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**Impacts on employee motivation, and how to retain
this workforce: a McDonald's case study**

Maria Fernanda Hoisel

2022

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Chapter 1

1. Introduction

1.1 Overview

It may be a difficult task to talk about motivation in a world that is just recovering from a global health crisis. When a majority of corporation employees were laid off for at least two weeks due to Covid-19 - for some these layoffs turned into months or even years - and left them with nothing but uncertainty, many felt like they were not valued by their employers.

McDonald's may have been one of the companies mentioned the most in class during this marketing course. Throughout three years of work experience in the company, especially the past 1 year as a Shift Manager, employee dissatisfaction has been a clear difficulty faced by the management team. A reflection of that is the high turnover, and the people who remain on the job are also unmotivated by the way things are. When asked, some might say that the only way to overcome this lack of satisfaction would be to raise the pay, but McDonald's Ireland currently pays 11 euro an hour, 50 cent more than the minimum pay rate per hour (€10,50), so this should not be pointed as the main factor that keeps employees unmotivated. A sense of belonging, to feel part of something bigger or a simple gesture of appreciation can be rewarding and make even a nearly minimum wage job more meaningful.

1.2 Aims and Objectives

The majority of employees in the fast-food industry are considered to be a part of the Gen Z (1997-2012), who are the youth recently ingressing the job market and have a different perspective of the job than older generations. This research could help open pathways of discussion on this difference of perspectives. Also, at the end of this research, I would expect to have developed a system that will help McDonald's management better understand their crew needs and be able to better keep them motivated. Creating a more pleasant workplace and hopefully retaining these workers.

The main themes to be discussed in this project are: *1. High turnover rates are linked to employee dissatisfaction; 2. Management vs Leadership: motivation towards organisational success; 3. Incentives and drivers of motivation in the fast-food industry; 4. Effects of recurring*

training on employee retention/satisfaction. All topics mainly focused on McDonald's in Ireland.

1.3 Purpose of Study

The main aspect of this research is to conduct a case study that will help managers to accomplish *employee motivation* within the fast-food industry. How to identify the different issues in an unmotivated environment, assess the root drivers, and build a sustainable system to improve overall satisfaction and talent retention.

Chapter 2

2. Literature Review

2.1 Chapter Overview

This section of the article informs readers about the current ideas and knowledge regarding Fast-Food's employee satisfaction and their drivers of motivation, identifying differing points of view and highlighting any gaps in knowledge.

2.2 High turnover rates linked to employee dissatisfaction

The staff from jobs such as fast-food outlets regularly feel like their job has no meaning, they see themselves doing the same tasks with no actual challenge. A study carried out in the US fast-food industry came to the conclusion that the majority of the participants expressed that they felt alienated by their everyday work (DiPietro, R.B. and Pizam, A., 2008). As a result of a lack of support, work socialisation, and employee involvement, employees become isolated, leading to lower productivity and efficiency leading to high employee turnover rates. Also, with the constant rotativity of staff, the investment in these social operations prices increases gradually. (Bebe, I., 2016). Companies that realise how this sort of investment has a great return and do not see it as a cost will have an advantage over competitors (Brum, S., 2007).

According to Mobley, employee dissatisfaction would be caused by poor working

conditions, low wages, and unfair treatment, which would lead to them quitting (Mobley, 1982).

2.3 Effects of recurring training on employee retention

Employees who are not well-trained fail to feel like a key piece for corporations, training and development are essential to make new employees of the gig economy, such as fast food. Increasing numbers of companies are recognizing the need for training, which is reflected in an increase in investment that will return as an advantage over competitors (Brum, S., 2007). A clear set of goals and a clearly defined path are essential for effective training. In addition to changing employee attitudes, and learning new skills, training also alters the staff work methodology (Mahajan, M.S., 2014). An effective way of keeping employees motivated through compensation is by providing comprehensive and ongoing training to new and experienced employees and rewarding and recognising employees who demonstrate a strong commitment to their work and company (Mahajan, M.S., 2015). In too many workplaces, employees are still viewed as they should be grateful for the opportunity to have a job. Policies and procedures are developed by managers based on the assumption that employees cannot be trusted to act appropriately.

In environments such as McDonald's employees generally see their jobs as consisting of repetitively performing a limited number of non-complex tasks, whereas managers view various aspects of their jobs with more positivity (Gould, A.M., 2010). This happens due to the fact that managers tend to receive intensive training, while crew members do not usually get the same attention.

2.4 Management vs Leadership style? What is the best approach?

The management team is the one responsible for keeping the employees motivated. If people are constantly leaving their job in this specific industry the operational style should be questioned. Motivating employees intrinsically and extrinsically are equally important, both positively impact employee retention. Employees who are motivated have a positive perception of the organisation and stay longer (Shah, M. and Asad, M., 2018). In 2010 it carried out research in which they analysed the characteristics of three dimensions of leadership: change-oriented, structure-oriented and relation-oriented. Getting to the conclusion that most successful leaders are highly relation oriented, but use all three (Larsson, J., & Vinberg, S. 2010). According to Hee Song Ng, *Leadership & Management* are key drivers that affect the

organisation's success (Ng, H.S., Kee, 2011), these skills work together to help managers to build new strategies. For Peter Druckers, effective leaders are the ones who delegates most of its tasks, as they must or else they would fall into trivialities. When studying Druckers take on leadership William A Cohen concluded that some Executives rather not listen to their employees with the fear of being contested and have their projects modified, and that is a place where Leaders differ from Managers, being attentive and actively listening. Leaders know that to succeed you need the team work to support the business (Cohen, W.A., 2009).

2.5 Incentives and drivers of motivation in the fast-food industry

The quick and easier answer to this issue will always be: money. Pay more and a queue of employees would be at the door looking for a position, but it is not that simple, and with all the minimum wage regulations in place workers get very fair pay for this sort of job that demands no previous qualifications. According to the study comparing McDonald's and KFC employees, it was observed that factors other than financial factors have a greater impact on employee motivation than factors related to money (Hossain, M.K. and Hossain, A., 2012). Motivation goes beyond the increase of the wage, according to Maslow's Hierarchy of needs there are five different aspects to those needs (Maslow, A., 1943). Money would mostly help employees to fulfil only the base of Maslow's pyramid (Physiological Needs) - with money you can provide yourself with shelter and food. However, the other levels of this hierarchy could only be achieved with appropriate levels of recognition for the hard work, and rewards. It is essential to provide both intrinsic and extrinsic rewards to employees for motivation and satisfaction (Shah, M. and Asad, M., 2018). Leadership consists of setting an example during tough times, like for example, the Covid-19 Crisis. In many cases the communication process is never transparent, and there is always a hidden agenda or secret message. In such an environment, it is difficult, if not impossible, to motivate employees (Hossain, M.K. and Hossain, A., 2012). Integrating employee feedback into your company culture, communicating clearly and consistently, supporting your managers, and motivating your employees with rewards and recognition should be part of company's values (Chanana, N., 2021).

Chapter 3

3. Methodology

3.1 Chapter Overview

In its simplest form, Saunders' (2007) research onion describes the process of making and developing a research methodology. When the onion is being worked from the outside inwards, it works through a range of choices, from complex and philosophical to more tactical and practical approach. Additionally, the onion graph follows the general structure for the methodology chapter.

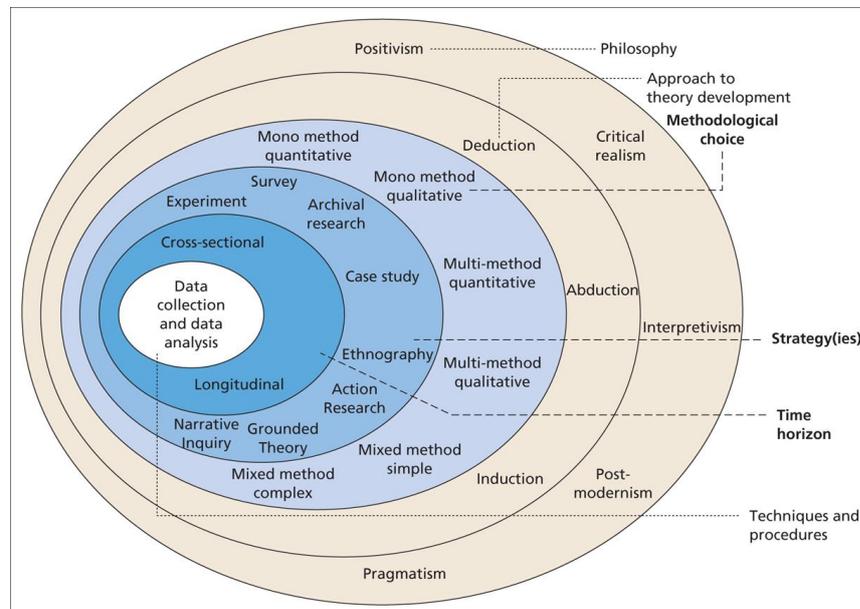


Figure 1 (Research Onion - Saunders, 2007)

Each layer of the onion will be a section of this chapter, helping to justify the research design and the choices that were made. A scientific investigation is characterised by the investigator's choices regarding philosophies, approaches, strategies, data collection and analysis methods, time horizons, as well as data collection and analysis techniques and procedures.

3.2 Research Philosophy

The philosophy of a research can be divided in different approaches: the Interpretivism - when the research works on opinions, or experiences, being more reflexive; the Positivism - when the research is scientifically inclined, works on numbers; the Pragmatism - when the research has a bit of both. This guides how the research question is perceived, and what leads the investigation. When speaking of employee motivation in a fast-food environment the philosophy adopted is Pragmatism, there was data collected as numeral info, but also a more reflexive approach with open end questions and opinions.

3.3 Research Approach

The approaches can be generally described as Inductive & Deductive, which is when in the inductive way the data helps you direct the course of the research, and in the deductive approach you look into previously gathered data and from then decides what course the research will take. It can be also divided in Quantitative & Qualitative, the quantitative research would be to work with all the numeric data, while the qualitative works more around words and describing what you see and hear to create a meaning.

When analysing the literature review and all the previous data it can be said that the research was Deductive. To build this research it adopted an approach in which the use of both Quantitative (Survey) and Qualitative (Interviews) data was made to gather a bigger scope of information.

3.4 Strategy

Defining the strategy will describe what form the research will take. There are a variety of strategies such as the Experimental approach, Action Research, Ground Theory, amongst others. For the development of this paper the strategy adopted was the Case Study.

A Case Study is the analysis of a specific subject, being it a person or a group of individuals. In this case the study is based on the employees of a McDonald's restaurant in Ireland.

3.5 Methodological Approach

There are different methods of approaching a research, these can be called Mono, Mixed, or Multi-Method. For the development of this research the use of a mixed matches was the most appropriate, this approach is used to gather more data and information as possible about the topic, making it easier to carry out the analysis. The study was done by sending out *Questionnaires* with close ended questions to the crew members, and *Interviews* done with members of the management team of a given restaurant. The questions send out to both supervisors and staff were based on the themes discussed in the literature review.

3.6 Time Horizon

When discussing the Time Horizon aspect of a research it can be described as Longitudinal - when the research develops through time, and data from different points in time are gathered; or as Cross Sectional - when the research is settled in a certain period of time, it can be months or specific weeks.

When developing a research that would analyse the aspects of motivation in that specific McDonald's no different periods of time were put in comparison. The time of the study was simply spread through months to facilitate the data gathering.

3.7 Techniques and Procedures

- Data Collection Methods

To be able to gather as much information as it was needed for the research two channels were adopted to collect this data. The first one to be developed and made available to be answered was the questionnaire, the first step was to create a pilot that was tested with only five people responding, after their feedback a few changes were made. Then a short survey with only 15 questions was made and sent out to employees who answered close ended questions through the use of the Google Forms platform, the consent form was the first question ensuring staff was aware of their ethical accountability.

The second data collection approach taken in the research was the interviews. Use of qualitative data is made necessary for a more in depth understanding of the management team opinion on the research topic, inputs were taken from the answers

given to 10 open ended questions in one interview for the People Manager (also referred as Assistant or Training Manager) and 12 in the second one for the Shift Manager (also referred as Supervisor).

- Analysis of technique

The choice of a close-ended questionnaire was made to be able to reach a larger number of employees, simple questions that would take people less than 10 minutes to answer. Employees were approached in the workplace and given a tablet with the link to Google forms open, making it easy and quick to collect this data.

For the interviews open-ended questions were used to gather a more reflexive set of data, after personally explaining the research to the managers involved the questions were sent out by email in mid-November and answers were given back within a week.

- Sampling Strategies

SAMPLE	REASON	METHOD
Crew	To have a perspective from the employees	Quantitative
Assistant Manager	This person held also the title of Training/People Manager, so they were key	Qualitative
Shift Manager	To have a perspective of a floor supervisor	Qualitative

Figure 2 (Presentation)

The survey reached out to 53 employees of the McDonald’s restaurant, and two managers were featured in the research.

Chapter 4

4. Findings

4.1 Chapter Overview

In this empirical chapter, it is when the study's findings are presented. The thesis revolves around these findings. This study will work around the responses of the employees of a McDonald's restaurant in Ireland. The primary research was conducted through a questionnaire to the crew members, and interviews directed to the management/supervisors.

4.2 THEME 1: High turnover rates linked to employee dissatisfaction

- Survey/ Questionnaire

The Fast-Food industry is a business that many times operates with high turnover rates, and in the restaurant subject of this research was no different. Employees showed dissatisfaction with some aspects of the job, which is portrayed by how many do not work for a long time in the company. The sample proved that most do not work for over a year, or even six months.

3. How long have you been working in the company?

53 responses

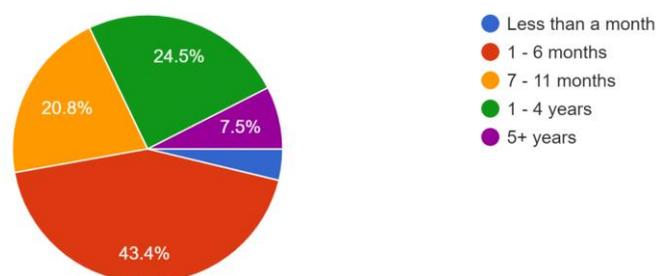


Figure 3 (How long have you been working in the company?)

- 3.8% (2 respondents) worked for less than a month;
- 43.4% (23 respondents) worked for 1 - 6 months;
- 20.8% (11 respondents) worked from 7 - 11 months;
- 7.5% (4 respondents) worked for over 5 years.

When analysing the graph (Figure 1), it can be said that 68% of the sample worked in the company for less than a year. Full training in the stations is completed within a year of development, so most of the staff resign even before learning all the possible skills.

Another important fact is how only 7.5% of the people said to be working for the company for over 5 years. Only 4 out of 53 of the employees who answered the survey have worked in the company for a long-term.

5. Are you satisfied on the job?
53 responses

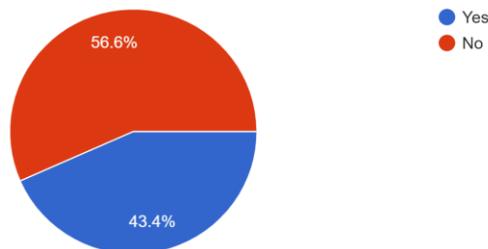


Figure 4 (Are you satisfied on the job?)

- 56.6% are not satisfied with the job.

The employee dissatisfaction is a reflection of the previous data, the majority of people answered to be not satisfied with the workplace, and unhappy staff will not stay.

5.1. What is the source of this dissatisfaction?

36 responses

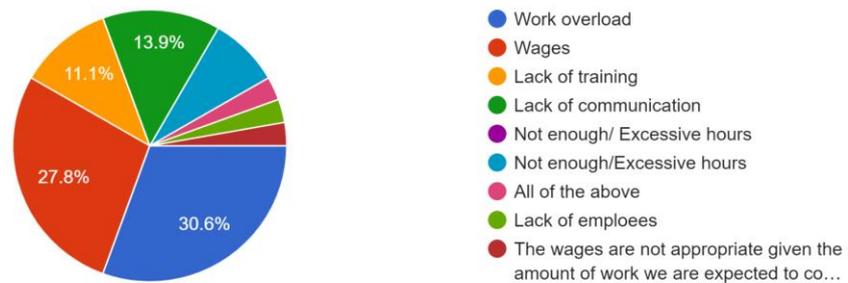


Figure 5 (What is your source of dissatisfaction?)

- 30.6% of employees said *work overload* to be their main source of dissatisfaction;
- 27.8% of employees said *wages* to be their main source of dissatisfaction;
- 13.9% of employees said *lack of communication* to be their main source of dissatisfaction.

When asked which one of the above was the main source of their dissatisfaction, employees of the fast-food chain highlighted “work overload” as their main issue, even before wages, which people would assume to be the first problem as it is a minimum wage position.

5.2. Rate these sources of dissatisfaction in a scale of 1 to 5



Figure 6 (Rate these sources of dissatisfaction in a scale of 1 to 5)

- 12 people rated work overload as a 5 in a scale of more dissatisfying;
- 11 people rated wages as a 4 in a scale of more dissatisfying;
- 13 people rated lack of training as a 2 in a scale of more dissatisfying;

- 13 people rated slack of communication and clarity from managers as a 4 in a scale of more dissatisfying.

This question was slightly confusing to read the data when the first answers started to come in, but what it mainly meant was for respondents to rate in a scale what caused them more dissatisfaction in work, being 1 the not so dissatisfactory and 5 what caused the most unhappiness in work. The information that can be taken from this graph (figure 4) is that employees would consider the excessive amount of work expected from them to be more dissatisfying in the workplace than the minimum wage they are receiving. The lack of clear communication from the managers are making the staff as discontent with their job as the pay rate, both being rated at 4 in the scale. The staff seem to not be so concerned about the training they receive, rating the lack of training only at 2.

- Interviews

People Manager: The turnover rate or cost is a piece of information that is not passed to the management at that level, but when meeting the franchise owner, or operations manager they always emphasised to her how costly it is to be constantly hiring new employees. When asked about their level of satisfaction with their work, the assistant manager still showed a certain degree of dissatisfaction. She highlighted how in the past 9 years of working for the company she has most definitely developed skills in many aspects, but one of the main reasons for her to still not be absolutely pleased with the job is how the communication does not really work in an effective way.

The PM also reports being constantly short staffed, and says the main reasons are people often calling sick at the last minute (showing no commitment) or the fact that the restaurant operates on a 20% labour budget.

Shift Manager: The supervisor had a more positive view of the job, seeming to be overall satisfied. Understaffed shifts are also a concern for her, and the main aspect that influences that in the shift manager's opinion was the loss of workforce during Covid-19. The business suffered then the loss of experienced employees and is still struggling to build again a developed workforce base.

4.3 THEME 2: Effects of recurring training on employee retention

- Survey/ Questionnaire

Training and development of employees should be one of the main concerns for business owners. Well trained workforce feels looked after and part of a team. While little over half of the respondents (54.7%) said to have been trained in every station, a similar 50.9% said to not have had the most appropriate training. Also, around half of the sample agreed that managers do not follow up on their training.

8. Have you been trained in every station?

53 responses

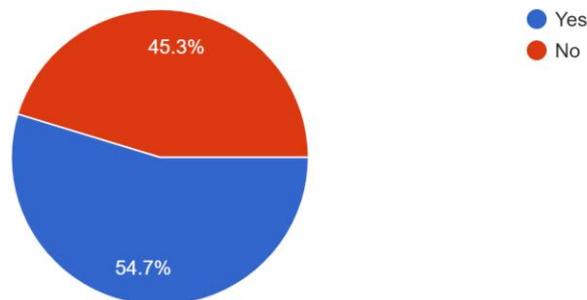


Figure 7 (Have you been trained in every station?)

(Figure 5)

- 54.7% of the employees said they had been trained in every station.

9. Did you have the most appropriate training in the stations you have already been trained for?

53 responses

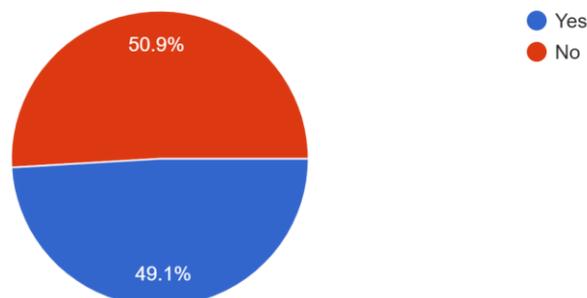


Figure 8 (Did you have the most appropriate training in the stations you have already been trained for?)

- 50.9% of the employees said they did not have the most appropriate training.

10. Do managers follow up on this training?
53 responses

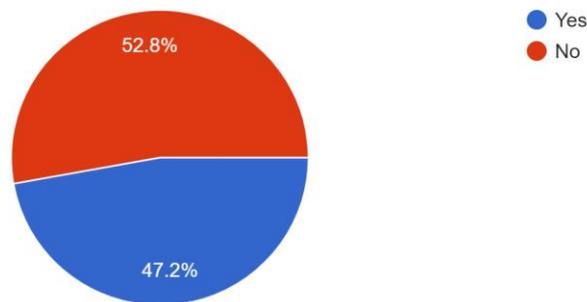


Figure 9 (Do manager follow up on this training?)

- 52.8% of the employees said that managers do not follow up on their training.

The most appropriate training for employees was defined in the question as: “The 1st day on a new station a trainer should be watching you closely, and demonstrating all the appropriate procedures. After a few days of working on that station an SOC should be applied by a supervisor/trainer.”. Station Observation Checklist (SOC’s) is a list with the most important information about a given station that an employee should know. With the advances of technology it would be ideal for a big company such as McDonald’s to not use paper anymore and invest in some technology to track this training digitally.

- Interviews

People Manager: This manager was also responsible for the development of the training plan in the restaurant. She emphasises how the SOC’s system are outdated, and a digitalization of those lists would help in the implementation of them. Training is not a priority in an fast-food environment such as McDonald’s, the training manager is usually given 1 - 2 days a week to work on the plan, when it should actually be once a week.

Shift Manager: Training plan not well implemented. Managers do not generally follow up on training, constructive feedback is usually not given.

4.4 THEME 3: Management vs Leadership style: What is the best approach?

- Survey/ Questionnaire

One of the main aspects that influence an employee's motivation with work is what relationship they have with their supervisor, also what approach the management takes is key

to guarantee a good work environment. Majority of the sample (86.8%) agreed the management style affects their satisfaction with the job.

11. Does the management style affect your satisfaction with work?
53 responses

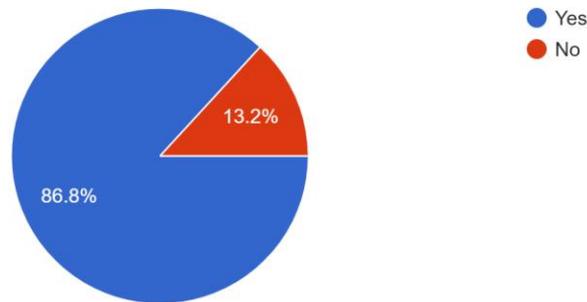


Figure 10 (Does the management style affect your satisfaction with work?)

- 86.8% (46 respondents) of the employees said the management style affects their satisfaction.

When asked what were the main positive characteristics of a manager in their opinion, employees selected *Support/Attentive*, *Openness to approach* and *Efficient communication* as the most important traits. For the staff in the restaurant subject of this research being *Support/Attentive* and *Efficient communication* are the styles of management missing the most in their workplace.

12. Which of the following influences is most important in a management style in your opinion?
53 responses

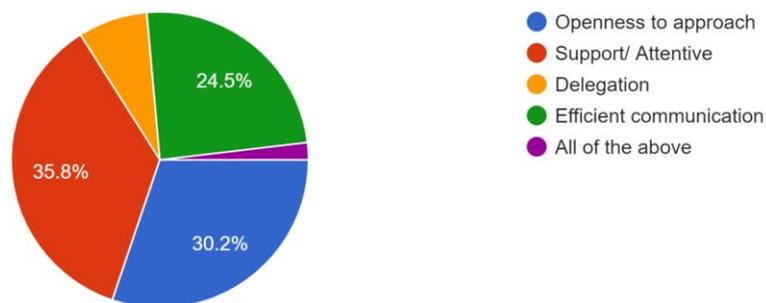


Figure 11 (Which of the following influences is most important in a management style in your opinion?)

- 35.8% of the employees said Support/Attentive management style is the most important for them;
- 30.2% of the employees said Openness to approach management style is the most important for them;

- 24.5% of the employees said Efficient communication management style is the most important for them.

13. Which of the above is lacking the most in your workplace?

53 responses



Figure 12 (Which of the above is lacking the most in your workplace?)

- 43.4% of the employees said Support/Attentive to be the one lacking the most in their workplace;
- 30.2% of the employees said Efficient communication to be the one lacking the most in their workplace.

For the employees of this franchise, it is clear what builds a good leader. Communication is the key; leaders are approachable and support their team with a lot of attention to the details of their needs.

- Interviews

People Manager: A team of 8 they have a variety of manager styles, some are more approachable, while others are in a certain way more autocratic. In a fast-paced environment such as McDonald’s managers tend to be very goals oriented, when focusing too much on some targets they forget the people's side of business. In the assistant manager’s opinion, the communication in all levels in the restaurant are kind of poor or ineffective.

Shift Manager: Also describes the team as a group of diverse people but points out great divergence in some of the approaches, and how those differences influence the employees positively or negatively. Describes communication as not so effective.

4.5 THEME 4: Incentives and drivers of motivation in the fast-food industry

- Survey/ Questionnaire

Different aspects bring people into work every day, but there are main general points that work as drivers of motivation for employees. Out of the 53 respondents, 32 rated recognitions as a very important driver in work. A *positive work culture* was voted as the key incentive and driver of motivation by the staff, followed by *being valued* and *wages*.

14. How important is employee recognition for you?

53 responses

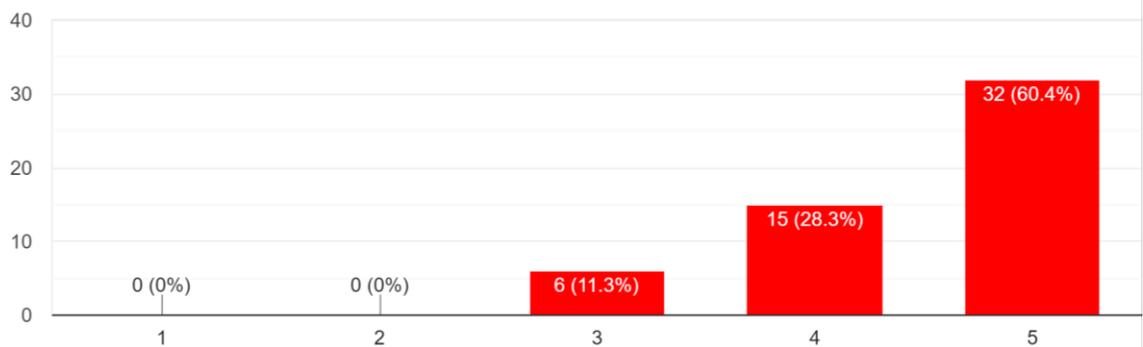


Figure 13 (How important is employee recognition for you?)

- 60.4% of the sample voted that recognition is very important to them.

15. Most important key incentives and drivers of motivation for you:

53 responses

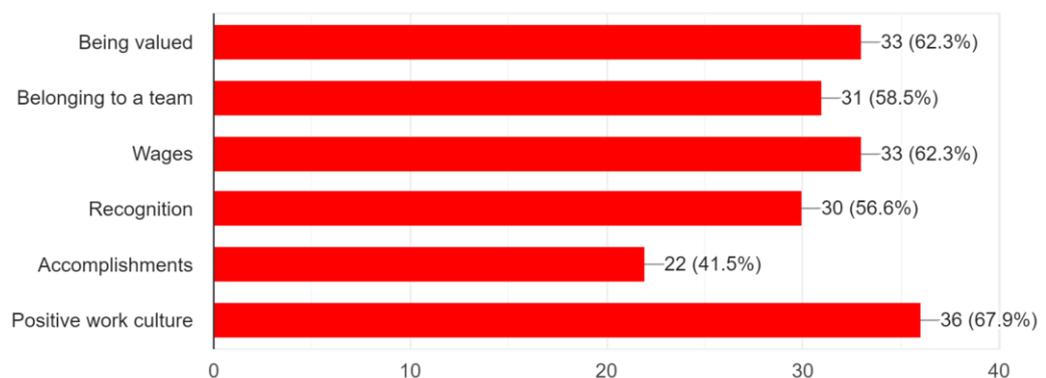


Figure 14 (Most important key incentives and drivers of motivation for you:)

- 36 people out of 53 said that *Positive Work Culture* is what incentivizes them and is a driver of motivation;

- 33 people out of 53 said that *Being Valued* and *Wages* are what incentives them and are drivers of motivation;
- 31 people out of 53 said that *Belonging to a Team* is what incentives them and is a driver of motivation.

- Interviews

People Manager: A form of recognition and rewarding the staff if the classic employee of the month, but it has not been a practice in the restaurant. A new platform was recently introduced called Workplace (developed by Meta), it is a great way to communicate, it can also be used to create engagement with employees. Gaming and rewards are done by the McDonald's corporation through the page.

Shift Manager: Crew of the month would be the main form of recognition, but it is not regularly happening. Workplace as a new but great tool to interact with employees. When asked if she takes the crew preferences in consideration when positioning them in a shift, the supervisor said that it can be hard to even know what stations the staff have knowledge on. Considering people's preferences could be a good way of keeping them motivated.

Chapter 5

5. Discussion

5.1 Overview

The discussion chapter is where the findings will be interpreted and discussed in relation to the thesis. Therefore, it occupies the stage of synthesis in the research process.

5.2 Triangulation

- *High turnover rates are linked to employee dissatisfaction*

The research defined a link between the employee dissatisfaction, and the high turnover rates. When Mobley (1982) defined that the main causes of dissatisfaction that would lead the workforce to leave their position as *poor work conditions, low wages and unfair treatment* a direct relation can be made to the source of dissatisfaction of the employees who answered the questionnaire. In the findings of the research 30.6% of the respondents said that work overload was their main source of dissatisfaction, followed by 27.8% of the sample who said that the

wages was this source, for the third most voted 13.9% agreed lack of communication was the main issue. These three causes of dissatisfaction agree with the literature as work overload can be caused by poor conditions in work, and the unfair treatment would come from a lack of open and direct communication.

An important insight from the interview was when the People Manager emphasised the fact that management is regularly reminded that constantly hiring new employees is more costly than training and retaining this workforce. This concept is a reaffirming of the literature analysed, as in 2016 Imelda Bebe said that with the high turnover rates the investment in social nuances increase gradually.

- *Effects of recurring training on employee retention/satisfaction*

Literature and the research carried out came to similar conclusions, in the secondary research one of the authors stated that a clear set of goals and a defined path are essential to implement effective training (Mahajan, MS. 2014), when the restaurant subject of the primary research demonstrates that having training not as a priority and also no goals settled leads to poor training practice and lack of development. In the questionnaire responses half of the sample complained about not having the most appropriate training, and that no follow up is done by managers, leaving employees without goals to develop.

- *Management vs Leadership: what is the best approach?*

Findings showed a direct correlation between management style and employee satisfaction with their workplace. For the author William A Cohen (2009) a leader differs from a manager by how they interact with the employees, by being attentive with the crew member needs and actively listening to their concerns. The questionnaire concluded the same as what was assumed by Cohen, that Support and Attentiveness (35.8%) was the most important trait in a manager for the people working in that company.

- *Incentives and drivers of motivation in the fast-food industry*

The research confirms the literature when 32 out of 53 respondents agreed that recognition is an important aspect towards employee motivation. A studied carried out in the USA comparing employee motivation from McDonald's and KFC outlets concluded that some variants worked as key drivers of motivation, having work itself and environment as the main aspect that influenced. The primary research carried out in the McDonald's in Ireland had a similar result when concluded that a Positive Work Culture had great influence in the employee motivation.

Chapter 6

6. Conclusions, Limitations & Recommendations

6.1 Conclusion

As simply one of the greatest brands in the market, McDonald's has opportunities that attract the interests of many. Working for the company can be very appealing to a younger generation of students, as it does not require previously acquired skills, and you can be developed within the company. Attention has to be brought towards the crescent employee dissatisfaction in this job area, and how many times people are unmotivated to under carry their tasks. This feeling can not be normalised, changes would be recommended.

A small increase of the budget labour could give managers an extra room for adding one more trainer or supervisor per shift, an increase of only 2-3% on the 20% budget would already assist the management.

It is essential for the business to escalate training as a priority of what needs to be improved, developing a strategy that would care for the employee from the moment they are hired making them feel like they belong to the team. A key aspect to be elaborated from this research is how communication needs to be clear and effective to create a positive work environment. If employees that feel supported have their performance and productivity increase, it is important for managers that aim to be good leaders to be open to their approach.

Employees seek to feel recognised for their work, constructive feedback is a key aspect that makes people see the worth in the work they do for the company.

6.2 Limitations

The sphere in which the primary research was conducted was in certain ways restricting to the initial idea of the design of the project. At first the research was planned to create a comparison between two McDonald's in Ireland, one in which the training and people practices were well in order, and another one where these practices needed to be reviewed. After speaking to different restaurant managers it turned out that most places had similar environments as the one subject of this paper. Not being able to look into a business that already had these practices made the initial research take a step back, the goal was to develop a system that would look into employees *preferences*, but that was not possible given the poor people procedures in place.

This was a college graduate level research, if taken to a McDonald's corporation level it could be a well developed research to be implemented in all franchises.

6.3 Recommendations

A key aspect that when better developed would assist the business to thrive and retain the employees is by establishing a clear communication. The use of the Workplace by Meta tool can be a great way of making this communication more effective, to attract employees to the platform engaging interaction can be encouraged. One good strategy would be to bring back the employee of the month, but make it an online event. Voting would be carried out through the workplace chat app incentivizing people to download it, and then this same app could be used in different ways for a more clear and effective communication.

This research could be better explored if done at a corporate level. McDonald's is a global company capable of producing a large amount of data to be looking into when talking about employee satisfaction, a development of a framework that would assist management when positioning the employees in their shifts would be a great advancement in the people procedures aspect of the company.

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