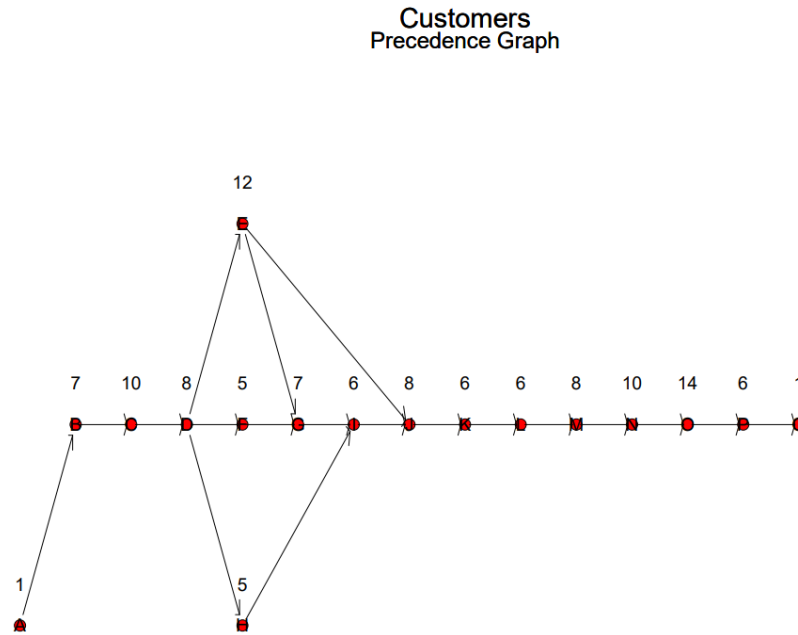
Figure 19 Training to handle demanding customers: CPM method

The critical part: A → B → C → D → E → G → I → J → K → L → M → N → O → P → Q.

The project is focused on Handling Difficult Customers, with a planned duration of 110 days. The project begins with Task A, the project's initiation and takes one day to complete. The next task, Task B, involves compiling information on customer complaints and lasts seven days. Task C, which follows Task B, involves analyzing the underlying reasons for customer dissatisfaction and takes 10 days to complete.

Once the analysis is completed, Task D comes into play, creating a training session outline that takes eight days to complete. Task E, designing the training materials, lasts 12 days, while Task F, researching best practices for customer management training, takes five days.

Task G involves gathering feedback from the CEO and takes seven days to complete. Predecessors for this task include Tasks E and F. Task H, which follows Task D, involves reviewing existing training materials and lasts five days.

The task I involves incorporating feedback and best practices into training materials, which takes six days to complete. Predecessors for this task are Tasks G and H. Task J, reviewing and revising training materials, takes eight days to complete, and its predecessors include Tasks E and I.

Once the training materials have been reviewed and revised, Task K is scheduled for six days and involves scheduling the training session. The actual training session, Task L, lasts six days, and Task M, evaluating training session effectiveness, takes eight days.

Task N involves implementing feedback and improving the training session, lasting 10 days. Once this is complete, Task O comes into play, which involves follow-up coaching and mentoring sessions and lasts 14 days. Task P assesses employee progress and skill improvement and takes six days to complete.

Finally, Task Q marks the end of the project, and it takes one day to complete. In summary, the project involves 18 tasks, with varying durations and predecessor relationships, and is planned to take 110 days to complete.

6.4.3 Enhancing Performance and Productivity of Summer Temporary Workers through Ongoing Peer Feedback

Table 7 Implementation of regular feedback: Schedule of activities

Peer Feedback				
		Task	Duration [working days]	Predecessor
Sub-Process 1: Frequent Check-ins	A	Initial event: Project planning and preparation	1	
	B	Arrange check-in meetings with the workers	10	A
	C	Discover staff difficulties and address concerns	10	B
	D	Inform employees about their progress	14	C
Sub-Process 2: Regular Performance Reviews	E	Schedule performance review meetings	10	D
	F	Conduct performance reviews	15	E
	G	Provide feedback on strengths and improvement areas	9	F
	H	Encourage learning and growth	10	G
Sub-Process 3: Mutual Feedback	I	Provide honest and open feedback	15	H
	J	Foster a more cooperative work environment	15	I

Peer Feedback				
		Task	Duration [working days]	Predecessor
	K	Monitor staff development and aid/training	10	J
	L	Project Wrap-up and Evaluation	10	K
	M	Finalize project documentation of evaluation	10	L
	N	Evaluate project success and identify areas for improvement	6	M
	O	Finishing event: Project completion	1	N

The time analysis of the project highlights the planned duration for each activity and their respective start and end dates. The project is scheduled to begin with the Initial Event: Project Planning and Preparation on April 28, 2023, and ends with the Finishing Event: Project Completion on October 11, 2023.

The first sub-process, Peer Feedback, consists of three tasks with varying durations. Task A, which involves arranging check-in meetings with the workers, lasts 10 days and is scheduled to begin on April 28, 2023, and end on May 11, 2023. Task B, which entails discovering staff difficulties and addressing concerns, also has a duration of 10 days and starts on April 28, 2023, and ends on May 11, 2023, after the completion of Task A. Task C, the final task in the sub-process involves informing employees about their progress, and has a duration of 14 days, starting on May 18, 2023, and ending on May 31, 2023, after the completion of Task B.

The second sub-process, Regular Performance Reviews, consists of four tasks with different durations. Task D, which involves scheduling performance review meetings, has a duration of 10 days and is scheduled to begin on June 1, 2023, and end on June 12, 2023. Task E, which involves conducting performance reviews, has a duration of 15 days, beginning on June 15, 2023, and ending on June 29, 2023, after the completion of Task D. Task F, which involves providing feedback on strengths and improvement areas, has a duration of 9 days, starting on June 30, 2023, and ending on July 10, 2023, after the completion of Task E. Task G, the final task in this sub-process, involves encouraging

learning and growth and has a duration of 10 days, starting on July 11, 2023, and ending on July 22, 2023, after the completion of Task F.

The third sub-process, Mutual Feedback, consists of four tasks with varying durations. Task H, which involves providing honest and open feedback, lasts 15 days, starting on July 23, 2023, and ending on August 8, 2023. Task I, which involves fostering a more cooperative work environment, also has a duration of 15 days, starting on August 9, 2023, and ending on August 24, 2023, after the completion of Task H. Task J, which involves monitoring staff development and aid/training, has a duration of 10 days, starting on August 25, 2023, and ending on September 7, 2023, after the completion of Task I. Task K, the penultimate task in this sub-process, involves Project Wrap-up and Evaluation, and has a duration of 10 days, starting on September 8, 2023, and ending on September 21, 2023, after the completion of Task J.

The final task in the project is Task L, which involves Finalizing project documentation of evaluation. It has a duration of 10 days, starting on September 22, 2023, and ending on October 5, 2023, after the completion of Task K. Task M, the last task in the project, involves Evaluating project success and identifying areas for improvement and has a duration of 6 days, starting on October 6, 2023, and ending on October 11, 2023, after the completion of Task L.

```
Results ----------

Activity                Precedences
A
B                           A
C                           B
D                           C
E                           D
F                           E
G                           F
H                           G
I                           H
J                           I
K                           J
L                           K
M                           L
N                           M
O                           N
```

Project completion time = 146

Activity	Activity time	Early Start	Early Finish	Late Start	Late Finish	Slack
A	1	0	1	0	1	0
B	10	1	11	1	11	0
C	10	11	21	11	21	0
D	14	21	35	21	35	0
E	10	35	45	35	45	0
F	15	45	60	45	60	0
G	9	60	69	60	69	0
H	10	69	79	69	79	0
I	15	79	94	79	94	0
J	15	94	109	94	109	0
K	10	109	119	109	119	0
L	10	119	129	119	129	0
M	10	129	139	129	139	0
N	6	139	145	139	145	0
O	1	145	146	145	146	0

Figure 20 Introduction of regular feedback: Results of the time analysis
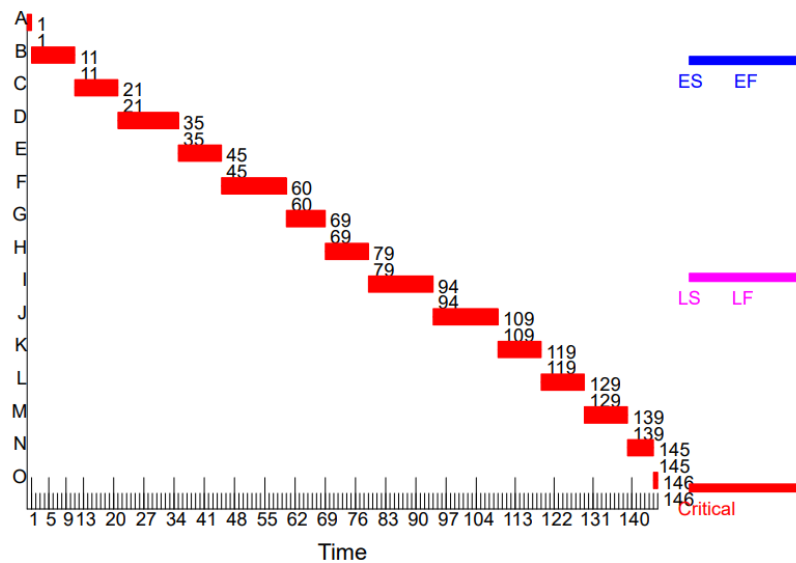
Figure 21 Introduction of regular feedback: the Gantt Chart

The critical Path:

A → B → C → D → E → F → G → H → I → J → K → L → M → N → O

Feedback
Precedence Graph
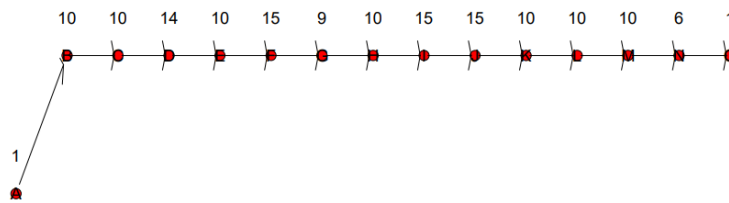
Figure 22 Introduction of regular feedback: the CPM method chart

The project will last for 146 days and is divided into three sub-processes: Frequent Check-ins, Regular Performance Reviews, and Mutual Feedback.

Frequent Check-ins are the first sub-process and involve arranging regular meetings with workers to address concerns and monitor progress. It starts with an initial project planning and preparation event that lasts one day. The subsequent tasks are arranging check-in meetings with workers for 10 days, discovering staff difficulties, addressing concerns for 10 days, and informing employees about their progress for 14 days.

The second sub-process is Regular Performance Reviews, which involves scheduling performance review meetings for 10 days, conducting performance reviews for 15 days, providing feedback on strengths and improvement areas for 9 days, and encouraging learning and growth for 10 days.

The final sub-process is Mutual Feedback, which involves providing honest and open feedback for 15 days, fostering a more cooperative work environment for 15 days, monitoring staff development, and aiding/training for 10 days. Project wrap-up and evaluation is then conducted for 10 days, followed by finalizing project documentation for 10 days. The project ends with evaluating project success and identifying areas for improvement for 6 days and a finishing event of project completion for 1 day.

Overall, the project is carefully planned and structured to allow for effective communication and continuous improvement throughout the project. The different sub-

processes are connected and build on one another to create a cohesive plan that ensures the project's success.

6.4.4 Enhancing Working Conditions During Inclement Weather

Table 8 Improving working conditions: Schedule of activities

	Working Conditions		
	Task	Duration [working days]	Predecessors
A	Project kickoff meeting	1	
B	Assessing the current working environment	20	A
C	Identifying areas that require improvement	12	B
D	Designing suitable solutions	22	C
E	Speaking with staff to learn about their wants/needs	10	D
F	Modifying work schedules	5	C
G	Graphic designer to design and print branded clothing	28	F
H	Providing weather-appropriate clothing	14	C
I	Research fan and heater options	5	C, H
J	Select fan and heater vendor	3	I
K	Purchase fans and heaters	3	C
L	Ensuring adequate hydration	5	D, G, H, K, J
M	Educate employees about safety prevention	8	G, J, L
N	Implementing modifications and solutions	6	M
O	Evaluate the effectiveness of measures	10	N
P	Monitor the effectiveness of modifications/solutions	20	O
Q	Completion: Evaluate project success	7	P

```
Results ----------

Activity              Precedences
A
B                         A
C                         B
D                         C
E                         D
F                         C
G                         F
H                         C
I                    C,  H
J                         I
K                         C
L              D  G  H  K  J
M                 G,  J,  L
N                         M
O                         N
P                         O
Q                         P


Project completion time =   122
```

	Activity time	Early Start	Early Finish	Late Start	Late Finish	Slack
A	1	0	1	0	1	0
B	20	1	21	1	21	0
C	12	21	33	21	33	0
D	22	33	55	44	66	11
E	10	55	65	112	122	57
F	5	33	38	33	38	0
G	28	38	66	38	66	0
H	14	33	47	44	58	11
I	5	47	52	58	63	11
J	3	52	55	63	66	11
K	3	33	36	63	66	30
L	5	66	71	66	71	0
M	8	71	79	71	79	0
N	6	79	85	79	85	0
O	10	85	95	85	95	0
P	20	95	115	95	115	0
Q	7	115	122	115	122	0

Figure 23 Improving working conditions: Results of the time analysis
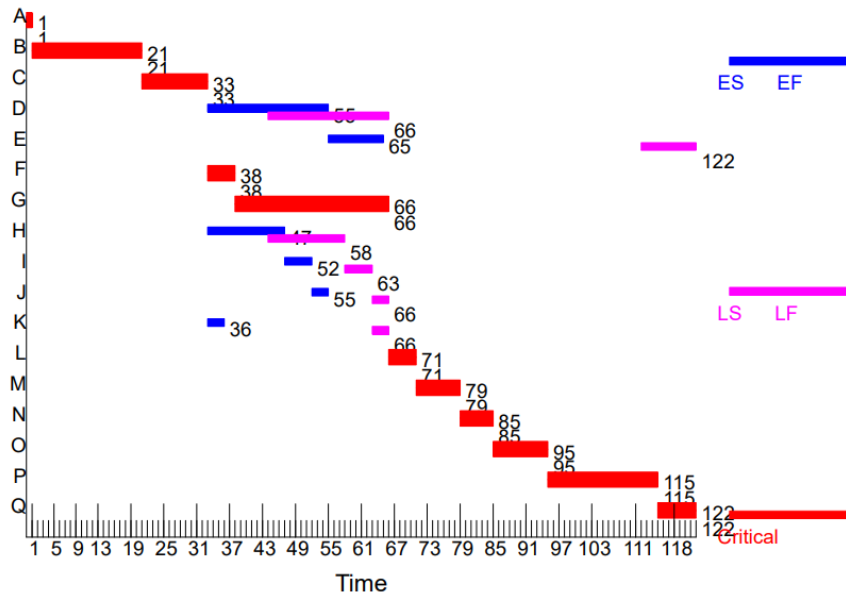
Figure 24 Improving working conditions: the Gantt Chart

The Critical Path:

A → B → C → F → G → L → M → N → O → P → Q
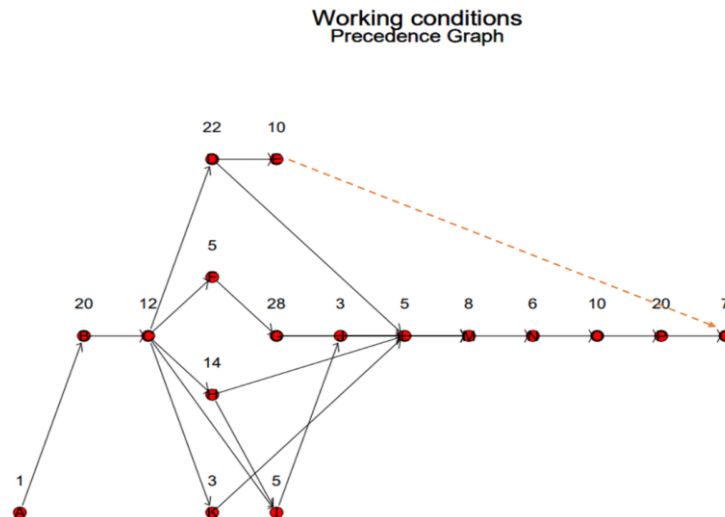
Figure 25 Improving working conditions: The CPM method chart

The project at hand is expected to take 122 days to complete. It involves various tasks, starting with a project kick-off meeting that will take a single day. The next task, assessing the current working environment, is slated to take 20 days and is a prerequisite for identifying areas that require improvement. This task, in turn, is expected to take 12 days.

Once the areas for improvement are identified, the team will move on to designing suitable solutions, estimated to take 22 days. During this time, they will also speak with staff to learn about their wants and needs, which is expected to take 10 days.

After the design phase, the team will modify work schedules, which should take 5 days. They will also enlist the help of a graphic designer to design and print branded clothing, a task that is expected to take 28 days. Another related task is providing weather-appropriate clothing, which should take 14 days.

The team will also need to research fan and heater options, which will take 5 days and require coordination with the team working on providing weather-appropriate clothing. Once the research is done, they will select a fan and heater vendor, which should take 3 days.

The team will then purchase the fans and heaters, which should take 3 days and is contingent on completing the research and selection phases. Next, the team will focus on ensuring adequate hydration, a task that will take 5 days and involves coordination with the teams working on modifying work schedules, designing branded clothing, and providing weather-appropriate clothing.

Once these tasks are completed, the team will spend 8 days educating employees about safety prevention. After that, they will implement modifications and solutions, which will take 6 days, and then evaluate their effectiveness over 10 days.

The team will then monitor the effectiveness of the modifications and solutions for 20 days before evaluating the project's success, which is expected to take 7 days. Throughout the project, specific tasks are dependent on the completion of others, as noted in the Predecessors column. By following this timeline, the team can complete the project on schedule and ensure that all necessary tasks are completed promptly and efficiently.

6.4.5 Designing a New Shifting System

Table 9 Implementation of a new shift system: Schedule of activities

New Shifting System		Duration [working days]	Predecessors
	Task		
A	Project kick-off meeting	10	
B	Needs assessment	10	A
C	Employee interviews	14	B, A
D	Develop a new shifting system	20	B
E	Pilot Test of New System	10	D
F	System improvement	10	E
G	Employee training	7	F
H	System Monitoring and Assessment	10	G
I	Project Completion: Assessment of Success	3	H

The given time analysis represents the total duration of 80 days for a project involving the development of a new shifting system. The project consists of nine tasks, which are labelled as A through I.

The first task, A, is the project kick-off meeting, which has a duration of 10 days and has no predecessor tasks. The second task, B, is needs assessment, which takes 10 days to complete and is preceded by task A. The third task, C, involves conducting employee interviews, and its duration is 14 days. Task C is preceded by tasks B and A.

The fourth task, D, is the development of a new shifting system, which has a duration of 20 days and is preceded by task B. Task E, the pilot test of the new system, has a duration

of 10 days and is preceded by task D. The sixth task, F, is system improvement, which takes 10 days and is preceded by task E.

Task G, employee training, takes 7 days and is preceded by task F. Task H, system monitoring, and assessment, has a duration of 10 days and is preceded by task G. The final task, I, involves the project's completion, and its duration is 3 days. Task I is preceded by task H.

In conclusion, the time analysis outlines a comprehensive plan for developing a new shifting system within 80 days, which includes various stages such as needs assessment, development, pilot testing, system improvement, employee training, and system monitoring. The project's completion is assessed in the final stage, task I.

```
Results ----------

Activity            Precedences
A
B                        A
C                     B, A
D                        B
E                        D
F                        E
G                        F
H                        G
I                        H


Project completion time =  80

                Activity    Early       Early                       Late
                  time      Start    Finish Late Start           Finish      Slack
-------------------------------------------------------------------------------
A                  10          0        10           0              10          0
B                  10         10        20          10              20          0
C                  14         20        34          66              80         46
D                  20         20        40          20              40          0
E                  10         40        50          40              50          0
F                  10         50        60          50              60          0
G                   7         60        67          60              67          0
H                  10         67        77          67              77          0
I                   3         77        80          77              80          0
```

Figure 26 Implementation of a new shift system: Results of the time analysis

The Critical Path:

A → B → D → E → F → G → H → I
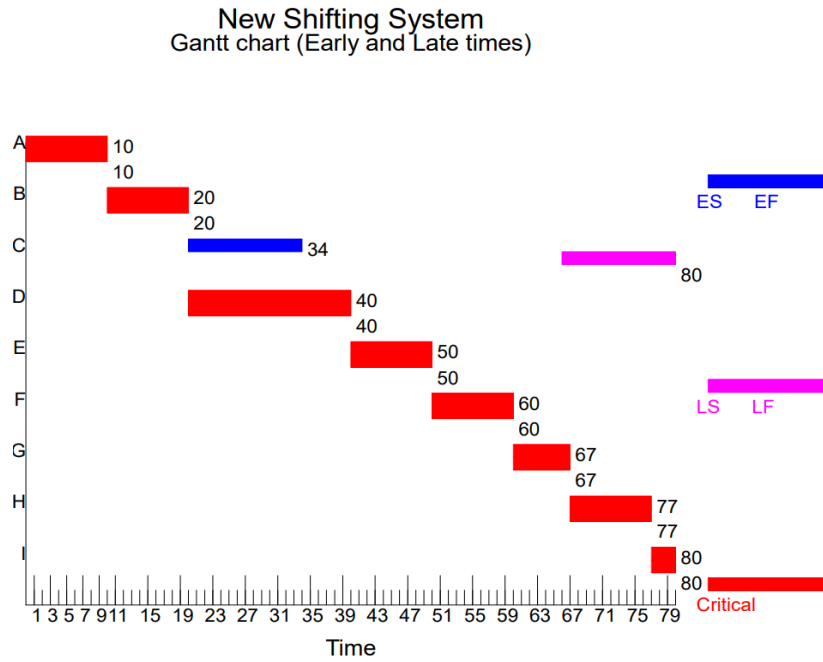
Figure 27 Implementation of the new exchange system: the Gantt chart
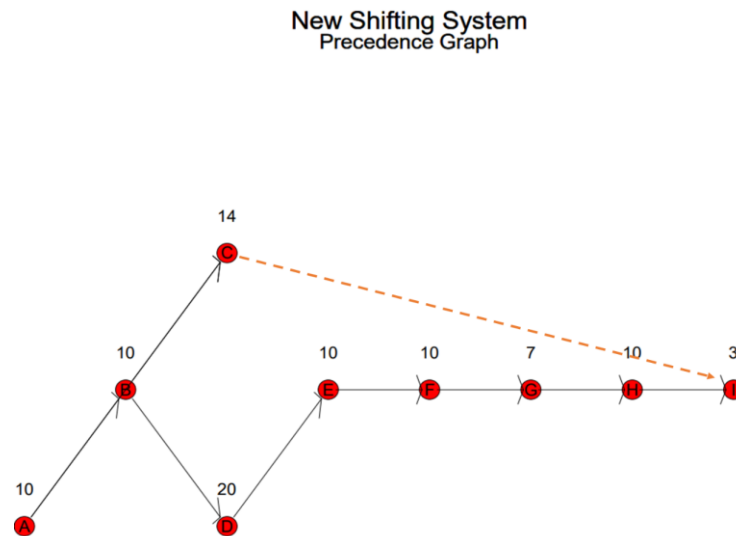
Figure 28 Implementation of a new shift system: The CPM method chart

The New Shifting System project has been planned to last 80 days, with a series of tasks that must be completed sequentially. The project kick-off meeting, Task A, is scheduled to take 10 days, and will be the starting point for the project. Once that is done, the Needs Assessment task, Task B, will take another 10 days, with Task A as its predecessor.

Following the Needs Assessment, Task C, which involves employee interviews, will take 14 days to complete. Tasks B and A will serve as their predecessors. The information gathered from the employee interviews will help develop the new shifting system in Task D, which is planned for 20 days and has Task B as its predecessor.

Once the new shifting system has been developed, Task E, the pilot test of the system, will take 10 days to complete, building on the work of Task D. After the pilot test, Task F, the system improvement task, will take 10 days and will build on the findings from Task E. Task F will serve as a predecessor to Task G, employee training, which will take 7 days.

Task H, system monitoring and assessment, will follow the employee training and is planned to take 10 days, using Task G as its predecessor. Finally, Task I, project completion, is scheduled to take 3 days and will involve the assessment of the success of the project based on the results of Task H.

Overall, the project is carefully planned and includes various tasks, each building on the work of the previous ones. The timeline allows for a thorough assessment of the new shifting system before it is rolled out, ensuring its success in the long run.

6.4.6   Implementing Adjustments for Knowledge-Sharing

Table 10 Implementation of the knowledge sharing platform: Timetable of activities

Knowledge-Sharing Platforms			
	Task	Duration [working days]	Predecessors
A	Project initiation: needs assessment	2	
B	Identify potential failure points	3	A
C	Identify emergency contacts	3	B
D	Develop knowledge-sharing strategy	5	C, B
E	Create action plan	5	D
F	Find suitable information-sharing platforms	5	E, D
G	Set up Google Sites/Trello	5	F
H	Develop problem-solving methods	7	B
I	Share knowledge-sharing strategy	3	G, H
J	Integrate feedback and finalize strategy	3	I
K	Set up a communication platform	5	A
L	Train temporary workers on knowledge-sharing	7	K
M	Monitoring and maintenance	20	L
N	Project Completion: Assessment of Success	1	M

```
Results ----------

Activity              Prebedendesces
A
B                         A    A
C                         B    B
D               C,  BC,   B
E                         D    D
F               E,  DE,   D
G                         F    F
H                         B    B
I               G,  HG,   H
J                         I    I
K                         A    A
L                         K    K
M                         L    L
N                         M    M

Project completion time =   35

            Activity    Early     Early               Late
            time        Start    Finish Late Start   Finish     Slack
       ------------------------------------------------------------------
A           2            0          2        0          2          0
B           3            2          5        3          6          1
C           3            5          8        6          9          1
D           5            8         13        9         14          1
E           5           13         18       14         19          1
F           5           18         23       19         24          1
G           5           23         28       24         29          1
H           7            5         12       22         29         17
I           3           28         31       29         32          1
J           3           31         34       32         35          1
K           5            2          7        2          7          0
L           7            7         14        7         14          0
M          20           14         34       14         34          0
N           1           34         35       34         35          0
```

Figure 29 Implementation of a knowledge sharing platform: Results of a time analysis

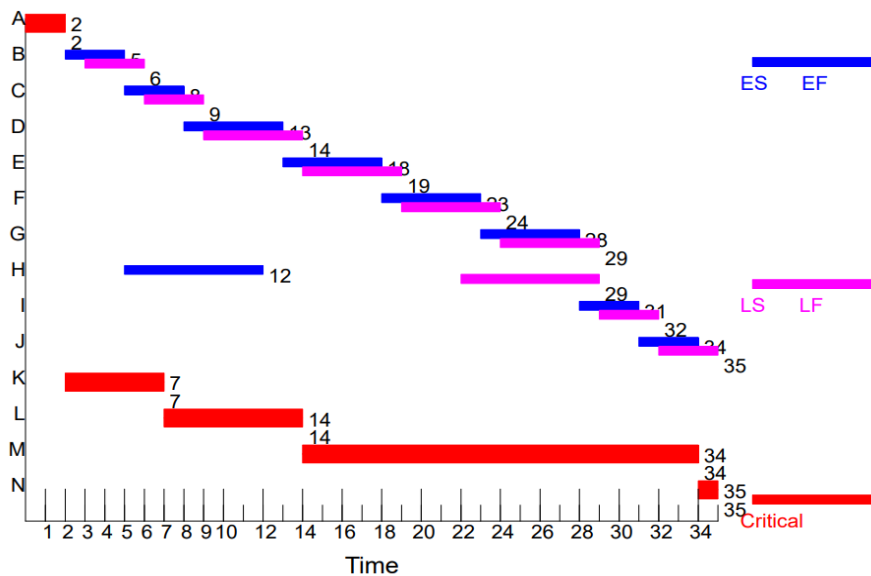The Critical Path: A → K → L → M → N

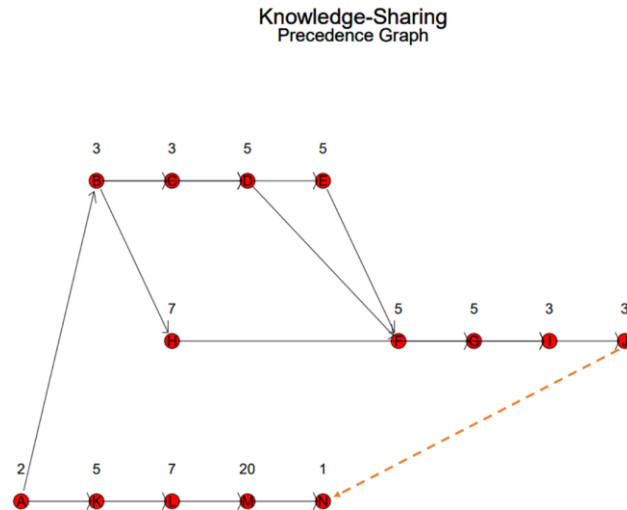Figure 30 Implementing a knowledge sharing platform: The Gantt Chart

Figure 31 Introducing a knowledge-sharing platform: The CPM method chart

This project aims to develop a knowledge-sharing platform, which is scheduled to take 35 days to complete. The first task is project initiation, which involves assessing the project's needs and is expected to take two days. The next task is to identify potential failure points, which is a crucial step in ensuring the project's success and will take three days to complete. Once the failure points have been identified, the emergency contacts will be identified, which is expected to take three days.

The next task is to develop a knowledge-sharing strategy, which will take five days and is dependent on the completion of tasks B and C. After the strategy has been developed, an action plan will be created, which will take five days and is dependent on the completion of task D. Finding suitable information-sharing platforms is the next task and is dependent on the completion of tasks E and D. It is expected to take five days to complete.

Once the appropriate platform has been identified, Google Sites/Trello will be set up, which will take five days and is dependent on the completion of task F. Developing problem-solving methods is the next task and is expected to take seven days, and it is dependent on the completion of task B.

After the problem-solving methods have been developed, the knowledge-sharing strategy will be shared, which will take three days and is dependent on the completion of tasks G and H. Integration of feedback and finalization of the strategy will follow, which will take three days and is dependent on the completion of task I.

Setting up a communication platform is the next task and will take five days, and it is dependent on the completion of task A. Training temporary workers on knowledge-sharing

is the next task and is expected to take seven days, and it is dependent on the completion of task K.

Finally, the monitoring and maintenance of the knowledge-sharing platform will be carried out for 20 days, depending on task L's completion. The project will be completed with an assessment of success, which is expected to take one day and depends on task M's completion.

6.4.7 Time Analysis of the Overall Project

Table 11 Overall project planning

Overall Project Planning			
	Task	Duration [working days]	Predecessors
A	Project kick-off meeting and its preparation	38	
B	Training programme optimization	90	A
C	Lectures for Handling Demanding Customers	110	A
D	Ongoing peer feedback project	146	A
E	Optimization of Working Conditions	122	A
F	Designing a new shifting system	80	A
G	Implementing Adjustments for Knowledge-Sharing Platforms	35	A, C, E
H	Monitoring and Evaluation	52	G, B, C, D, E, F
I	Project Wrap-up	22	H

```
Results ----------

Activity            Precedences
A
B                        A
C                        A
D                        A
E                        A
F                        A
G                   A, C, E
H                   *********
I                        H
```

Project completion time = 269

	Activity time	Early Start	Early Finish	Late Start	Late Finish	Slack
A	38	0	38	0	38	0
B	90	38	128	105	195	67
C	110	38	148	50	160	12
D	146	38	184	49	195	11
E	122	38	160	38	160	0
F	80	38	118	115	195	77
G	35	160	195	160	195	0
H	52	195	247	195	247	0
I	22	247	269	247	269	0

Figure 32 Results of overall project time analysis
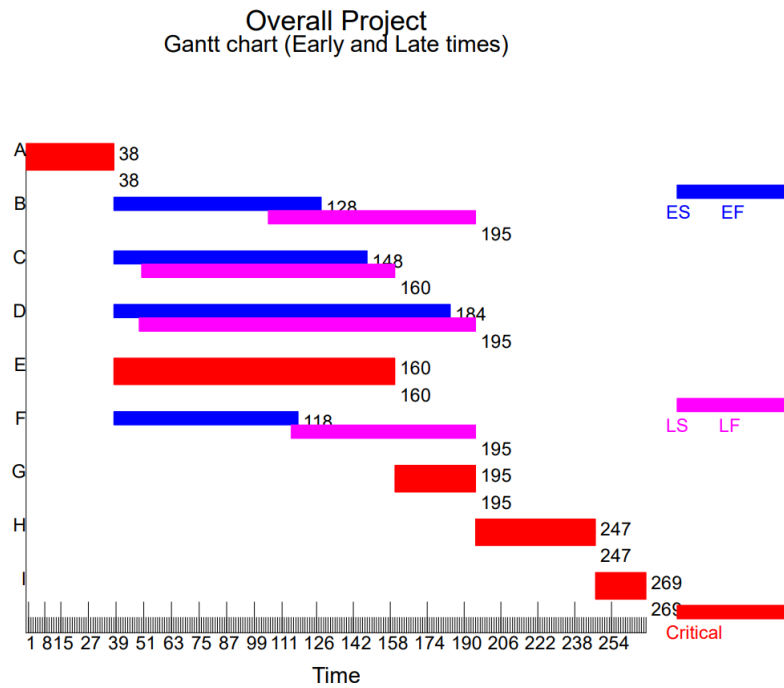
Figure 33 Overall project Gantt chart
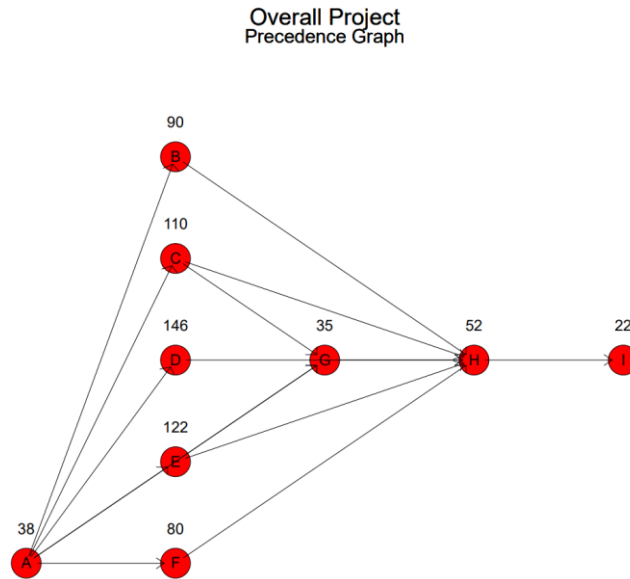
Figure 34 Overall project CPM chart

The critical path: A $\rightarrow$ E $\rightarrow$ G $\rightarrow$ H $\rightarrow$ I

The overall project planning involves a timeline of 269 days to complete all tasks. The project kick-off meeting, task A, will take 38 days to complete. Task B, which involves optimising the training program, will take 90 days and depend on task A's completion.

Task C, which is developing lectures for demanding customers, will take 110 days and will also be dependent on the completion of task A. Task D, the ongoing peer feedback project, will take 146 days and is expected to start after task A. Task E, the optimization of working conditions, will take 122 days and will be initiated after task A.

Task F, the design of a new shifting system, will take 80 days and start after Task A. Task G, which involves implementing adjustments for knowledge-sharing platforms, will take 35 days and depend on Task A's completion, C, and E.

Task H, monitoring and evaluation, will take 52 days and will depend on the completion of tasks G, B, C, D, E, and F. Finally, a task I, the project wrap-up, will take 22 days and will be initiated after the completion of task H.

In summary, the project has a planned duration of 269 days, and all tasks are interconnected with predecessor tasks. Each task has its duration, and some tasks depend on the completion of others. The final task, project wrap-up, will be initiated after completing all primary tasks.

6.5 Cost Analysis

This part evaluates the costing of various projects related to the training, management, and welfare of temporary workers during the summer. The chapter comprises seven sub-chapters, each discussing the financial expenses that businesses may incur for the respective project.

6.5.1 Costing of Division of Training Program and Hands-On Training for Newbies in Booth Operations

This cost analysis aims to evaluate the expenses associated with training new workers for a particular component of the project. The assessment will assess the charges related to training materials, communication channels, and feedback, among other factors.

The cost of training is reasonably low because the supervisor has a fixed salary and is not compensated per assignment. Consequently, the firm has no further expenses for the supervisor's role in the training. The supervisor is liable for training all temporary personnel, and there are no direct costs for online training as communication will occur through email, WhatsApp, and Google Meets.

On a regular shift, the materials used in the practical training will be sold to customers. The trainer will teach the new staff member on their shift how to operate the booth. Although the supervisor is responsible for new employees, trainers are selected based on their ability to decrease the cost of transporting the supervisor and their contribution to the company with increased effort. They will receive a one-time payment for that shift and be acknowledged on the list of temps who receive extra hourly pay for excellent work and their contributions to the company. The exact payment amount for trainers is challenging to determine as it varies depending on the post of new hires and trainees. However, the cost can be estimated based on the supervisor's experience, the number of hours, and the candidates recruited.

Feedback can be provided online without incurring additional costs.

The total training cost for this project component is relatively low. The analysis examined training material costs, communication channels, and feedback expenses. Using experienced temporary workers as trainers reduced expenses, and online communication eliminated direct costs for online training and feedback.

Table 12 Practical training costing

Practical training: Total costs for the season						4 773.60 CZK
	Approximate average number of hours per employee per month	Regular wage [hourly]	Increased wage [hourly]	One-time bonus for the practical training	Increased cost per month per trainer	Number of lessons per all trainers for the whole season
Costs for practical training	39.56 CZK	120.00 CZK	125.00 CZK	200.00 CZK	397.80 CZK	4 773.60 CZK
Average enrolled hours in April 2023 (off-season)	11.42 CZK	x	x	x	x	x
Average hours worked in July 2022 (high season)	67.70 CZK	x	x	x	x	x

The amount was calculated as follows: First, the hours per worker were estimated by calculating the average hours per person for April 2023 (off-season, open at weekends) and July 2022 (high season, every day operations). The regular hourly wage is 120 CZK/hour. At the supervisor's discretion, the supervisor has the authority to determine who receives 125 CZK/hour. For each practical training session, the supervisor receives 200 CZK for that day. The amount by which the monthly cost rises is 398 CZK, calculated by multiplying the average hours and wages. The difference between the regular and increased wages multiplied by the hours was deducted. It was further assumed that there would be 12 training days, so the amount was multiplied. The total cost is, therefore, CZK 4 774.

6.5.2 Costing of Addressing Employee Challenges with Customer Management through Focused Training

The financial expenses arising from this section of the project are insignificant. The assigned supervisor responsible for delivering the training holds a fixed salary, and no extra materials or compensation will be required for the attending employees.

Furthermore, the online platform designated for delivering the training, Google Meets, does not involve additional charges to the company. Therefore, the sole cost incurred in this project is the supervisor's time compiling relevant information, developing the training session, and conducting the training.

In summary, the financial expenses for this particular undertaking are minimal, and the advantages of providing specialized training to employees on managing demanding customers will likely outweigh the costs in the long run. This training will promote increased customer loyalty and satisfaction, leading to a more professional and productive work environment, ultimately benefiting the business's success.

Table 13 Training upon demanding customers costing

Handling Difficult Customers Costs	- CZK
	Increased costs
Supervisor *(fixed salary)*	- CZK
Materials	- CZK
Employees' pay	- CZK

6.5.3 Costing of Enhancing Performance and Productivity of Summer Temporary Workers through Ongoing Peer Feedback

There will be minimal financial costs incurred for this part of the project. The supervisor who will train the employees has a fixed salary and is not paid per task. Additionally, the chosen online platform for training is Google Meets, which does not incur any extra costs for the company. Alternatively, meetings could be conducted in person remotely, which may require fuel costs. However, no materials are needed for the training process. Therefore, the financial costs for this part of the project are likely to be low.

Table 14 Peer feedback costing

Peer Feedback	- CZK
	Increased costs
Supervisor *(fixed salary)*	- CZK
Materials	- CZK
Communication means	- CZK

6.5.4 Costing of a Project to Enhance Working Conditions for Summer Temporary Workers in Booths During Inclement Weather

As part of the project aimed at enhancing working conditions for temporary summer workers in booths during inclement weather, businesses must consider several financial costs. The four crucial actions that management will undertake to ensure the comfort and safety of workers may require investments in appropriate clothing, portable heaters, fans, and water supply, as well as adjustments to work schedules.

Firstly, management is advised to outfit their staff in appropriate clothing that is both weather-appropriate and branded to ensure visibility and consistency in brand identity by the graphic designer. Providing weather-appropriate clothing, such as branded sweatshirts, can help avoid potential illnesses or injuries from exposure to inclement weather. While this measure may require a significant upfront investment, it demonstrates a business's

commitment to its temporary employees' welfare, ultimately leading to higher retention and overall employee satisfaction.

Secondly, management will need to provide portable heaters and fans to control the temperature inside the booth, depending on the weather. Investing in high-quality heaters and fans can be costly but will ensure workers are comfortable and productive regardless of the weather conditions.

Thirdly, management must ensure enough water supply in the booth and encourage the staff to hydrate frequently. While the cost of water may be minimal, management may need to invest in a water dispenser or cooler to provide a constant supply of clean drinking water.

Finally, modifying work schedules to give employees enough breaks and allow them to work reasonable hours may require additional staffing or adjustments to existing schedules. However, reducing fatigue, stress, and burnout can lead to increased productivity, decreased risk of accidents and injuries, and overall better employee well-being.

The financial costs of the project for temporary workers in booths can include investments in appropriate clothing, portable heaters, fans, water supply, and adjustments to work schedules. However, these costs are essential to protect employee health and safety, foster a positive workplace culture, and ultimately lead to higher retention and overall employee satisfaction.

Table 15 Working conditions costing

Working conditions			36 636.00 CZK
Item	Price/unit	Unit	Total cost
Branded sweatshirt design and printing	450.00 CZK	35 pcs	15 750.00 CZK
Fan	390.00 CZK	8 pcs	3 120.00 CZK
Heater	400.00 CZK	8 pcs	3 200.00 CZK
Water dispenser	2 700.00 CZK	4 pcs	10 800.00 CZK
Folding chair	269.00 CZK	14 pcs	3 766.00 CZK

It is recommended to procure 35 sweatshirts, which would not be required for all employees since some work only during the peak summer season and may not avail of this option. The sweatshirt option would be made available on demand and would be reordered as and when needed. During the peak season, a total of 8 work sites are operational; therefore, it is advisable to purchase 8 fans and 8 heaters for the comfort of the employees.

It is essential for the employees to follow a drinking habit during their shift, and to facilitate this, barrel water dispensers would be installed at 4 locations where they can tap hot and

cold water. Critical locations with difficult traffic, campsites, and locations without any water supply have been identified, and therefore 4 units would be procured for these purposes.

To ensure the comfort of the employees, coffee machines are available for them for free, and it is recommended to procure 14 cheap plastic folding chairs. Although sometimes only one staff member works at a stall, the employee has a companion at campsites. Some shifts may require more than one staff member at the stall. The cheap chairs are susceptible to damage, and it is prudent to keep spares on hand.

6.5.5 Costing of Designing a New Shifting System: Enhancing Operations and Employee Satisfaction

The project aims to design a new shifting system that enhances operations and improves employee satisfaction for temporary summer employees. The supervisors will assess the organization's needs and ensure the new system's goals align with its mission and vision. Next, employee interviews will be conducted to gather their requirements and preferences, making the new system user-friendly and meeting their needs. The system will be pilot-tested and improved based on management and employee feedback before full implementation. The supervisor will train employees on the new system and monitor its effectiveness to make necessary corrections. The project's importance lies in increasing the company's effectiveness, decreasing turnover rates and improving employee satisfaction, which can attract top talent. The project incurs a fee of 34 CZK per employee, and no external specialists are required for consultation. Investing in the organization's future success can significantly impact its operations.

Table 16 New shifting system costing

New Shifting System				8 772.00 CZK
	Rate per employee	Average number of TW for the whole season per month	Cost of all employees per month	Cost of all employees per season
Costs for the system	34.00 CZK	43 TW	1 462.00 CZK	8 772.00 CZK

For these purposes, it is advisable to invest in Směny.cz system. Směny.cz is a website that offers online shift planning for employees in various sectors, such as bistros, cafes, shops, small businesses, and large manufacturing companies. It simplifies shift planning based on the requirements and availability of employees and ensures compliance with the Labour

Code. It also allows employees to choose from free shifts or enter their time preferences. Some of the benefits of using Směny.cz for a company are (Směny.cz 2023):

- It saves time and paperwork for managers and employees
- It increases the flexibility and satisfaction of employees
- It helps monitor attendance, productivity and costs
- It provides accurate reports and data for payroll
- It supports multiple branches and workplaces
- It integrates with other systems and devices

The system offers companies with up to 300 employees a rate of 34 CZK per user per month, which amounts to 1.13 CZK per day. The number of employees varies monthly as the number of employees increases over time due to more days open for work. Based on experience, the average number of employees per month throughout the season was estimated.

6.5.6 Costing of Implementing Knowledge-Sharing Adjustments for Summer Temporary Workers in Booth

Implementing knowledge-sharing changes in the summer interns' booth will not incur any financial costs for the company. The supervisor will be responsible for identifying gaps in knowledge-sharing and developing a strategy and action plan to address them. The use of free platforms such as Trello and Google Sites will be sufficient to achieve the project's objectives. There will be no external consultants required for the project. Additionally, the supervisor will not receive any extra financial compensation for the implementation plan, as they already have a fixed salary. The knowledge-sharing plan will be disseminated among the staff through an uncomplicated and easy-to-use platform. The project's objective is to enhance the temporary employees' productivity and efficacy in the booth, leading to an improved customer experience. This will be accomplished without imposing any financial burden on the company.

Table 17 Informational platform costing

Informational Platform			- CZK
	Supervisor's planning and implementation	Platform cost	Total cost
Costs	- CZK	- CZK	- CZK

6.5.7 Total Costs

Based on the cost analysis conducted for the overall project, it can be concluded that the total cost amounts to 50,181.60 CZK. This cost is broken down into several components, including practical training, which costs 4,773.60 CZK. Training for demanding customers, which costs 0 CZK, peer feedback which costs 0 CZK, working conditions which costs 36,636.00 CZK, new shifting system, which costs 8,772.00 CZK, and an informational platform which costs 0 CZK. Therefore, it is recommended that the project team allocate the necessary funds following the projected costs to ensure the successful completion of the project.

Table 18 Total costing

Practical training	Training for Difficult Customers	Peer Feedback	Working Conditions	New Shifting System	Informational Platform	Total Cost
4 773.60 CZK	- CZK	- CZK	36 636.00 CZK	8 772.00 CZK	- CZK	50 181.60 CZK

6.6 Risk Analysis

Risk analysis plays an essential role in project planning by enabling the identification, assessment, and mitigation of potential risks. It facilitates the anticipation and preparation for unforeseen events, minimizing their impact on the project's success. This section evaluates the potential risks associated with the new project and proposes practical solutions to manage them.

The risk analysis process entails several steps, commencing with identifying specific project components that may be susceptible to risks. This involves examining the project's objectives, scope, timelines, budget, stakeholders, and resources. Next, the importance of each risk and its potential impact on the project is evaluated, and the probability of each risk occurring is assessed based on historical data, expert opinions, and other pertinent information.

Subsequently, a comprehensive risk assessment is conducted to state risk ratings in Table 19. This assessment enables the prioritization of risks based on their potential impact and likelihood of occurrence on the project, thereby facilitating the implementation of measures to mitigate these risks.

Finally, each identified risk is comprehensively described, outlining its potential consequences, impact on the project's objectives, and practical solutions to manage it. The proposed solutions include risk avoidance, risk transfer, risk reduction, or risk acceptance.

The objective is to ensure that the project is delivered within the set timelines, budget and required quality while minimizing the impact of potential risks.

Overall, risk analysis is a critical aspect of project planning and management. By identifying, assessing, and managing potential risks, project managers can avoid or mitigate the adverse impact of unforeseen events on the project's success. The subsequent sections present a comprehensive analysis of the potential risks associated with the new project and propose practical solutions to manage them.

6.6.1 Risk Matrix: Calculating Risk Rating

The process of evaluating potential risks in a project is called a risk assessment. The goal is to identify and analyze factors that may negatively impact the project's success, such as tasks, deliverables, or events. There are various risk assessment methods, ranging from basic matrices to advanced algorithms stored in databases. In this case, there will be concentrated on the risk assessment matrix.

The Probability and Severity risk matrix, commonly known as a project risk matrix, is an extensively employed graphical tool for evaluating project risks. The matrix is usually presented as a table and can assume various shapes, including square, circular, or rectangular. Project risks can be evaluated concisely using a risk matrix, and their severity can be understood. To assess each risk, the risk matrix considers two intersecting factors: the probability or likelihood of the risk occurring on the x-axis and the impact or severity if the risk occurs on the y-axis. A risk with high rankings for both factors poses a more significant threat to the project. The lower left corner of the matrix corresponds to risks with low likelihood and impact, while the upper right corner indicates risks with the highest likelihood and impact. In brief, an increase in likelihood shifts the risk towards the right, whereas an increase in impact causes the risk to move upwards.

Table 19 Risk assessment form

Categories	#	Risk	Probability 1- Very unlikely; 5 - Very likely	Impact 1 - Negligible; 5 - Catastrophic	Risk rating $1-6$ (Low); $7-12$ (Medium); $13-25$ (High)
Division of Training Program and Hands-On Training for Newbies in Booth Operations	R1	Inconsistencies in training quality by TW	3	4	12
	R2	Safety risks	2	5	10
	R3	Communication breakdowns	4	5	20

Categories	#	Risk	Probability 1- Very unlikely; 5 - Very likely	Impact 1 - Negligible; 5 - Catastrophic	Risk rating 1 – 6 (Low); 7 – 12 (Medium); 13 – 25 (High)
	R4	Limited feedback and improvement suggestions	4	3	12
	R5	Wage disparities and low morale	2	5	10
Addressing Employee Challenges with Customer Management through Focused Training	R6	Training may not address underlying issues	3	4	12
	R7	Training may not be enough	5	4	20
	R8	Lack of follow-up	3	3	9
	R9	Inadequate resources	5	1	5
	R10	Employee burnout	3	5	15
Enhancing Performance and Productivity of Summer Temporary Workers through Ongoing Peer Feedback	R11	Overemphasis on peer feedback	2	2	4
	R12	Biases in peer feedback	4	2	8
	R13	Inadequate training	1	5	5
	R14	Lack of confidentiality	1	5	5
	R15	Ineffective performance evaluations	3	4	12
Project to Enhance Working Conditions for Summer Temporary Workers in Booths During Inclement Weather	R16	Clothing supply issues	1	5	5
	R17	Limited availability of fans and portable heaters	1	4	4
	R18	Hydration challenges	2	4	8
	R19	Employee resistance	1	2	2
	R20	Implementation issues	2	4	8
	R21	Safety hazards with portable heaters	3	5	15
	R22	Cost considerations	2	4	8
	R23	Inadequate monitoring	3	3	9
Designing a New Shifting System: Enhancing Operations and Employee Satisfaction	R24	Resistance to change	2	3	6
	R25	Implementation challenges	1	5	5
	R26	Inadequate employee training	2	2	4
	R27	Unintended consequences	2	4	8
	R28	Cost	1	3	3
	R29	Unmet expectations	1	1	1
Implementing Knowledge-Sharing Adjustments for Summer	R30	Security risks	3	5	15
	R31	Implementation challenges	3	4	12
	R32	Information overload	4	4	16

Categories	#	Risk	Probability 1- Very unlikely; 5 - Very likely	Impact 1 - Negligible; 5 - Catastrophic	Risk rating 1 – 6 (Low); 7 – 12 (Medium); 13 – 25 (High)
	R33	Resistance to change	4	4	16
	R34	Maintenance costs	1	3	3

The risk assessment form has been completed meticulously and comprehensively, ensuring that all potential risks have been identified and adequately mitigated.
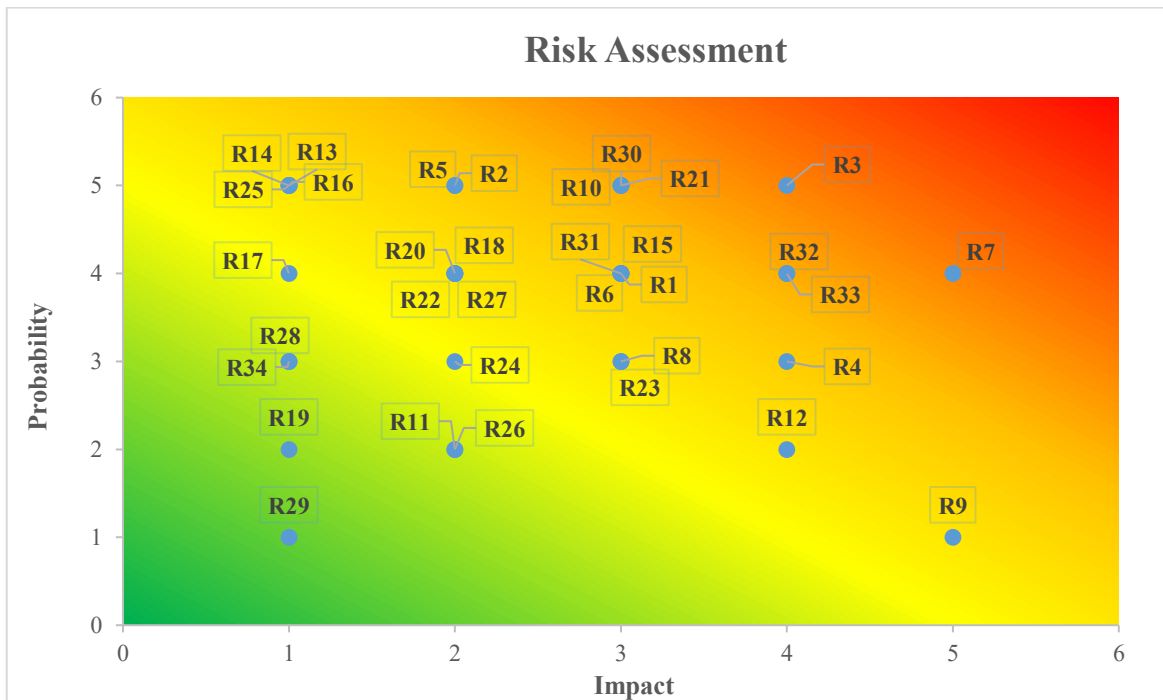

Figure 35 Risk assessment graph

The *Figure 35 Risk assessment graph* consists of a matrix with two axes: probability and impact. Probability refers to the likelihood of a risk occurring, while impact refers to the severity of the consequences if the risk were to occur. Each axis is typically rated on a scale of 1 to 5, with 1 being the lowest and 5 being the highest.

The probability axis assesses the likelihood of a risk occurring. A rating of 1 indicates that the risk is improbable, while a rating of 5 indicates that the risk is almost certain to occur. A rating of 3 indicates that the risk is neither unlikely nor likely to occur.

The impact axis would assess the severity of the consequences if the risk were to occur. A rating of 1 indicates that the consequences would be minimal, while a rating of 5 indicates that the consequences would be catastrophic. A rating of 3 indicates that the consequences would be moderate.

The risk assessment graph can be used to prioritize risks by plotting each risk on the graph based on its probability and impact ratings. Risks with high probability and high impact should be prioritized, while risks with low probability and low impact can be addressed later or potentially ignored altogether.

The following is an assessment of the risks, categorized by their probability and impact levels, that may affect the organization's operations and require proactive monitoring and mitigation plans:

a) High Impact and Low Probability Risks:

R16: Clothing supply issues, R17: Limited availability of fans and portable heaters, R18: Hydration challenges, R28: Cost, R29: Unmet expectations, and R34: Maintenance costs all have a high impact on the organization but have a low probability of occurring. These risks should be monitored, and contingency plans in place if they were to occur.

b) High Probability and Low Impact Risks:

R11: Overemphasis on peer feedback and R12: Biases in peer feedback have a high probability of occurring but have a low impact on the organization. These risks can be addressed by implementing additional feedback mechanisms or training for peers to provide more accurate and objective feedback.

c) Low Probability and Low Impact Risks:

R13: Inadequate training and R14: Lack of confidentiality both have a low probability of occurring and a low impact on the organization. However, these risks should still be monitored and addressed proactively to prevent negative consequences.

d) High Impact and High Probability Risks:

R2: Safety risks, R3: Communication breakdowns, R5: Wage disparities and low morale, R7: Training may not be enough, R10: Employee burnout, R21: Safety hazards with portable heaters, R30: Security risks, R31: Implementation challenges, R32: Information overload, R33: Resistance to change all have a high impact on the organization and a high probability of occurring. These risks should be addressed immediately and proactively to prevent negative consequences.

It is important to note that the risk assessment graph is just one tool in a comprehensive risk management strategy. Other tools and techniques, such as risk mitigation and transfer, may also be necessary to manage risks in a project or business effectively. Some

suggestions for mitigations or management strategies for each risk can be found in Chapter 6.6.2 to Chapter 6.6.7 of the risk management plan.

Table 20 Risk matrix: Reference table

Impact		Negligible	Low	Moderate	Significant	Catastrophic
Probability	**Very likely**	Moderate	Severe	Severe	Critical	Critical
	Likely	Sustainable	Moderate	Severe	Critical	Critical
	Possible	Sustainable	Moderate	Moderate	Severe	Critical
	Unlikely	Sustainable	Sustainable	Moderate	Severe	Critical
	Very unlikely	Sustainable	Sustainable	Sustainable	Moderate	Severe

The risk matrix is a valuable risk assessment and management tool, providing a structured approach to analysing and prioritizing potential risks. It consists of a grid that maps the probability of a risk occurring against its potential impact, with likelihood and severity being the key determinants. The matrix is divided into five categories of impact: Negligible, Low, Moderate, Significant, and Catastrophic, and five probability categories: Very Likely, Likely, Possible, Unlikely, and Very Unlikely. Each cell in the matrix represents a specific combination of probability and impact and is assigned a numerical value to reflect the level of risk associated with it as in Table 22.

Table 21 Risk matrix: Analysis results

Impact		Negligible	Low	Moderate	Significant	Catastrophic
Probability	**Very likely**	1			1	
	Likely		1	1	2	1
	Possible			2	4	3
	Unlikely		2	1	4	2
	Very unlikely	1	1	2	1	4

Based on the risk matrix results, it appears that a significant number of risks have been identified, with up to 9 risks having been identified as critical, indicating that they pose the most significant threat to the project's success., 13 as severe, highlighting that they require immediate attention and action to mitigate their potential impact on the project, 6 as moderate signals a potential threat that may not be as pressing as the critical or severe risks but still needs to be addressed to prevent it from escalating into a more significant problem, and 6 risks have been categorized as sustainable, indicating that they are currently manageable and may not require immediate attention.

In order to mitigate these risks, it is recommended to refer to Chapter 6.6.2 until Chapter 6.6.7, which outlines possible solutions for risk management. Careful consideration should be given to each risk and the appropriate mitigation strategy should be selected based on its likelihood and potential impact.

Additionally, it may be helpful to prioritize the critical and severe risks and allocate resources accordingly. Regular monitoring and reassessment of the risks should also be carried out to ensure that the mitigation strategies remain effective and appropriate for the changing circumstances.

6.6.2 Potential Risks and Mitigations in Division of Training Program and Hands-On Training for Newbies in Booth Operations

Table 22 Risks and mitigations in a new training approach

Division of Training Program and Hands-On Training for Newbies in Booth Operations		
	Risk	**Mitigation**
R1	**Inconsistencies in training quality**: Since experienced temporary workers will provide practical training, there may be inconsistencies in the quality of training. This can lead to knowledge gaps and different skill levels among new employees.	**Standardize training quality**: To ensure consistent training quality, the supervisor should create a standardized training curriculum and provide it to all experienced temporary workers who will conduct the hands-on training. This will ensure that all new hires receive the same level of training and knowledge.
R2	**Safety risks**: While workplace safety and hygiene will be covered in training, there is still a risk that inexperienced employees may not fully understand the importance of safety protocols, which can lead to accidents and injuries.	**Emphasize safety protocols**: The supervisor should conduct regular safety audits and provide employee refresher training to reduce safety risks. The supervisor can also create a safety manual that includes all safety protocols and procedures that must be followed. Additionally, the supervisor should emphasize the importance of safety and hygiene practices during training and regularly remind employees to follow them.
R3	**Communication breakdowns**: While the training program covers customer communication strategies and workplace communication, there is a risk that communication breakdowns may still occur among new and experienced staff. This can lead to misunderstandings, errors, and delays in service.	**Improve communication channels**: To reduce communication breakdowns, the supervisor should establish clear communication channels and protocols for new and experienced staff. This can include daily meetings, weekly team-building activities, and regular feedback sessions. Additionally, the supervisor should encourage open communication and create a culture where employees feel comfortable providing feedback and asking questions.

Division of Training Program and Hands-On Training for Newbies in Booth Operations		
	Risk	**Mitigation**
R4	**Limited feedback and improvement suggestions:** While experienced temporary workers will provide feedback on new hires' performance, there is a risk that they may not provide enough detailed feedback or may overlook important areas for improvement. Additionally, new employees may not feel comfortable giving feedback to their supervisors or may not know how to provide constructive criticism.	**Solicit detailed feedback:** To ensure that experienced temporary workers provide detailed feedback on new hires' performance, the supervisor should create a feedback form that includes specific areas for improvement. This will ensure that feedback is consistent and actionable. Additionally, the supervisor should encourage new employees to provide feedback and suggestions for improvement.
R5	**Wage disparities and low morale**: While experienced temporary workers will provide feedback on new hires' performance, there is a risk that they may not provide enough detailed feedback or may overlook important areas for improvement. Additionally, new employees may not feel comfortable giving feedback to their supervisors or may not know how to provide constructive criticism.	**Provide equitable rewards:** To avoid wage disparities and low morale, the supervisor should create a rewards program that recognizes and rewards all employees based on their performance and contributions. This can include bonuses, promotions, and other benefits that are based on merit rather than seniority. Additionally, the supervisor should provide ongoing employee training and development opportunities to encourage growth and career advancement.

6.6.3 Potential Risks and Mitigations in Addressing Employee Challenges with Customer Management through Focused Training

Table 23 Risks and mitigations in handling difficult customers training

Addressing Employee Challenges with Customer Management through Focused Training		
	Risk	**Mitigation**
R6	**Training may not address underlying issues**: While training on handling difficult customers is valuable, it may not address underlying issues causing dissatisfaction in the first place. It is crucial to investigate the root cause of customer complaints and address them to prevent them from happening again.	**Address underlying issues**: In addition to training, it is crucial to investigate the root cause of customer complaints and address them to prevent them from happening again. For example, if customers are dissatisfied with long wait times or a lack of communication, measures can be implemented to reduce wait times and improve communication.
R7	**Training may not be enough**: Even with training, some employees may not have the temperament or skills necessary to deal with challenging customers. In such cases, it may be necessary to consider other measures, such as reassigning them to different roles or offering more support and coaching.	**Assess employee temperament:** Some employees may not have the temperament or skills necessary to deal with challenging customers. In such cases, assessing their suitability for customer-facing roles or offering additional coaching or mentoring may be necessary.

Addressing Employee Challenges with Customer Management through Focused Training		
	Risk	**Mitigation**
R8	**Lack of follow-up:** It is essential to follow up on the effectiveness of the training and ensure that employees are implementing what they have learned. Without follow-up and reinforcement, the training may not have a lasting impact.	**Follow-up and reinforcement:** Regular follow-up and reinforcement can help ensure that employees implement what they have learned during the training. This could involve regular check-ins, coaching sessions or refresher courses.
R9	**Inadequate resources**: If the business does not provide the necessary resources and tools to support employees in managing difficult customers, the training may not be effective. For example, if employees do not have the authority to offer refunds or discounts to appease unhappy customers, training alone may not be sufficient.	**Provide resources and tools:** It is important to provide employees with the necessary resources and tools to support them in managing difficult customers. This could include offering refunds or discounts, access to a customer management system, or additional training on specific skills or techniques.
R10	**Employee burnout:** While practical training during regular shifts may seem convenient, it could lead to employee burnout if they are expected to handle additional responsibilities without adequate breaks. Ensuring that employees have enough downtime to recharge and avoid burnout is important.	**Avoid employee burnout:** To avoid it, it is essential to ensure that employees have adequate breaks and downtime to recharge. This could involve scheduling regular breaks or rotating employees to avoid extended periods of customer-facing work.

6.6.4 Potential Risks and Mitigations in Enhancing Performance and Productivity of Summer Temporary Workers through Ongoing Peer Feedback

Table 24 Risks and mitigations in ongoing peer feedback implementation

Enhancing Performance and Productivity of Summer Temporary Workers through Ongoing Peer Feedback		
	Risk	**Mitigation**
R11	**Overemphasis on peer feedback**: While it can be helpful, it should not replace supervisor feedback. Overreliance on peer feedback may lead to a lack of accountability and a failure to address areas of improvement that peers may overlook.	**Balancing peer feedback with supervisory feedback**: To address the risk of overemphasis on peer feedback, it is essential to balance it with supervisor feedback. Supervisors should continue to provide regular feedback to employees and be available to address any concerns or problems that may arise. This ensures that employees receive a well-rounded evaluation, including peer and supervisory feedback.

	Enhancing Performance and Productivity of Summer Temporary Workers through Ongoing Peer Feedback	
	Risk	**Mitigation**
R12	**Biases in peer feedback:** Peer feedback may be influenced by personal biases, leading to unfair evaluations or a lack of objective feedback. This can lead to demotivation and resentment among employees, negatively impacting productivity.	**Training on unconscious bias**: To mitigate the risk of biases in peer feedback, it is essential to provide training on unconscious bias to both supervisors and employees. This training can help individuals recognize their biases and provide objective and fair feedback.
R13	**Inadequate training:** If supervisors and employees are not adequately trained on providing effective feedback, the process may not yield the desired results. Poorly executed feedback may lead to misunderstandings and further demotivate employees.	**Effective training on providing feedback:** Inadequate training can hinder the feedback process, leading to ineffective evaluations. To address this, it is important to provide effective training on providing feedback. This training should include guidelines on how to provide constructive feedback, how to receive feedback, and how to address areas of improvement.
R14	**Lack of confidentiality:** If feedback is not kept confidential, employees may feel uncomfortable providing honest feedback, leading to an ineffective feedback process. Additionally, if feedback is not communicated effectively, it may lead to misunderstandings and further strain employee relationships.	**Confidential feedback mechanisms:** To address the risk of lack of confidentiality, it is important to establish a feedback mechanism that ensures confidentiality. This can include anonymous feedback channels or ensuring that feedback is only shared with relevant individuals. This can help employees feel more comfortable providing honest feedback, leading to a more effective feedback process.
R15	**Ineffective performance evaluations**: If performance evaluations are not conducted fairly or objectively, employees may feel demotivated or unfairly treated. This can result in reduced productivity and job satisfaction.	**Objective Performance Evaluation Criteria:** To mitigate the risk of ineffective performance evaluations, it is essential to establish objective criteria for evaluation. This ensures that evaluations are fair and consistent, increasing employee motivation and job satisfaction. Additionally, supervisors should provide regular feedback and address areas of improvement to ensure that employees are aware of their progress and can make necessary adjustments.

6.6.5 Potential Risks and Mitigations in Project to Enhance Working Conditions for Summer Temporary Workers in Booths During Inclement Weather

Table 25 Risks and mitigations in the working conditions improvement project

Project to Enhance Working Conditions for Summer Temporary Workers in Booths During Inclement Weather		
	Risk	**Mitigation**
R16	**Clothing supply issues**: While providing weather-appropriate clothing is essential in ensuring worker comfort and safety, there may be issues with the supply of these items. For example, if the company does not have enough clothing in stock, it may take time to order and receive new items, leaving workers without proper protection in the meantime. Additionally, if the clothing is not of high quality, it may not provide adequate protection against inclement weather, leading to potential health issues.	**Solution for clothing supply issues:** 1. Establish a system to monitor clothing stock levels and ensure orders are placed in advance to prevent stock shortages. 2. Conduct research to identify high-quality weather-appropriate clothing that provides adequate protection against the elements. 3. Consider investing in versatile clothing that can be worn in multiple weather conditions.
R17	**Limited availability of fans and portable heaters**: Providing fans and portable heaters to workers can help regulate temperature and provide comfortable working conditions. However, there may be limitations to the availability of these items. For example, the company may not have enough fans or portable heaters to supply to all workers, or the electrical supply may not be sufficient to run these items without causing issues.	**Solution for the limited availability of fans and portable heaters:** 1. Conduct a thorough assessment of the electrical supply and invest in generators or other equipment if necessary. 2. Establish a priority system to determine which workers require fans or heaters the most and ensure that these items are distributed accordingly. 3. Consider providing training on how to use fans and heaters efficiently to maximize their effectiveness and minimize energy usage.
R18	**Hydration challenges:** Ensuring that workers stay hydrated is essential to keeping them healthy and safe, especially in hot weather. However, there may be challenges in providing enough water to workers, especially if the booth is in a remote location or if there are limitations to the amount of water that can be carried. Additionally, if workers are not adequately trained on the importance of hydration, they may not drink enough water even if it is available.	**To solve hydration challenges:** 1. Ensure that workers have access to a reliable and clean water supply, even in remote locations. 2. Provide education on the importance of hydration and recognising signs of dehydration. 3. Establish a system to monitor worker hydration levels, such as regular water breaks or hydration monitors.

	Project to Enhance Working Conditions for Summer Temporary Workers in Booths During Inclement Weather	
	Risk	**Mitigation**
R19	**Employee resistance**: While the suggested measures are intended to improve working conditions and employee satisfaction, there may be resistance from employees who are used to working in less comfortable conditions. Some workers may not want to wear branded clothing or may prefer to work longer hours without breaks, even if these actions are not in their best interest.	**Solution for employee resistance:** 1. Provide education on the benefits of the suggested measures and encourage worker input to ensure that their concerns are addressed. 2. Consider offering incentives or rewards for compliance with the new policies and procedures. 3. Ensure clear and transparent communication throughout the implementation process to minimize confusion and resistance.
R20	**Implementation issues:** Implementing these measures may require changes to existing policies and procedures, which can be challenging for management and employees. There may be confusion about new schedules, training requirements, or other changes, leading to potential disruptions in productivity or employee morale. Additionally, the company may need to invest in new equipment or infrastructure to support the changes, which can be costly and time-consuming.	**Solution for implementation issues:** 1. Develop a detailed plan for implementing the suggested measures, including a timeline and clear communication channels. 2. Involve workers in the planning process to ensure that they are aware of the changes and understand their role in the process. 3. Provide adequate training and support for all workers to minimize disruptions and ensure a smooth transition.
R21	**Safety hazards with portable heaters**: Using portable heaters can pose a safety hazard if not used correctly, such as fire hazards or burns. If workers are not adequately trained on how to use these devices, or if the devices are not maintained or stored correctly, there is a risk of accidents or injuries.	**Solution for safety hazards with portable heaters:** 1. Develop and implement clear guidelines for using and maintaining portable heaters. 2. Ensure that all workers are trained on how to use portable heaters safely and efficiently. 3. Regularly inspect and maintain portable heaters to prevent accidents or malfunctions.

Project to Enhance Working Conditions for Summer Temporary Workers in Booths During Inclement Weather		
	Risk	**Mitigation**
R22	**Cost considerations:** Providing appropriate clothing, fans, portable heaters, and other measures can be costly for the company, especially if they are not already budgeted for. If management does not see these measures as a priority, they may be reluctant to invest in them, potentially putting worker safety and health at risk.	**Solution for cost considerations:** 1. Conduct a cost-benefit analysis to demonstrate the value of the suggested measures regarding worker safety, productivity, and morale. 2. Consider alternative funding sources, such as government grants or incentives for workplace safety. 3. Prioritize the suggested measures in the budget to ensure that worker safety and health are not compromised.
R23	**Inadequate monitoring**: While the suggested measures can help improve working conditions for temporary summer workers, there may be challenges in monitoring their effectiveness. For example, if management does not adequately monitor worker hydration levels or work hours, issues with worker safety and health may go unnoticed until they become a problem. Additionally, if workers are not provided with adequate training or supervision, they may not use the clothing, fans, or heaters correctly, reducing their effectiveness.	**Solution for inadequate monitoring:** 1. Develop a system to monitor worker hydration levels, work hours, and the use of clothing, fans, and heaters. 2. Provide regular training and supervision to ensure workers understand how to use the suggested measures effectively and safely. 3. Establish clear channels for reporting and addressing concerns or issues that arise.

6.6.6 Potential Risks and Mitigations in Designing a New Shifting System: Enhancing Operations and Employee Satisfaction

Table 26 Risks and mitigations in a new shifting system

Designing a New Shifting System: Enhancing Operations and Employee Satisfaction		
	Risk	**Mitigation**
R24	**Resistance to change:** Implementing a new shifting system requires a change in how employees work, which can lead to resistance. It is essential to communicate the new system's benefits to employees, involve them in the design process, and provide adequate training to help them adapt to the new system. Employees should also be given time to adjust to the new system, and their feedback should be solicited to identify and address any concerns.	**Solution for resistance to change:** Implementing a new shifting system requires changing how employees work, which can lead to resistance. It is essential to communicate the new system's benefits to employees, involve them in the design process, and provide adequate training to help them adapt to the new system. Employees should also be given time to adjust to the new system, and their feedback should be solicited to identify and address any concerns.
R25	**Implementation Challenges:** Implementing a new shifting system can be challenging, and planning the implementation process carefully is essential. This includes identifying potential obstacles, developing contingency plans, and involving all stakeholders. Regular communication and updates throughout the implementation process can help mitigate frustration and ensure everyone is on the same page.	**Solution for implementation challenges:** Implementing a new shifting system can be challenging, and planning the implementation process carefully is essential. This includes identifying potential obstacles, developing contingency plans, and involving all stakeholders. Regular communication and updates throughout the implementation process can help mitigate frustration and ensure everyone is on the same page.
R26	**Inadequate employee training:** Inadequate training can lead to confusion and mistakes in the new system. To avoid this, it is crucial to provide sufficient training to all employees and ensure they understand how to use the new system correctly. Ongoing training and support should also be provided to ensure employees continue to use the system correctly and effectively.	**Solution for inadequate employee training:** Inadequate training can lead to confusion and mistakes in the new system. To avoid this, it is crucial to provide sufficient training to all employees and ensure they understand how to use the new system correctly. Ongoing training and support should also be provided to ensure employees continue to use the system correctly and effectively.

Designing a New Shifting System: Enhancing Operations and Employee Satisfaction		
	Risk	**Mitigation**
R27	**Unintended consequences:** It is essential to anticipate and plan for unintended consequences of the new shifting system. This can be done by involving all stakeholders in the design process and piloting the system before full implementation. Additionally, monitoring and evaluating the system's performance after implementation can help identify any unintended consequences and take corrective action.	**Solution for unintended consequences:** It is essential to anticipate and plan for unintended consequences of the new shifting system. This can be done by involving all stakeholders in the design process and pilot testing the system before full implementation. Additionally, monitoring and evaluating the system's performance after implementation can help identify any unintended consequences and take corrective action.
R28	**Cost:** Designing and implementing a new shifting system can be costly. It is crucial to allocate sufficient resources to ensure the project's success, including funding, personnel, and time. Conducting a cost-benefit analysis can help identify the costs and benefits of the new system and ensure that the investment is worthwhile.	**Solution for cost:** Designing and implementing a new shifting system can be costly. It is crucial to allocate sufficient resources to ensure the project's success, including funding, personnel, and time. Conducting a cost-benefit analysis can help identify the costs and benefits of the new system and ensure that the investment is worthwhile.
R29	**Unmet expectations:** To avoid disappointment and decreased morale, managing expectations about the new shifting system is essential. This can be done by setting realistic goals and communicating them clearly to all stakeholders. Regular communication and updates can also help ensure everyone is aware of the system's progress and any challenges that arise. If expectations are not met, it is essential to identify the reasons and take corrective action to address them.	**Solution for unmet expectations:** To avoid disappointment and decreased morale, managing expectations about the new shifting system is essential. This can be done by setting realistic goals and communicating them clearly to all stakeholders. Regular communication and updates can also help ensure everyone is aware of the system's progress and any challenges that arise. If expectations are not met, it is essential to identify the reasons and take corrective action to address them.

6.6.7 Potential Risks and Mitigations in Implementing Knowledge-Sharing Adjustments for Summer Temporary Workers in Booth

Table 27 Risks and mitigations in a new informational platform implementation

Implementing Knowledge-Sharing Adjustments for Summer Temporary Workers in Booth		
	Risk	**Mitigation**
R30	**Security risks:** Using information-sharing platforms like Google Sites or Trello can create security risks if the information being shared is sensitive or confidential. Unauthorized individuals could access the information, leading to data breaches or other security incidents.	**Security risks:** Implementing appropriate security measures to protect sensitive and confidential information from unauthorized access is crucial. The organization can use encryption or access controls to restrict access to authorized personnel. Additionally, the organization can conduct regular security audits and assessments to identify potential vulnerabilities and take necessary actions to mitigate them.
R31	**Implementation challenges:** Implementing a knowledge-sharing strategy can be challenging, especially if the platform or tools are unfamiliar to the temporary workers. There may be a learning curve that could affect their productivity and efficiency.	**Implementation challenges:** To minimize implementation challenges, the organization can provide training and support to temporary workers on effectively using the new knowledge-sharing platform. They can also conduct pilot testing to identify issues and make necessary adjustments before implementing the strategy organization-wide.
R32	**Information overload:** Providing too much information to temporary workers could confuse and overwhelm them. They may struggle to identify which information is relevant and important, which could impact their ability to make decisions and solve problems.	**Information overload**: To avoid overwhelming temporary workers with too much information, the organization can prioritize and categorize information based on relevance and importance. They can also provide clear guidance on when and how to use the information to support problem-solving scenarios.
R33	**Resistance to change:** The staff may resist the new knowledge-sharing strategy if they are accustomed to using different platforms or methods. This could result in a lack of engagement and poor adoption of the new tools, making it difficult for temporary workers to access critical information.	**Resistance to change:** To address resistance to change, the organization can involve staff in the design and implementation process to ensure their buy-in and engagement. They can also provide incentives or rewards for staff who adopt the new knowledge-sharing strategy and demonstrate its effectiveness.
R34	**Maintenance costs:** Maintaining and updating the knowledge-sharing platform can be costly, especially if it requires frequent updates or new features to keep up with changing business needs. This could lead to additional expenses for the organization.	**Maintenance costs:** The organization can minimize maintenance costs by selecting an easy-to-use platform to maintain and update. They can also plan for regular maintenance and updates as part of the strategy and budget accordingly to avoid unexpected expenses.

6.7   Project Benefits

This HR thesis project aims to improve the work with temporary workers at SIDORA ICE Ltd. through various measures. By streamlining the training process, modifying the organizational structure, creating an online system for shift allocation, suggesting improvements to the working environment, and establishing a pertinent logical framework for project design, the project will contribute to a more engaged and satisfied workforce.

Specific benefits of the project for SIDORA ICE Ltd. include:

1. Increased employee satisfaction and engagement: The goal is to increase employee satisfaction and engagement by 20% by optimizing the training plan and working conditions while improving the perception of supervisor support. By developing online theoretical training modules and training programs for dealing with demanding customers, the project will help to optimize the training process for temporary workers, increasing their skills and knowledge. Modifying the organizational structure and autonomy distribution will increase staff motivation and opportunities for personal growth, including offering bonuses and ongoing feedback loops between managers and staff. These measures will lead to greater employee satisfaction and engagement.

2. Improved working conditions: The project will suggest ways to improve SIDORA ICE Ltd.'s workplace, focusing on unfavourable temperatures that negatively impact employee satisfaction. By addressing this issue, the project will contribute to a healthier workplace with better safety precautions and working conditions.

3. More informed and knowledgeable workforce: By increasing employee awareness, the project will contribute to a more informed and knowledgeable workforce. This will result in better working conditions, such as better safety precautions and a healthier workplace. Additionally, greater awareness will help workers complete their tasks more quickly and effectively, enhancing the standard of work output in the process.

4. Higher retention rates and motivated workforce: By improving working conditions, offering better training and growth opportunities, and increasing employee satisfaction and engagement, the project will lead to higher retention rates and a more motivated workforce.

CONCLUSION

This thesis provided a comprehensive study on enhancing HR practices concerning temporary employees in a selected Czech franchise, with the primary objective of ensuring temporary staff's well-being, satisfaction, and engagement. The theoretical part of the thesis highlighted the importance of effective workforce management and provided insights and practical solutions for managing temporary workers in the franchise industry. The analytical segment of this study identified various areas for improvement within the franchise, including selection and hiring practices, employee appraisal systems, training and development programs, and high turnover rates. These areas required longer-term solutions and close collaboration with the company's executives.

The final project for improving the work with temporary employees at SIDORA ICE Ltd. aimed to address the defined challenges and enhance employee satisfaction, productivity, and working conditions, ultimately improving customer service and business performance. The critical activities identified for the successful implementation of the project included training, performance management, resource provision, shifting system development, and knowledge management. Each activity's time and cost analysis and potential risks and mitigations were presented. The project's benefits included increasing employee job satisfaction by up to 20%, providing better information to workers, and increasing the retention and motivation of temporary employees. The project's total duration was 269 working days, with a total cost of CZK 50,181.60.

Overall, this thesis provided a comprehensive approach to improving HR practices concerning temporary employees in a franchise context, highlighting the importance of effective managerial strategies and providing insights and practical solutions for managing temporary workers. This study's findings were relevant to franchising and HR professionals, business owners, and policymakers, who could use this information to improve the well-being, satisfaction, and engagement of temporary employees and enhance business performance. Further research was needed to evaluate the long-term effectiveness of the project and its potential impact on the franchise's overall performance.

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APPENDIX P I: CEO INTERVIEW

[00:00:00.270] - Interviewer

Hi, I've got nine circuits of human resources here. First, I have your company's strategy and planning. Of course, it's not about being specific within a know-how. But rather it is about whether there is any business strategy developed at all, or how SIDORA ICE Ltd. approaches business strategy during the franchise season.

[00:00:33.110] - CEO

Business is, but of course it's clearly stated. We have given areas where we will do so. There's a very detailed business strategy, including marketing, including various sort of supporting things. But I cannot be sort of completely specific because of course I'm bound by confidentiality as an individual. But it's worked out and it's actually worked out in the contract, which is very detailed and several pages long, like those x- page manuals. As far as our main sort of product is concerned.

[00:01:17.780] - Interviewer

I understand, thank you. Is the business strategy tailored to the season in that company, or is it over several years and so it's actually a given? Is the company's strategy being optimized?

[00:01:32.030] - CEO

It's always optimized basically for the season. Of course, the optimization is needed there because of course the company takes into account the position it is in the market. So it's something different when you're at the beginning, it's something different now that we're starting our tenth season, so of course it's optimized. Also of course we have to react to everything, like, coming from the outside, which means different EU regulations and so on and so forth and so on. So clearly. And also the form of promotion and the focus, the product will of course be renewed. It's going to change in a way that maybe we've come out to meet, because the market has changed before the marketing was built a little bit differently. However, now that we've been on the market longer, there is a demand that was not there at the beginning, so that's why the bags were created, specifically. Well, and that of course changes more and more things with that.

[00:02:38.780] - Interviewer

Like what?

[00:02:41.460] - CEO

So now we've basically introduced those Ice'n'Go! bags, right, because the strategy was given that basically we did not put money into advertising as such a general or we did not go the sort of standard way. It was

based on personal experience, personal approach of our brigadiers. And of course, the sales promotion was basically built on people walking away from our booth happy and satisfied, which is needed as that human factor. Yeah, so there was support stuff because we needed to engage the kids of course, so there was more balloon making, painting on all the technical stuff here, but of course over time also sort of what the kids want, they're having fun, it changes. They already know the product, so it's established, they know what marbles are, so we've kind of moved away from that as well. It's not that we do not do it at all, of course we still do it, but there are places where maybe it's not possible, like most zoos, right. You cannot completely standardize those, like every single outlet does. So the strategy of the company was to basically make those turnovers what we wanted, what the plan was. If it was at every location, it would become something more common, right, Like a lot of companies were now at every corner, so no. So we had that strategy built a little bit differently so that it would be exceptional because it's just an exceptional product. However, then we went over that really more and more people were liking our product, so of course we had to kind of approach and do the marketing a little bit differently, set the goals a little bit differently as well, so that we were actually in more places. However, we still do not want to go down the supermarket route, every cake shop, café and all that stuff, so we still sort of personally choose the places where the product is going to be sold

to ensure that we get what we want. So that it fits or basically we, icengo as a whole company. So it's changed in that approach. We want that for those operators as well. We just need to tell that staff what it is to have that sort of sort of baseline of what we want our company to look like and to promote ourselves. This is going to be a change from the beginning.

[00:05:22.940] - Interviewer

Great, thank you. Targets have been set for human resource management, or for the employees and the temps, based on the business strategy. Does that approach fit with the business strategy?

[00:05:42.460] - CEO

You mean towards the employees?

[00:05:45.220] - Interviewer

Yes.

[00:05:45.790] - CEO

So of course we do training and of course that had to change a little bit too because it's a little bit different if it's our ladies promoting it and it's a little bit different if it's a cake shop somewhere and you're basically like the owner as well. So it's definitely changed a little bit in that as well. Of course, it's approached individually. The company itself basically does the training. First of all, like

the Hungarians have a clear idea, the franchisor takes over, which is Jablonec. Jablonec has franchisees like SIDORA and actually instructs the franchisee. The franchisee then goes on to instruct his sort of employees or people who are going to be good at the product. And of course it's different at our booths. And you know, it's also maybe different for us as well because of where the booth is right now. And it's different if it's a café and it's different if it's a patisserie somewhere in a castle or something like that where it's really already part of a gastro.

[00:07:03.430] - Interviewer

How are these goals communicated by human resource management to summer temps? Are they published somewhere or how are they communicated?

[00:07:30.810] - CEO

So, of course, they are communicated by supervisors who are tasked with training and training the actual supervisees. Also the supervisors are instructed on how to proceed. The supervisor also trains the temps and the employees on what it should look like at each site. And of course they get it worked out both verbally and in writing. And of course we make sure that some sales techniques are followed, where even sort of in the course we try to really make sure that those sales techniques and even the general ones and the

sort of specific ones, of course then stitched onto our company and that they are followed.

[00:08:15.840] - Interviewer

In other departments, such as logistics, marketing, etc., the supervisor doesn't have a role there, so how are the resources communicated?

[00:08:33.660] - CEO

Or do you mean, like, ICE'N'GO!?

[00:08:37.630] - Interviewer

No, SIDORA ICE.

[00:08:42.600] - CEO

That's basically the source you know how it is. Yeah basically it's us and it's you, so it's kind of within us and what's coming up. We always have regular post season and pre season where we sit down and actually set those goals of what it's going to look like. So obviously verbally, through various consultations and sort of throughout the year we run it. Actually, the internal system that you're partly familiar with. That is, like internal records, and guidance on what it looks like, but we're still able to step in as a season and maybe change things if necessary. Just that kind of intensive marketing, where we really have people on hand. You do not need marketing, like you know everything. And then there's the people who have to

come up with the idea of what it could look like. Well, so those habitats, some kind of goal of how it should be. And of course, we're all talking about it. And if we like it and we agree on it, then we put it into practice.

How does SIDORA ICE balance and effectively communicate the importance of human resources and financial and material resources to those temporary workers? Which means we have a strategy. For example, we now know that the new plant in Zlín is likely to introduce some greener solutions. And with that may actually come costs. So how does that communicate with the temps?

Of course, they're instructed, are not they. Yeah, there's nothing there. Of course, it's not about some SIDORA decision at all. Of course we have to react that way to the outside world and of course we are forced to sort of adapt our marketing, which we might do a little bit differently, to those outside influences. That means that we have to react to those external influences, of course, and if we are required to do that, I think it is also in SIDORA's interest to simply limit itself to single-use plastic packaging. So of course we are trying to move the company in the right direction in that direction as well. That's why we've come up with the degradable cups and all of these things so that of course we're

making staff aware of it so that they're able to tell these people why there are no more caps and we have these exceptions and why we do not give them ten extra spoons and so on, when of course not everything. And like any company we just have to take into account those outside influences. Like things that we cannot completely control. If there's like an external demand like that, then we have to adapt to it or we have to consider whether it's beneficial for our company and we'll continue to stay in that place.

I understand, it is important to find consensus there. In terms of actually the needs of the employees, how would it be divided now if it was divided 100% among the key employees, which are for example the temporary employees who communicate the product to the customers and basically also contribute to the branding of the brand in general. Then the support staff and the employees for the ancillary activities and the non-support staff, which means, for example, how we had, for example, Mr. Lukas K. employed a little bit differently, so how is it actually even if you divided somehow the needs percentage between these three groups, how would you divide?

It's always individual there. I'll give you some sort of constant random number. It's really about the places where it is, how it is,

how long it's been in use. We have places where it's like year-round, for example, so there's an employee there. But you cannot completely get around it like that, put it in some spreadsheet. It's always taking into account who it is, how it is, just how long it's been running and percentage-wise I cannot like prove it to you.

[00:13:25.490] - Interviewer

I understand.

[00:13:28.160] - CEO

In terms of those things, basically, we're really not that small a company and it's just about the fact that obviously there's something set up, we're doing something, we want it to be, but it's basically about people. So plus temps, plus even as employees, there's a little bit of a different thing then. If you're in some other kind of like bigger operation, there's some kind of a measurement, you can give detail, importance. There's some just spreadsheets, right? That you sort of laboriously learn it into. Well it's ultimately got to fit what's in that place anyway yeah so it's not really. It's a percentage thing of course there's something like that and even as a scholar it's perfectly calculated in general terms but I'm really being specific, we cannot be specific. Well it's different than standard traffic. Yeah, so you cannot quite like make it like that a whole year of traffic. I do not know, like a candy store, and I know I just have so many

employees there, there's an operations person, there's just a director or an accountant or just those things. We've just got it downright temps. Of course, the promotion is that we're more active now on social media, on where our target group is, but it's like Jablonec is basically taking care of those things here, not SIDORA. Of course, they consult with us, we know what's going on, and they've arranged for more intensive social media campaigns, because they've launched an e-shop with bags. It was also a company development because the product is specific. We were looking for a company to prepare it so it wouldn't freeze. The storage thing, we're not really a typical company, we do not even have a typical product to put it into like general things like that, I do not think I can help you there.

[00:15:28.610] - Interviewer

I understand. It's okay. Thank you. I'm gonna close some of these areas with a rating of one to five, five being the best. So if you were to rate the overall staffing level of the franchise's summer interns, what number would you assign?

[00:15:51.810] - CEO

Control. 5.

[00:15:59.110] - Interviewer

So now I have an organizational structure. Is there a person in the company who is

responsible for the level of human resource management?

[00:16:15.410] - CEO

Oh, sure. Yeah, it is.

[00:16:21.680] - Interviewer

And how is the responsibility for human resources management actually divided within the organisational structure?

[00:16:30.620] - CEO

So there is 100% and the designated person of course reports directly to the company's executives and the company's executives report directly to the franchisor. Not really, because the franchisor is not our partner either. Sometimes it's kind of on the level, that's why I put it in there, like the contractor. Of course we are, we have one goal, we like it. A lot of even like referral stuff, but I can say that we really do not have Moravia in charge yet, so we're actively and heavily involved in the spin and what it's going to look like across the country.

[00:17:16.030] - Interviewer

So, they're actually on a similar level, but at the same time it's intertwined.

[00:17:26.920] - CEO

Yes, we do, when we sort of figure it out and they cannot even sort of order us around, it's not like that classic franchise like McDonald's where they have exactly what it's supposed to look like and basically the team runs what they want and it has to be exactly like that you cannot dodge it just here it's a little bit different. Yeah, so really the executives make all the decisions. They agree, that's enough but sometimes we have to tailor it to that particular problem, place, something.

[00:18:00.370] - Interviewer

Like in Zlín, for example.

[00:18:01.750] - CEO

Actually, it's Zlin, Mr. Horsky, where we'll have one serving, one size for three like everywhere else and stuff.

[00:18:10.540] - Interviewer

Thank you. Okay. And the person or the role that is responsible for human resources management, does that person have defined HR activities that they are responsible for? And then if you can describe those HR activities to me?

[00:18:41.590] - CEO

Yes, it is. And I think you can write it down. Or do you need it? It's basically part of the

manual. It's your job description, so if you could spare me and write it, I'd be happy to.

[00:18:53.130] - Interviewer

I understand that, but we still have to go through it, even though I'm asking basic questions.

[00:19:00.050] - CEO

But in a way that he's fully responsible for whoever he's taking from the training and he's totally on to change complete shifts so that those girls know what they're supposed to do, so that they follow that sales talk so that they have a job description on that job and basically everything on that job. Of course, that's one person responsible for that, and that's the supervisor of the company and the supervisor is kept informed, trained, briefed. Plus of course he has detailed things described in the manual, but of course on the other hand they also consult things with him and they are of course happy if the supervisor comes up with something that makes the work and also the communication with the temps easier.

[00:19:49.650] - Interviewer

And are there job descriptions for those jobs within the company and how are they defined and described within the franchise?

[00:19:58.520] - CEO

So the outlets are actually our operations and those operations. The goal of the company is to make it look the same in all the places, and that is of course described and made available to everybody so that there are no things. It's described in a pretty comprehensive, detailed, sales manual.

[00:20:19.760] - Interviewer

And all employees own a copy of their job description. And if you can describe how summer temps are informed of their job descriptions?

[00:20:32.930] - CEO

So they are informed in advance. They have to go through training, intensive training, which has several rounds. If they succeed, they are offered a job. The moment they accept it, of course, they also get a written form which they have to confirm and sign.

[00:20:56.730] - Interviewer

And are these descriptions used to actually manage those human resources in the company? And how are these job descriptions used in management?

[00:21:09.790] - CEO

One more time? Sounds to me like the same question as before.

[00:21:14.410] - Interviewer

If that job description is used in practice.

[00:21:31.900] - CEO

I see to it that 100% of those descriptions are followed and that checks are made to make sure that it works. If it is not, then, of course, it must be corrected. If it does, they'll say goodbye to the temps. It's grounds for termination.

[00:21:55.890] - Interviewer

Are these job descriptions being updated and what is the actual process for updating them?

[00:22:11.710] - CEO

So they are basically updated up to date if there is any change. That is to say, if there is a change, for example, of a good idea that we want to put into practice, where we switch from one to another, which we find technically better, easier, then yes. Otherwise, of course, it stays, but again, we react to the times, to what's on offer, and we look at what's new, what could be done, how it could be made easier, and communication with the brigadiers. So we use some of our best practices, but if even during the season there's a new thing that comes up that we like, so we try to put that into practice as quickly as possible and brief on that, obviously.

[00:23:10.420] - Interviewer

And as far as the selection and recruitment of employees, which is actually another area, again, the question of course is whether there is a specific person who selects the employees or how the selection procedure is carried out.

[00:23:30.570] - CEO

Yes, of course there is a specific person and his company. We take great care and select the person who will make his living here with us. So, of course, there are high demands and if those demands start, it's some already in practice in our company longer, when that person has gone through the job himself. We select these people very carefully and they are then, of course, instructed to go through the selection process the way we want it to look afterwards. That means that those selection processes are, of course, multiple rounds and there is some of that initial selection. And then of course there's the fact that the product and our marketing is mainly focused on those temps and on basically that communication. So we need to select capable communicative people who can not only work, of course, but they need to communicate a lot. So we try to make sure in those two-round basically, training, intensive training of all our employees and temps that we really pick up people who have similar suitable potential for that. Yeah, and it's regardless of maybe versus other companies, we do not really care what their experience is, but obviously

there's compliance, some sales talk and we require them to follow some sales techniques that are related to selling the product. And of course one has to be able to communicate that. So we pay a lot of attention to that and we do a lot of picking and choosing at several stages whether or not the person actually has the ability to do that. So some initial selection there and then some second round. Then it's from on-the-spot training. Also on-site afterwards. So that really the maximum effect of the marketing that we have chosen is assigned to the more experienced. Basically, employees who already know what to do. Yeah, so I watch this a lot and it's kind of the grit of multiple rounds.

[00:26:04.880] - Interviewer

And how is the training of those responsible for selecting the summer temporary workers handled and if they are trained?

[00:26:13.180] - CEO

So, of course, those people are being trained. They basically have to go through training as well and, as I said, they have to go through the company. So they have to go through that process. They're not people that come in from the outside from some other company and have to go through sort of the company itself. And if they go through the company as such, that's the best training that they can give. And then, of course, they're instructed in what we want them to look like. That's done verbally, of course, but it's also done in

the form of a described manual, where they're actually given the elaboration of those particular points directly, whether it's the training of the selection process, so that they know how to go about selecting suitable candidates.

[00:27:05.710] - Interviewer

Is the supervisor under whom the person will be permanently placed present at the job interview and how are supervisors involved in the hiring process?

[00:27:18.850] - CEO

Yes, it is, and it's fully within their purview, so it's their full responsibility for their work team. Basically, they choose their own work team and are fully responsible for it.

[00:27:32.830] - Interviewer

Was there training on how to conduct a proper job interview and how does the company actually ensure effective job interviews for these temps?

[00:27:46.480] - CEO

Yes, it was and always is in the form of an intensive training session of several hours.

[00:27:53.970] - Interviewer

And does the organization have a coherent process for that selection within the

company? I mean, that's been answered. Is preference given to existing employees and longer-term employees when filling senior positions?

[00:28:18.220] - CEO

Definitely yes.

[00:28:21.100] - Interviewer

And how are these employees assessed for those senior positions?

[00:28:27.350] - CEO

And as they are judged, of course, there is criteria and there is their ability and there is a judgment of their specific work of that particular place. And they're basically selected sort of first. Even who are the best at the job, so they do the job the way we would like them to do it, absolutely ideally. Then of course we talk to them and we need to know if they're able to also lead a team and pick the same people around them, which usually those people are, because like I said, we do not have any feeders, but we want to really have that communication and have those girls have a really intense sales conversation with a certain amount of those sales techniques. So they're smart girls. We definitely just pick based on their work in the company, which is kind of totally the, I would say ninety percent and then even the 10% we deal with if they're able to lead the team, how the other ladies respond to them as well of course, but not

everybody that's like good at it, maybe doesn't have that talent to get motivated and be like totally ready.

[00:29:50.560] - Interviewer

Does the company have an adaptation program, which actually means that when we hire a new employee, whether he or she has some kind of adapted conditions for his or her work functioning until a certain period of time before he or she starts to work as if for real.

[00:30:11.330] - CEO

Basically, we have no employees. Here's the answer to that again. I think it's more of a question for businesses, like if we had some just year-round operation. That's where it really depends. Most of the time those temps stay with us longer and we do not know if they're going to be a fortnight in the holidays and end up staying for three years. So like obviously the plan is definitely there. Before you sort of get it on the up and up, there's obviously training where they go through the operation and they can make a decision. First of all, we can decide whether he's suitable for us or not and he can decide whether the job is sort of suitable for him or not. So there's definitely a little bit of a trial period on that stand. So that we can get to know each other and see if it is or not. Either from our side as an employer or from the employee's side.

[00:31:10.850] - Interviewer

Great, I agree. And I would also just like to add that we actually usually try, for example in Zlín, when we actually have more employees on shift, we actually keep the newbies longer with the more experienced ones.

[00:31:26.180] - CEO

I've said it before. So it's usually two-phase that initial one to find out if it's a yes or no, and the second one basically, once we've agreed that it is and the person sort of wants to try it with us, then of course matching up those shifts with the more experienced ones and of course the ones who already sort of know what to do and are the girls who are doing what we want them to do. So we want to, we put them intentionally on a shift, if we can, with the girls that they're basically going to learn what we want them to learn from. What we want the company to still look like.

[00:32:07.810] - Interviewer

How would you rate the process of recruiting temporary staff? Again, from an A to a F.

[00:32:16.200] - Speaker 3

Process, 5.

[00:32:30.180] - Interviewer

That's how it is in the company. In the context of employee appraisal at SIDORA ICE s.r.o., is there a formal system of employee appraisal in the company? And what is the actual appraisal process?

[00:32:48.440] - CEO

Formal. What does that mean?

[00:32:51.050] - Interviewer

That is, than it can mean, for example, some structured structure.

[00:32:56.750] - CEO

We do not have that. We do not have clearly stated conditions under which like those girls do their turn as it's more like a different society, right. Like we obviously have clearly given, but.

[00:33:07.400] - Interviewer

It's more of a feedback loop.

[00:33:09.530] - CEO

Exactly the feedback.

[00:33:11.210] - Interviewer

Well actually she can be kind of formal too, yeah, so it's actually more like not saying like yeah, she's doing a great job, but really kind of giving that feedback. So like more like in that sense.

[00:33:28.940] - CEO

So we try, we try and motivate, we try and reward, right. So like the rewards are there, but it's not like structurally set because it's really place by place. It's basically partly yes, partly no. Yeah, there were records, for example, but we dropped those because they did not have much meaning. It kind of demotivated the girls rather than energized them. So more of a copy is really trying to appreciate within reason and to me it's just, but definitely kind of like a standard or some. So now it'll be like this, like this from like spreadsheet just like spreadsheet classes or something like that, so definitely yeah.

[00:34:20.540] - Interviewer

Are appraisals conducted regularly in the company and, in fact, how often and what factors determine the frequency of appraisals? If so, then.

[00:34:32.200] - CEO

So ideally twice a week at each site and of course it is done on multiple levels.

[00:34:42.220] - Interviewer

How are temporary workers rewarded for their work?

[00:34:49.740] - CEO

So of course they have some basis that we agreed on and then of course they have some

incentive rewards. Absolutely, but it's really individual. It's working it into some spreadsheet stuff, they have some things pre-determined there. If they like come out, they have like five crowns by the hour rate or hourly rate that extra five crowns. So of course there's some there, but basically we hire them for a specific job. That's not a traditional employee and they have a pre-agreed price for which they will do the work.

[00:35:29.160] - Interviewer

And the rating system? Is it getting any better? Is it improving or optimizing?

[00:35:38.670] - CEO

Not much of a question for us, we have people to do specific jobs and they get paid for it.

[00:35:45.450] - Interviewer

Okay, now the evaluation question How would you rate the effectiveness of the staff evaluation process? Does it have any effect on her, on those, on those temps, if there's actually what, do we give that feedback?

[00:36:10.180] - CEO

Sometimes, but sometimes not, they're temps. Three, huh? Let's make it a three.

[00:36:26.060] - Interviewer

So, in terms of compensation, employee wages, does the company have a wage policy in place?

[00:36:45.660] - CEO

Definitely yes.

[00:36:48.450] - Interviewer

And is this policy published? This wage policy.

[00:36:55.470] - CEO

Is some of the foundation there? Of course, the ladies know about it, but we certainly do not make a policy out of it.

[00:37:05.580] - Interviewer

And is this wage policy based on the company's business strategy?

[00:37:12.300] - CEO

Yes.

[00:37:18.020] - Interviewer

Is the company's remuneration transparent? And if we can somehow describe the process of remuneration, how it is communicated to them, on what criteria.

[00:37:29.900] - CEO

Again, yeah, that's just a question for the staff. It's like totally not on our company. There's just again, we have some work to do, they do the work and they get paid. We have clearly pre-determined conditions under which they do the work. So it's not exactly standard, of course, if they do some work above and beyond the work that we've contracted together for a certain amount, then of course there is a specific fee associated with that particular person for the work done above and beyond the work that they were actually hired to do.

[00:38:19.730] - Interviewer

Is there any plan to increase, I mean, what is said sort of beyond that? So is there a plan for that, to say what is actually above and beyond that basic activity?

[00:38:41.270] - CEO

So, of course, those tasks are specifically given, they are given actually in the job description of that particular temporary worker and whatever is beyond that is taken as being beyond that job. Now, it depends on what specific work is being done. And of course, the amount of the premium, as it were, depends on that too, he means the classic example. It makes a difference if someone puts in more hours, for example. There is a difference if somebody then has to get in the car and has other costs associated with that, other than, for example, over and

above their work for the work done, and they have to get to that workplace quickly in some way and are willing to do that for us. So, of course, the amount of pay is going to be different than a person who has done the job differently and in a different place. Yeah, so it's always specific and it's really geared that reward system just to that particular job done. Yeah, which is clearly specified, it's transparent and everybody knows what they're supposed to do, what specifically is being asked of them. It's actually described point by point. The work that they've been hired to do even at a price that's transparent, that's clearly given and there's an hourly rate given and anything beyond those basic duties is of course then individually rewarded. And again, it's based on the performance of the job.

[00:40:11.650] - Interviewer

And is wage growth in a company dependent on labour productivity?

[00:40:19.630] - CEO

No, it's not. It's clearly stated there. Again, there's a clear specific job that's agreed upon, which is actually constant throughout the season, so it's clearly given and then we contract that out. For that money, the work done there doesn't change and is actually constant. And because those ladies or those temps are paid on the basis of that particular performance, doing that particular job, we do not.

[00:40:53.100] - Interviewer

It tracks which workplaces are the most fluctuating, which means where the most frequent changes, where the most frequent departures and additions occur.

[00:41:04.290] - CEO

Also the workplaces are in big cities temporary workers. Of course, the bigger the city, the more inhabitants, the greater the turnover of these temporary workers. If we look at our workplaces, it's really in the big district towns, for example Prague, where it changes the most, and in comparison, for example,

the much smaller Vyškov. There we have basically had ladies for several years. But again, it has to do with the fact that we have had these ladies for 3 or 4 years, which we are very happy that they are with us like this. However, in cities such as Prague and Brno, the most frequent changes are in these workplaces, although Ostrava is also big, but there is a slightly different mentality, so it is not as if it is a given, but really Prague and Brno it is more like a given place. Yeah, and locally really Prague Brno, that's where it's most within. Also the fact that we use students of course, right. So we use like educated people really in high school and college because we really want them to be a little bit more, we want them to be active and communicative and we want them to follow an active sales conversation. So in Brno, for

example, it has to do with the fact that maybe they have to vacate their dorms during the holidays. It's like a locally determined thing where they leave the city for their hometowns. Basically, Brno is a problem to find in July-August because they study there for a year and they cannot be there during the holidays unless they're living in a private residence, so all those dorms just empty out, and because Brno is a bigger city and there's a bigger supply of those jobs, there's more like a shortage of those things, that there's really more of those positions than there are really those temps in the city. But Prague and Brno are the worst and Prague is the worst.

[00:43:42.540] - Interviewer

Now, actually, about employee benefits. So does the company offer any benefits to its employees? And what are they?

[00:43:51.930] - CEO

I'm sure there are benefits. We certainly try to make them feel comfortable. That means they can add ice cream, they can add coffee. We try to make it more on the shift so they can comfortably take a break.

And of course, we try to maybe call them in, motivate them a little bit. I'd love it if maybe we could move a little bit on that and maybe do some of those meetings within the company on a regular basis, like maybe go out for pizza. And I'd talk a little bit about things like that. I do not totally think that would be cool, like online on line support and

I think that would be too. That's again the time is a little bit somewhere else for the young people, but for the existing ones or the regular ones, it certainly wouldn't be out of place to invite them out from time to time and that's up to the line manager.

[00:44:53.550] - Interviewer

And so, is the offer of those employee benefits updated in any way, like once every two seasons?

[00:45:03.350] - CEO

Of course the ladies know that and we try to accommodate them. I'm basically trying to develop it in some way. And yeah, I guess. Of course, again, it's about how when it's an employee, it's a little bit different, like the temps they, because the image of that, the pay and we just have for the season. And like I said, it doesn't come completely standard. It's all somebody's with 14, somewhere alone for four years. And of course here these wages that are there, then they have the benefits of it like you. Basically that the longer they're with the company, of course they're financially rewarded and they're contributing more money to their personal just hobbies, interests and using those funds at their discretion. So of course we try to, the longer they're with us, of course the hourly rate for the work they do is greater, which I think for young people.

[00:46:10.250] - Interviewer

And do you keep track of employee benefits at competing companies? What are the employee benefits offered to temps at our company compared to competitors?

[00:46:27.650] - CEO

And basically, they get free coffee, they get ice cream. Outside, our produce is the greatest. Compared to the competition, which is sort of a penny charge, obviously reduced from the sale price, but they're charged 10 crowns for coffee and all that. Of course, we try to offer those benefits as well, for example in the form of meal vouchers. As far as the lady there is concerned, she really is comfortable in that workplace. So we have that. We'll give it a five against the others.

[00:47:20.070] - Interviewer

I do not want to say completely as training of employees, as temporary workers, But yeah, actually the training, the training is so valued by the company, the training and the personal development of the employees. How does the company perceive the role of training and the development of the temps?

[00:47:43.470] - CEO

So, of course, that's what we're making sure of. And of course it's all orchestrated. And it's also in the company's costs. All of them, of course. Like the training things that we do here, we do intensively, are of course charged for in other companies. We basically give them to our employees for free and as part of the teams and actually what we want. So we do intensive training at cost.

[00:48:20.880] - Interviewer

How is the professional development of employees? Professional is like the specialization actually in that company, in those temps, supported outside the workplace. And how does the company actually support some development of those employees and outside of that workplace.

[00:48:51.930] - CEO

So here, of course, we inspire them and try to train them intensively like you do in our sales technician. Of course, this is only within the company, not outside the company. As far as outside the company, that's where we are involved in sort of further development, although we kind of try to get them those...

Basically yes and no, but it's more about interest or play. If I take for example within those job duties the ladies have something if they're interested in maybe further developing themselves creatively in like face painting and balloon making, which is basically another profession that's not exactly standard in all places. If a lady is interested in that, there are workplaces where we are very happy to train them if they are interested in that. But as if they'd find something on their own and the company would be involved financially, maybe not.

Again, that's just as part of some of that marketing and strategy, but maybe outside of their workplace. Beyond the given responsibilities that they normally have.

[00:50:07.190] - Interviewer

Does the company offer any lessons in people management?

[00:50:16.410] - CEO

Yes. To their executives.

[00:50:22.450] - Interviewer

Does the company have a program to train these temps?

[00:50:33.190] - CEO

Yes.

[00:50:35.250] - Interviewer

So how are the results of that training evaluated? How? How does the company actually evaluate that training or that training of those workers?

[00:50:50.850] - CEO

Yes, this is in the form of regular checks and supervisions, which are reported on regularly. And based on those reports, I just try to either develop the temps further or not. So it's all regularly monitored on several

levels, of course, so that we keep an eye on it in the form of those supervisions, mainly, and not only from the direct supervisor, but also from the managing directors of the company and even from, for example, the franchise partners.

[00:51:25.410] - Interviewer

Is there a record of staff who have attended the training?

[00:51:30.680] - CEO

Well, of course, they're all employees of the company. They cannot work for us without training. By being in the business of selling an exceptional product. It's impossible without training.

[00:51:51.470] - Interviewer

Does the company plan or invest any of its funds in those training programs?

[00:52:11.900] - Interviewer

Approximately how many hours on average a worker spends on training

[00:52:21.760] - CEO

So it's basically one day of work. I mean, it has to go from A to Z, basically. It means really and it's again branch by branch, but on average we can say 8 hours for sure.

[00:52:43.620] - Interviewer

So, how would you rate the level of training of these temps and why? It only goes from an 1-5.

[00:52:58.210] - CEO

5.

[00:53:04.850] - Interviewer

Now, just a little bit about OSH. How does the company deal with accidents of temporary workers at the workplace?

[00:53:18.310] - CEO

Well, of course. We keep all the necessary documentation and the company uses an outside firm to do it. The company is called Rio Prevention, and they actually do all this stuff. The forewomen are briefed, they each have to go through health and safety training. There's a record of that, of course. And there's documentation. And it's on a stand so big the company's headquarters and without that the temps cannot go on the stand. So the safety of our employees is taken care of. They are properly trained by a worker before they start work. If there is an accident, the law is followed, here this Czech Republic. So, of course, there is a contact person at each workplace who has to actually make a record of this in a book which is part of that little documentation and when they basically contact the worker who is listed, who is in each of those documentation and they actually determine how to proceed. Yeah, of

course us ladies are not alone. So initially of course the procedure has to be in case of some kind of injury, the ambulance is called and then of course the documentation is dealt with and that's where those things come in. So each of the workplaces is provided with and emergency telephone numbers. And in case the person who is affected actually communicates, he or she has a contact person there who will then guide him or her on what to do in a particular case.

[00:55:23.450] - Interviewer

Are the conditions for providing first aid created, or what resources are needed for temporary workers to provide first aid.

[00:55:38.060] - CEO

So to ensure first aid, they are of course not alone. They're in a campus where they're not alone, where they're part of a collective, of course. And of course there is a first aid kit on site so that there is that help. So that first aid can be given.

[00:56:03.390] - Interviewer

Is there a designated person in the company who is responsible for safety in the company?

[00:56:09.270] - CEO

Yes.

[00:56:47.240] - CEO

Occupational health and safety rating 5. Mrs. Petra Bellová is an absolutely great person, so five.

[00:56:56.570] - Interviewer

And so, we're almost at the end, so I've only got like two areas here, no shorter. In terms of corporate culture, the company has defined values that are important to it. If we can describe them in terms of a mission statement, a vision statement, etc.

[00:57:20.220] - CEO

So of course yes, it's described in the levels, but it's described in the manuals. In fact, it's part of the manuals that are produced for managers, for temporary workers and for senior companies. Of course, it is to make sure that customers leave us happy and feeling good. Regardless of whether they buy our product or not. As one of the main visions and goals of the company, a satisfied customer.

[00:57:55.880] - Interviewer

Are employees informed of these values?

[00:58:01.870] - CEO

They've been extensively trained.

[00:58:08.180] - Interviewer

In your opinion, do they share, or do they respect, these values? And how do companies relate to these values?

[00:58:22.070] - CEO

They mostly respect, yes. If they do not respect, they are finished in our society.

[00:58:31.360] - Interviewer

Are the personnel and operational standards in the company actually just set in a clear and understandable way?

[00:58:42.140] - CEO

Yes.

[00:58:43.130] - Interviewer

And if we can still describe how they are, how they are actually communicated and how the executives are actually made aware of it?

[00:58:54.020] - CEO

This is always the case, of course, both in the form of a personal meeting with the company's executives and in the form of training and, of course, in writing.

[00:59:09.500] - Interviewer

Does the management style actually adapt to the temporary staff? If it's adapting the

leadership style inherent in those employees. For example, within the values of that company, whether it's targeting those employees, their age group and so on.

[00:59:45.840] - CEO

Basically, so we focus on their performance regardless of gender and age. Yeah, so for us, of course, we focus on all employees equally, regardless of whether they're employees or temps. It takes the same care and the same performance regardless of age, gender.

[01:00:10.920] - Interviewer

Is the company open to new business partners? And how does the company encourage the development of partnerships between those temporary workers and perhaps potential partners who come to them?

[01:00:28.410] - CEO

So there's more of a company structure that's a little bit different, that with us it's just an employee or a customer or whatever.

[01:00:36.270] - Interviewer

But for example, if a customer came to you as a temporary worker, what would he say hey, you have a great stand here, I would like it too, so like he has the opportunity to establish maybe some cooperation?

[01:00:48.030] - CEO

So clearly yes is my contact in that sense. And of course we are open to any kind of cooperation and of course we are actively looking for it. So it's sort of in the form of social media presence, it's in the form of referrals and certainly maybe here. But that way, when somebody comes in, of course, it's again about whether or not that particular person is going to set up a meeting and it's about if and finding out whether or not we're beneficial to each other and what that person is actually running, who's running it, running it and if it would be basically in line with our marketing and with some of the vision and goals of our company.

[01:01:36.900] - Interviewer

And surely you know the pros and cons of your competitors? And how does the company compare to its competitors when it comes to treating and managing temps?

[01:01:54.480] - CEO

I know that, of course, and I think we're on the cutting edge. We're really, really up there compared to the others rather like learning from us.

[01:02:09.990] - Interviewer

Great. So we have one last area, if that's what it means, and that's actually employee relations with the company. So if the company has, now it's going to sound like an

employee relations policy. Actually, what is the franchise's approach to the employment relationship with temps?

[01:02:43.020] - CEO

It's hard to say. So relationships, so it's again specific because the differences with the girl and the month a little bit and it makes a difference if it has three more years or that it does. So of course we try to develop those relationships and so good relationships, but of course that goes with people who like our concept and that's kind of why. The company benefits from other work as well as us, so of course there's something different about that. And if someone is with us for two days with a trip, I think we do that well though and the reason is that those temps really do change so much and they really stay with us for the time that the temp starts their standard employment.

[01:03:38.370] - Interviewer

Are the company's strategies and plans in line with the Code of Conduct? How does the franchise ensure that its strategies and plans are consistent with the code of ethics that brigaders have?

[01:03:51.100] - CEO

Yes, we have standard conditions.

[01:04:02.360] - Interviewer

Are employees adequately informed about who they can contact if they have employee relations problems and how the franchise provides support to its own temps when they have problems?

[01:04:44.030] - CEO

And they are sufficiently briefed. They are, of course, told verbally, and then they are also told in writing, when they have specific persons and specific telephone numbers to contact immediately in case of an emergency, for a given situation that is being handled and we know will arise in that traffic. Anytime 24 hours a day, 7 days a week.

[01:05:11.810] - Interviewer

Does the company have exit interviews? Like, the company contacts the temps and asks them, for example, what motivated them to actually leave the company or what happened there or whatever?

[01:05:31.200] - CEO

If he wants to communicate with us, we are always interested in why he is leaving. So I can say that we are really interested in it and it doesn't happen that we do not know why the person quit. It happens more rarely, so definitely the exit and the feedback.

[01:05:50.160] - Interviewer

And how do the temps give that feedback? Is it in the form of, say, an interview or some kind of questionnaire?

[01:05:59.490] - CEO

Usually it's in the form of a conversation when actually handing over things that are related to the operation of keys and such. So those operational things and we always try to have that feedback when we hand over those operational things.

[01:06:20.220] - Interviewer

Does the company have regular access to legal advice on labour relations?

[01:06:27.450] - Speaker 3

Yes.

[01:06:32.250] - Interviewer

Is there a person in the company who registers legislation in this area?

[01:06:46.260] - CEO

We do not need it quite as standard. Of course, if something comes up or there's a change or something, the lawyer contacts us or we contact her with something specific. It's just not a standardly employed person, because here you do not need those things happiness completely. But for us, it's the lawyer here in Zlín who actually handles all the legal stuff, whether it's contracts, or if I'm not quite sure about something, the very basic ones, whether it's employment contracts or lease contracts, and actually all the legal stuff.

that we do as a company, so we use our own external lawyer, Ms. Pavlina Dřevová.

[01:07:33.930] - Interviewer

Great, thank you so much. So that's it. Thank you for the information and have a nice day.

[01:07:38.840] - CEO

Thank you, too.

APPENDIX PII: QUESTIONNAIRE FOR TEMPORARY WORKERS

Employee Satisfaction

1. How satisfied are you with your part-time job?

   Very dissatisfied   1   2   3
        4   5   Very satisfied

2. How meaningful do you perceive your work tasks to be?

   Very meaningless   1   2   3
        4   5   Very meaningful

3. What motivates you to do this seasonal summer job? *Tick all valid options.*

   - Opportunity to earn money
   - Developing new skills
   - Building my CV and work experience
   - Being part of fun and friendly team

4. What do you enjoy most about this job? *Mark only one ellipse.*

   - Working with friendly colleagues
   - Meeting new people and making friends
   - Learning new skills and gaining work experience
   - Flexibility of work and possibility to work part-time
   - Communication with customers
   - Other: *Specify*

5. Which of the following is true?

   - Working with friendly colleagues
   - Acquiring new skills and work experience
   - Meeting new people and making friends
   - Flexibility of work

6. How are you currently satisfied with the following?

   - Very dissatisfied; Rather dissatisfied; Neutral/ I do not know; Rather satisfied; Very satisfied
   - Salary amount; Training; Supervisor's support; Workload; Opportunities for growth; Communication with management; Work environment

7. How important is the following to you?

   - Very low importance; Low importance; Neutral; High importance; Very high importance
   - Salary amount; Training; Supervisor's support; Workload; Opportunities for growth; Communication with management; Work environment

8. Describe in more detail a situation when you felt particularly satisfied at work.

9. Your more detailed comment

Employee engagement

10. Which of the following strategies do you consider to be most effective in increasing employee engagement in this seasonal summer job? *Mark only one ellipse.*

    - Providing opportunities for career growth

- Creating a positive working environment and culture
- Offering bonuses and rewards for good performance
- Support of open communication and feedback from employees

11. I feel properly appreciated for my work. *Mark only one ellipse.*
    - Yes
    - No

12. How much do your work tasks contribute to your personal growth and development?
    - No benefit   1   2   3   4   5   The great benefit

13. What steps would you take to feel more involved and invested in your work?

- Opportunity to learn new skills and take on new responsibilities
- Coaching and feedback on work performance
- Conducting regular feedback from employees
- Training on how to handle difficult customers or situations
- Training on how to provide excellent customer service
- Providing regular recognition and praise for good work
- Providing clear expectations for performance
- Other: *Specify*

14. What ideas or changes would you suggest increasing your engagement as a temporary worker?

15. Your more detailed comment.

Retention of employees

16. Have you considered leaving? *Mark only one ellipse.*
    - Yes, I left
    - Yes, but I stayed
    - No, I did not consider it

17. Why did you decide so?

18. What are the factors that would increase the likelihood of you staying on a temporary job and next season?
    - More positive work culture
    - Higher salary or remuneration

- Opportunities for development
- Better leadership
- More training opportunities
- Better support from management

19. How likely are you to recommend this seasonal summer job to a friend or acquaintance?
    - Very unlikely   1   2   3   4   5   Very likely

20. Your more detailed comment.

Feedback and suggestions

21. Would you welcome the opportunity to provide management with detailed (anonymous) feedback about your work experience? *Mark only one ellipse.*

- Yes
- No
- I do not know

22. In case management decides to collect feedback in the form of a questionnaire, how often would you like to see it? *Mark only one ellipse.*
    - Once every month (approximately 6 times per season)
    - Once every two months (3 times per season)
    - 2 times per season - in the middle and at the end
    - Once per season - at the end

23. Which method would you choose to get feedback?
    - Anonymous forms or surveys
    - Group calls
    - Individual calls with a supervisor (one-to-one)
    - Other: *Specify*

24. What would you do differently if you were in charge?

25. Your more detailed comment

Final questions

26. Age
    - 15-18
    - 19 +

27. Is it your first job?
    - Yes
    - No

28. How long have you been with ICE'N'GO!? *Mark only one ellipse.*
    - Less than 3 months (half a season)
    - More than 3 months to a full season
    - I have experienced 2 seasons
    - More than 2 seasons

29. How many hours did you work per week in full season (July-August)? *Insert number*.

30. Which workplaces have you experienced? *Tick all valid options.*
    - Brno
    - Ostrava
    - Pasohlávky
    - Vranov nad Dyjí
    - Vyškov
    - Zlín

APPENDIX P III: INTERVIEW TABLES

Table 28 Strategy and planning of SIDORA ICE Ltd.

STRATEGY AND PLANNING OF SIDORA ICE LTD.				
QUESTION	CEO		SUPEVISOR	
	YES	NO	YES	NO
1. How does SIDORA ICE Ltd. approach business strategy during the summer franchise season? Is there a business strategy processed?	X		X	
2. Is the business strategy tailored for the season? In what ways is the business strategy of SIDORA ICE Ltd. tailored for the summer season?	X		X	
3. Have the goals been set for human resource management based on business strategy?	X		X	
4. How does SIDORA ICE Ltd. set goals for human resource management during the summer season based on the strategy?	X		X	
5. How are these goals for human resource management communicated to the summer temps? Are they published?	X		X	
6. How does SIDORA ICE Ltd. balance and effectively communicate the importance of human and financial/material resources to the summer temps?	X		X	
7. How does the organisation scheme of SIDORA ICE Ltd. incorporate human resource management for the summer season?		X		X
8. In your opinion, what is the breakdown of the needs of summer temps in terms of key employees, supportive employees, ones for side activities, and flexible (part-time, seasonal) employees? How does this impact the franchise's overall human resource management level for summer temps? Please explain your reasoning. • Key employees (temporary workers) • Supportive employees and ones for side activities • Part-time employees	30% 30% 30%		80% 10% 10%	
9. For this question, evaluate the overall level of personnel management for summer temps in the franchise. Circle on a scale from 1 to 5, where 1 is the lowest and 5 is the highest.	1 2 3 4 **5**		1 2 3 **4** 5	

Table 29 Organisational structure of SIDORA ICE Ltd.

ORGANISATIONAL STRUCTURE AT SIDORA ICE LTD.				
QUESTION	**CEO**		**SUPEVISOR**	
	YES	**NO**	**YES**	**NO**
1. How is the responsibility for managing human resources for summer temps distributed within the organizational structure of SIDORA ICE Ltd.? Is there a person in the company who is responsible for the level of human resources?	X		X	
2. Does this person have defined personnel activities for which he/she is responsible? Can you describe the personnel activities that the person responsible for managing summer temps is accountable for within the franchise?	X		X	
3. Are there job descriptions in the company? How are summer temp positions defined and described within the franchise?	X		X	
4. Do all employees own a copy of their job description? Can you describe how summer temps are informed about their job descriptions within the franchise?	X		X	
5. Are job descriptions used for human resource management in the company? How are job descriptions used in the management of human resources for summer temps within the franchise?	X		X	
6. Are the job descriptions used to reward employees? How are summer temps rewarded for their performance within the franchise?	X			X
7. In what ways, if any, do the job descriptions for summer temp positions conform to ISO standards within the franchise? Are the job descriptions used to set standards?		X		X
8. Are these job descriptions being updated? Can you describe the process for updating job descriptions for summer temps in preparation for the summer season within the franchise?	X			X
9. For this question, evaluate the overall level of personnel management for summer temps in the franchise. Circle on a scale from 1 to 5, where 1 is the lowest and 5 is the highest.	1		1	
	2		2	
	3		3	
	4		4	
	5		5	

Table 30 Selection and hiring of SIDORA ICE Ltd.

SELECTION AND HIRING AT SIDORA ICE LTD.

QUESTION	CEO		SUPEVISOR	
	YES	NO	YES	NO
1. Do you have a specific person in the company who selects employees? How is the selection process for summer temps handled within SIDORA ICE Ltd.?	X		X	
2. Can you describe the training provided to the person responsible for selecting summer temps? Has this person been adequately trained?	X			X
3. Is a manager under whom the person will permanently be assigned present at the job interview? In what ways are managers involved in the hiring process for summer temps?	X		X	
4. Has there been training on how to lead a job interview properly? How does SIDORA ICE Ltd. ensure that job interviews for summer temps are conducted effectively?	X		X	
5. Can you walk me through the procedure for selecting new summer temps within the franchise? Does the organisation in the company have a comprehensive procedure for selecting new employees?	X		X	
6. How are existing summer temps considered for higher positions during the summer season? Are existing employees preferred when filling higher positions?	X		X	
7. Is there a particular approach used to prioritize internal workers over external candidates?		X		X
8. Are employees familiar with this strategy? How are summer temps informed about the selection process and any internal hiring strategies?		X		X
9. Does the company have an adaptation program? What kind of adaptation program, if any, is in place for new summer temps at SIDORA ICE Ltd.?	X		X	
9. How would you rate the franchise's overall hiring process for summer temps on a scale from 1 to 5? Please provide some examples to support your rating.	1		1	
	2		2	
	3		3	
	4		4	
	5		5	

Table 31 Employee appraisal of SIDORA ICE Ltd.

EMPLOYEE APPRAISAL AT SIDORA ICE LTD.		
QUESTION	CEO	SUPEVISOR

		YES	NO	YES	NO
1.	Is a formal employee appraisal system placed in the company? Can you describe the employee appraisal process for summer temps in the franchise?		X		X
2.	Is the evaluation done regularly in the company? How often are summer temps evaluated in the franchise, and what factors determine the evaluation frequency?	X			X
3.	In what ways are summer temps recognized and appreciated for their work in the franchise? Are employees praised?	X		X	
4.	Are employees informed about the purpose and use of the work evaluation? How do summer temps perceive the purpose and value of the evaluation process in the franchise?	X		X	
5.	How has the job evaluation system for summer temps evolved in the franchise? Is your system of job evaluation being improved and developed?		X	X	
	Only fill in questions 6 to 12 if you have an evaluation system for summer temps in the franchise. If not, move to question 13.				
6.	How are evaluation results used to reward and incentivize summer temps in the franchise, and how practical is this approach?				
7.	How are evaluation results used to identify and promote high-performing summer temps to more senior positions in the franchise?				
8.	How are evaluation results used to make decisions about shifting and relocating summer temps within the franchise, and what factors are considered?				
9.	How are evaluation results used to design and deliver training programs for summer temps in the franchise, and how effective are these programs?				
10.	How are evaluation results used to improve overall performance and customer satisfaction in the franchise during the summer season?				
11.	How are evaluation results used to identify and address issues with summer temp relationships during the summer season, and what strategies have been effective in this regard?				
12	How are evaluation results used to develop leadership skills among summer temps in the franchise, and what impact has this had on the organization?				
13.	On a scale from 1 to 5, how would you rate the effectiveness of the employee appraisal process	1 2		1 2	

	for summer temps in the franchise, and what factors contribute to this rating?	3	3
		4	4
		5	5
14.	How would you describe the level of formality in the employee appraisal process for summer temps in the franchise, and in what ways does this impact the effectiveness of the process? How is the evaluation of employees processed, with 1 meaning that it is a less formal approach? 5 means a highly formal approach.	1	1
		2	2
		3	3
		4	4
		5	5

Table 32 Remuneration of SIDORA ICE Ltd.

REMUNERATION – WAGE OF EMPLOYEES AT SIDORA ICE LTD.				
QUESTION	**CEO**		**SUPEVISOR**	
	YES	**NO**	**YES**	**NO**
1. Does the company have a wage policy in place? How does the franchise approach set wages for summer temps?	X		X	
2. Is this policy published? In what ways is the wage policy communicated to summer temps?		X	X	
3. Is the wage policy based on the company's business strategy? How does the franchise's business strategy inform its wage policy for summer temps?	X		X	
4. Is the way of rewarding employees in the company transparent? Can you describe the process for how summer temps are rewarded and how it is communicated to them?		X		X
5. Is there a formal plan to increase wages? How does the franchise approach plan for wage increases for summer temps?	X			X
6. Is wage growth in a company dependent on labour productivity? How does productivity impact wage growth for summer temps?		X	X	
7. Can you describe the criteria that the franchise considers when rewarding summer temps? • Individual work performance only • Only the number of years worked • Both				
8. Is it being watched which workplace is the most fluctuating? How does the franchise monitor turnover rates for different workplaces held by summer temps?	X			X
9. Can you describe the overall level of rewarding summer temps in the franchise and how it could be improved?	1		1	
	2		2	
	3		3	

		4	4
		5	5

Table 33 Benefits of SIDORA ICE Ltd.

EMPLOYEE BENEFITS IN THE COMPANY SIDORA ICE LTD.				
QUESTION	**CEO**		**SUPEVISOR**	
	YES	**NO**	**YES**	**NO**
1. Does the company offer employee benefits to its employees? What are the employee benefits offered by SIDORA ICE Ltd. to summer temps?	X		X	
2. Is there an employee account up to which employees can use employee benefits? How do summer temps perceive the employee benefits offered by SIDORA ICE Ltd.?		X		X
3. Is the offer of employee benefits being updated at least once every 2 seasons? What is the frequency of updating the list of employee benefits for summer temps at SIDORA ICE Ltd.?	X		X	
4. Do you watch employee benefits at competing companies? How do the employee benefits offered to summer temps at SIDORA ICE Ltd. compare to those offered by competing companies?	X			X
5. Do you know the needs of your employees? What are the needs and preferences of summer temps regarding employee benefits at SIDORA ICE Ltd.?	X		X	
6. In your opinion, how would you rate the overall level of employee benefits offered to summer temps at SIDORA ICE Ltd.? Please explain your reasoning.	1		1	
	2		2	
	3		3	
	4		4	
	5		5	

Table 34 Training and development of SIDORA ICE Ltd.

TRAINING AND DEVELOPMENT OF EMPLOYEES IN SIDORA ICE LTD.				
QUESTION	**CEO**		**SUPEVISOR**	
	YES	**NO**	**YES**	**NO**
1. Does the company recognize the training and personal development of employees? How does the company view the role of training and personal development for summer temps?	X		X	

		CEO		SUPERVISOR	
2.	Is there a person in the company who is responsible for this section? Could you describe the process for overseeing employee training and development in the company?	X		X	
3.	Is the professional development of employees also supported outside the workplace? In what ways does the company support the professional development of summer temps outside the workplace?		X		X
4.	Does the company have a stable procedure for choosing employees? How does the company choose summer temps for training opportunities?	X		X	
5.	Do you explore the need for employee training with the development of the company? Can you tell me more about how the company assesses the need for summer temp training and development?	X		X	
6.	Does the company offer seminars in the field of people management? How does the company provide training in the field of people management for supervisors?	X			X
7.	Does the company have a program for employee training and development? Could you describe the company's program for summer temp training and development?	X		X	
8.	Are the training outcomes evaluated? How does the company evaluate the outcomes of summer temp education and training?	X		X	
9.	Is there a record of employees who attended the training? Is there a record of summer temps who have participated in training or educational programs?	X		X	
10.	Does the company calculate and plan investments in education? How does the company plan and budget for investments in education and training for summer temps?	X			X
11.	How many hours on average, does a worker spend on training or course outside the mandatory training? Can you describe the typical amount of time a summer temp spends on training or courses outside of mandatory training?	1 pracovní den (8h)		8	
12.	How would you rate the level of summer temp training and education in the company on a scale of 1 to 5, and why?	1		1	
		2		2	
		3		3	
		4		4	
		5		5	

Table 35 OSH of SIDORA ICE Ltd.

OSH AT SIDORA ICE LTD.		
QUESTION	CEO	SUPEVISOR

		YES	NO	YES	NO
1.	Are the number of days of incapacity to work recorded for employees? How is an incapacity to work among temporary workers during the summer season addressed and managed in SIDORA ICE Ltd.? Can you describe the process and any factors that may influence it?	X			X
2.	Are work injuries registered? How are work-related injuries among temporary summer workers reported, managed, and addressed in the franchise? Can you share any specific examples or incidents that you are aware of?	X		X	
3.	Are the conditions for providing first aid created? How are the company's first aid services and resources provided for temporary workers during the summer season? Can you describe any challenges or limitations that you have observed or experienced?	X			X
4.	Is there a selected person in the company who is responsible for safety in the company? In your experience or observation, who is responsible for ensuring the safety and well-being of temporary workers during the summer season in SIDORA ICE Ltd.? Can you describe their role and any support they receive?	X		X	
5.	Are employees allowed for a preventive check-up by a doctor? How are the preventive healthcare needs of temporary summer workers addressed and managed in the franchise? Can you share any experiences or feedback from workers or healthcare providers?	X		X	
6.	How would you describe the overall safety and health protection level for temporary summer workers in SIDORA ICE Ltd.? Can you describe any factors contributing to this assessment and any areas needing improvement? Evaluate the overall level of OSH.	1 2 3 4 **5**		1 2 **3** 4 5	

Table 36 Company culture at SIDORA ICE Ltd.

COMPANY CULTURE AT SIDORA ICE LTD.					
QUESTION		CEO		SUPEVISOR	
		YES	NO	YES	NO
1.	Does the company have defined the values that are important to it? Can you describe the essential values for temporary workers in SIDORA ICE Ltd.?	X		X	

QUESTION	CEO YES	CEO NO	SUPERVISOR YES	SUPERVISOR NO
2. Are employees informed about them? How do temporary workers become aware of the company's values?	X		X	
3. Do employees share and recognize/respect/appreciate these values? How do temporary workers relate to and engage with the company's values?	X			X
4. Are personnel and operational standards set in the company clearly and understandably? Can you describe how personnel and operational standards are communicated and understood by managers?	X		X	
5. Does your leadership style adapt to employees? How do managers adapt their leadership style to manage temporary workers effectively?	X		X	
6. Do employees adapt well to changes? How do temporary workers respond to changes within the company?	X		X	
7. Is the company open for new business partners? How does SIDORA ICE Ltd. support the development of partnerships between temporary workers and customers?	X		X	
8. Do you know the pros and cons of your competition? How does SIDORA ICE Ltd. compare to its competitors regarding how they treat and manage temporary workers?	X		X	
9. Can you describe your overall perception of the company culture for temporary workers at SIDORA ICE Ltd.? Please elaborate on your answer.	1 2 3 4 **5**		1 2 3 **4** 5	

Table 37 Employee relations of SIDORA ICE Ltd.

EMPLOYEES' RELATIONS IN SIDORA ICE LTD.				
QUESTION	CEO		SUPEVISOR	
	YES	NO	YES	NO
1. Does the company have an employment relationship policy? What is the franchise's approach to employment relationships with summer temps?	X			X
2. Is there a person in the company who is responsible for the level of employee relations? Can you describe the person or team responsible for managing employee relations for summer temps in the franchise?	X		X	
3. Are the company's strategies and plans with a code of ethics? How does the franchise ensure its	X			X

	strategies and plans align with a code of ethics for summer temps?				
4.	Are employees informed enough about whom they can turn to in case of problems in employee relations? In what ways does the franchise provide support for summer temps who experience employee relations issues?	X		X	
5.	Are there exit interviews in the company? Can you describe the process for conducting exit interviews with summer temps who are leaving the franchise?	X			X
6.	If so, is the exit interview led only in the form of an interview? How do summer temps typically provide feedback during exit interviews?	X			X
7.	If so, is the exit interview led only in the form of a questionnaire? Can you describe any challenges or limitations associated with conducting exit interviews in the form of a questionnaire for summer temps?		X		X
8.	If so, is the exit interview led in the form of an interview and a questionnaire? How do the franchise's policies and procedures impact the quality of information obtained from exit interviews with summer temps?		X		X
9.	Does the company have permanent access to legal advice in the field of labour relations? How does the franchise access legal advice related to labour relations for summer temps?	X		X	
10.	Is there a person in the company who registers legislation in this area? Can you describe the person or team responsible for keeping track of labour relations legislation for summer temps in the franchise?	X		X	
11.	Are you interested in employee satisfaction in your company? How do summer temps perceive their employment experiences in the franchise?	X		X	
12.	Are complaint records registered or analysed? Can you describe how the franchise recorded and analysed complaints from summer temps?	X		X	
13.	Are employee complaints resolved within five days? In your experience, how effectively are complaints from summer temps resolved by the franchise?	X		X	
14.	How would you rate employee relations for summer temps in the franchise? Can you provide examples to support your rating?	1		1	
		2		2	
		3		3	
		4		4	
		5		5	

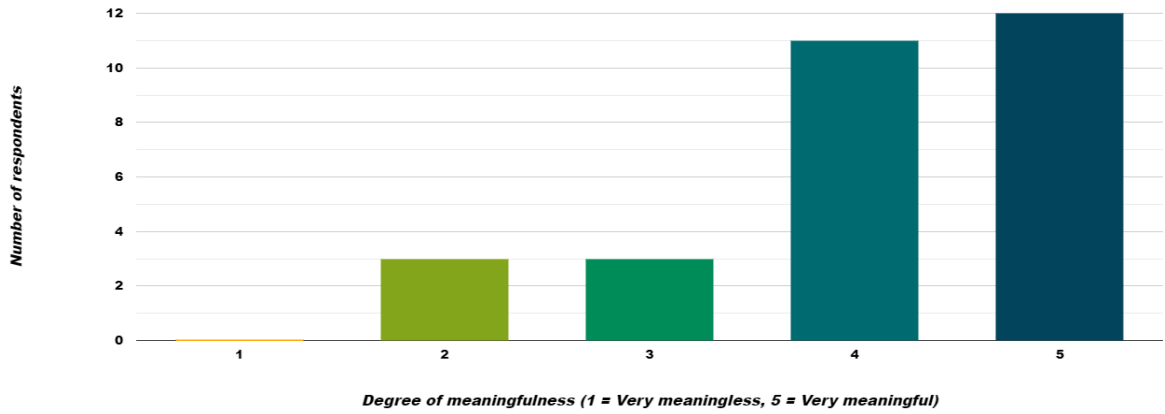# APPENDIX P IV: QUESTIONNAIRE GRAPHS

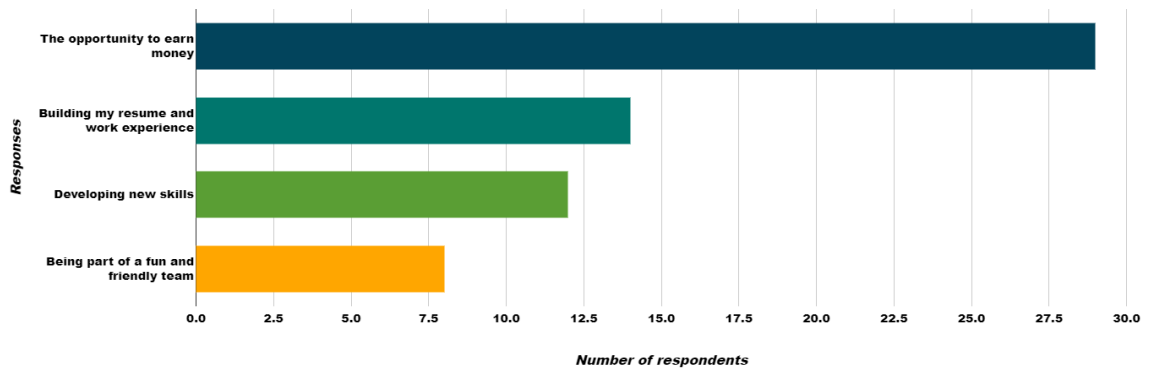Figure 36 Perceived significance of work tasks among temporary workers

Figure 37 How summer job motivation varies across different factors
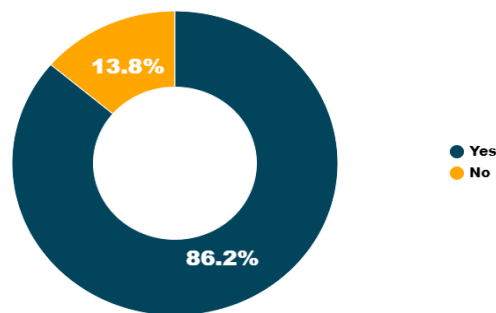

Figure 38 Perceptions of workplace appreciation: Proportion of employees feeling properly appreciated for their work
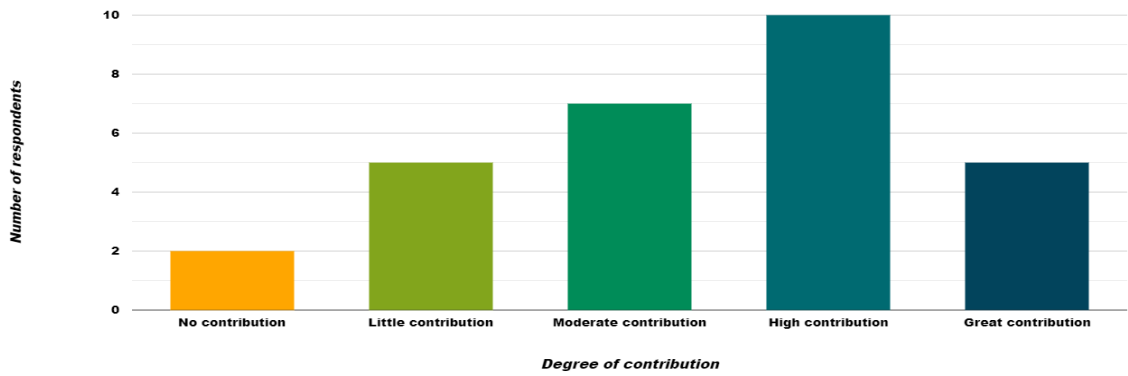
Figure 39 Measuring the impact of work tasks on personal growth and development
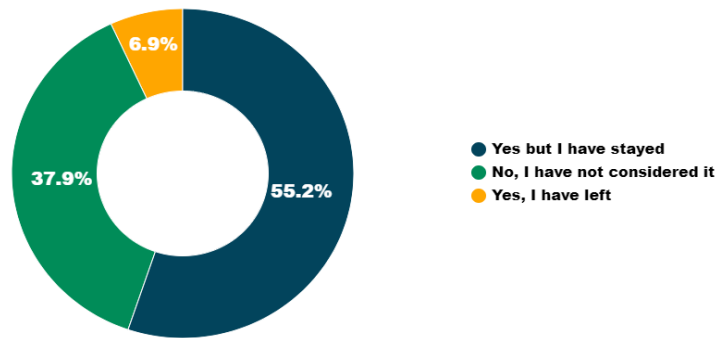

Figure 40 Employee retention: Leaving consideration
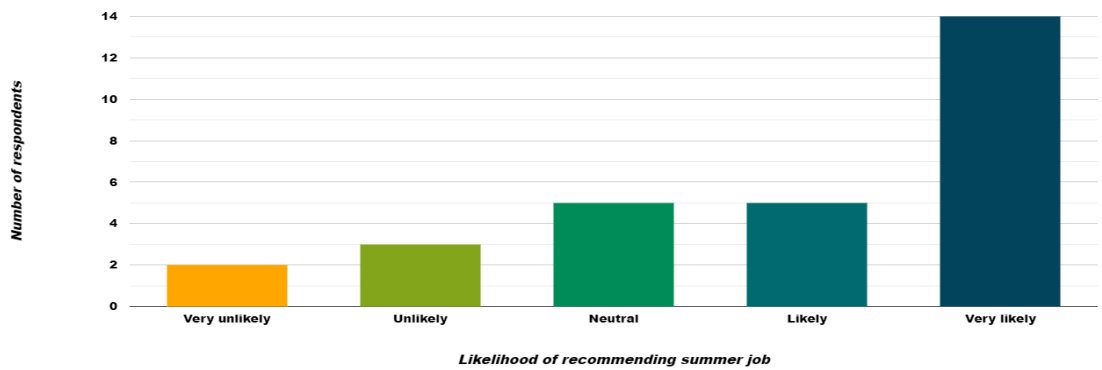

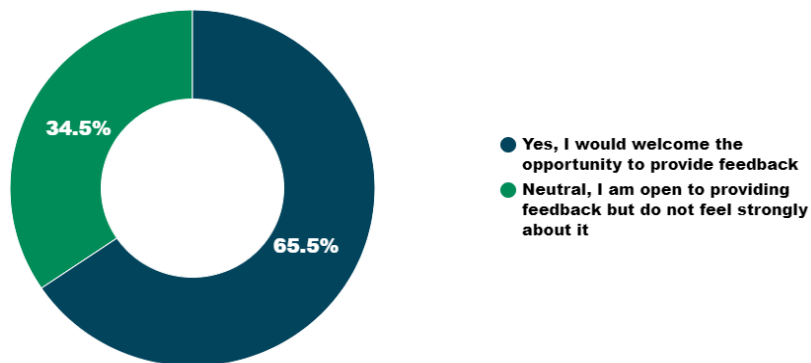Figure 41 Likelihood of recommending summer job to others

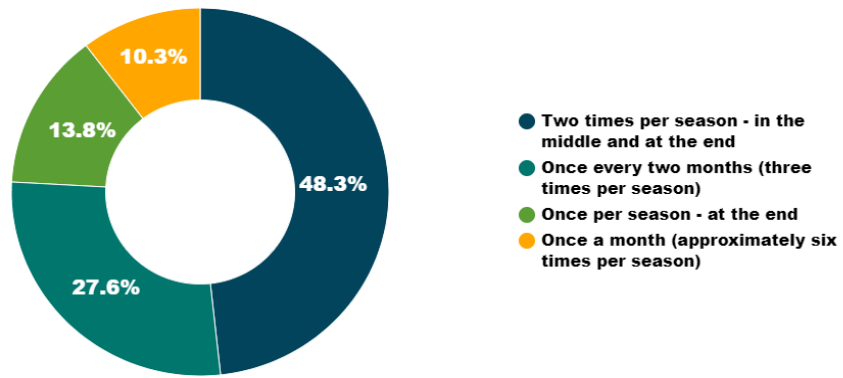Figure 42 Employee willingness to provide anonymous feedback on work experience

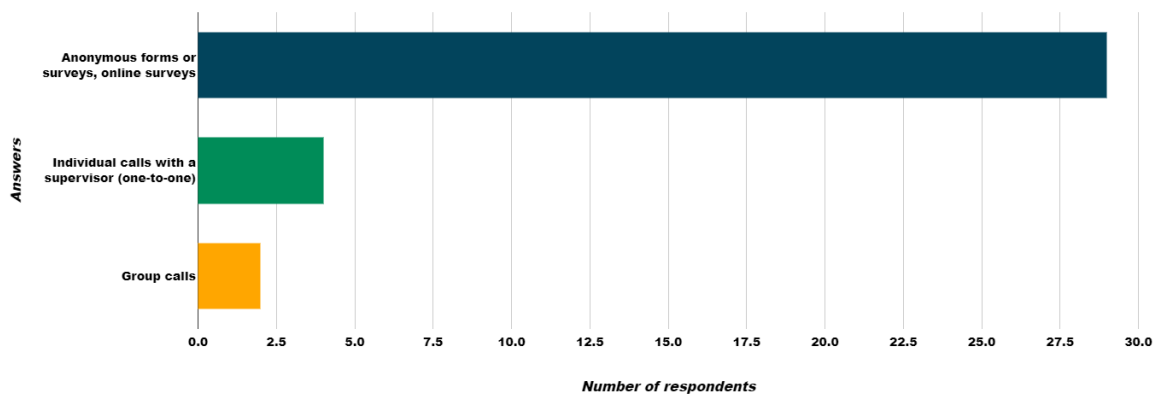Figure 43 Frequency of feedback questionnaire: Preferred timing for employees

Figure 44 Preferred methods of feedback collection

APPENDIX P V: LFA TABLE

Objective level	Objectives	Objectively Verifiable Indicator (OVI)	Means of Verification (MOV)	Assumptions (ASM)
Goal	Increased satisfaction and engagement by 20% of TW	1. TW are overall more satisfied and engaged	1. Collective results from employee feedback and surveys on satisfaction and engagement	N/A
		2. Reduction in TW turnover	2. Compare numbers of turnover with previous seasons	
Purpose	Improvement of TW training and overall working conditions	1. TW are more satisfied with their work environment	1. Feedback/Employee survey on work environment	Improving the traings for the TW and their working conditions will lead to a sufficient increase in satisfaction and engagement
		2. TW are more satisfied with the provided trainings	2. Feedback/Employee survey on trainings	
		3. TW are more statisfied with the support they recieve from their supervisor	3. Feedback/Employee survey on level of support from their supervisor	
Outputs	1. Division of training workload	1. Increased opportunities for personal growth	1. Feedback/Employee survey on opportunities for personal growth	TW are able and willing to take on the additional responabilities
		2. Increased feeling of being recognised	2. Feedback/Employee survey on the level of recognition	
		3. Reduced workload for the supervisor	3. Comparing the work-hours spent by the supervisior on trainings after the implementation with before	
		4. Practical training leads to bonus opportunities	4. Comparing payed boni to the TW with the boni from previous seasons	
	2. Lectures for difficult customers	1. Employees feeling more secured	1. Feedback/Employee survey on their	Lectures are a sufficient enough tool

		comfort level on dealing with customers	
	2. Excellent customer service	2. Surveys on customer services	
3. Ongoing peer feedback between the supervisor and employees	1. Numbers of feedback sessions held between the supervisor and employees	1. Feedback session records	Both parties are open and able to give and recieve constructive feedback
	2. Number of employees participating in feedback		
	3. Usefulness of the feedback provided by both supervisor and employees	3. Performance metrics	
	4.Changes in employee performance or behaviour, improvements	4. Supervisor's observations	
	5. Employee satisfaction with feedback process, perceived impact of the feedback on their professional development and job satisfaction	5. Interviews	
	6. Supervisor's effectiveness in providing feedback and coaching to employees, quality of supervision provided	6. Employee feedback	
4. Adapting the working environment for the well-being of temporary workers in inclement weather	1. Number of workers who experience cold-related illness	1. incident reports or medical records	Stoll regulations allow heaters and fans to be placed in them
	2. Number of workers provided with appropriate clothing	2. records of clothing distribution or purchase orders	
	3. Number of workers who experience heat-related illness	3. incident reports or medical records	
	4. Temperature and wind chill conditions in the work area	4. Weather forecasts	
	5. Number of fans and heaters or other cooling equipment provided	5. receipts or purchase orders for the equipment	
	6. Number of workers provided with adequate hydration	6. records of water supply or distribution	

	5. Designing a new shifting system	1. Percentage of positive user feedback	1. User surveys	Suitable shifting services/apps are available
		2. Increase in employee satisfaction with the work schedule.	2. Feedback/Employee survey on work schedule	
		3. User-friendly design	Users' feedback	
		4. Compatibility with other devices	Compatibility testing results	
	6. Implementing adjustments for knowledge-sharing	1. Number of positive changes in organizational processes as a result of knowledge-sharing	1. Process improvement reports and feedback surveys	TW are willing to invest time to share their knowledge Knowledge-sharing leads to faster problem solving
		2. Improved knowledge management systém	Number of documents shared and accessed through the systém	
		3. Positive feedback from employees on the effectiveness of the system	Employee feedback surveys	
		Reduced time for problem-solving	Flaws reports	
		Number of employees trained on problem-solving of risk situations	Training records	

Activities	
	1.1. The supervisor prepares and delivers theoretical presentation
	1.2 Practical demonstration to newbies by experienced workers
	2.1 Supervisor identifies difficult customer types
	2.2 Supevisor delivers a comprehensive guide of handling difficult customers for employees
	3.1 Supervisor sets up regular check-ins with peers and identifies challenges
	3.2 Supervisor conducts regular performance reviews
	3.3 Supervisor provides mutual feedback between the supervisor on his work and the employees on their work

	4.1 Management provides appropriate clothing
	4.2 Management provides fans and portable heaters
	4.3 Management provides adequate hydration
	4.4 Mangement adjusts working schedules
	5.1 Supervisors conducts a needs assessment to determine the organization's requirements for a new shifting system.
	5.2 Supervisor conducts with employees to identify their needs and preferences for a new shifting system.
	5.3 Supervisor develops a new shifting system that takes into account the organization's needs and employee preferences.
	5.4 Supervisor manages a pilot test the new shifting system with a small group of employees. Refine the new shifting system based on feedback from employees and management.
	5.5 Supervisor trains employees on the new shifting system
	5.6 Supervisor monitors and evaluate the new shifting system to ensure that it is meeting its objectives
	6.1 Supervisor identifies knowledge-sharing gaps and opportunities
	6.2 Supervisor develops a knowledge-sharing strategy and action plan based on needs assessment findings
	6.3 Supervisor communicates knowledge-sharing strategy with employees
	6.4 Supervisor establishes a knowledge-sharing platform and tools