

# A Humanities Approach to Improve Retention in QSR Store Managers

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## Introduction

- The restaurant industry employs over 10 million people, or 9% of the U.S workforce.\*
- It is one of the fastest growing sectors of the U.S. economy
- The average turnover rate for the industry is 50% per year. The median age for QSR workers is 24.\*
- Store managers have a significant influence on employee turnover and the success of field operations that contribute to overall organizational performance.

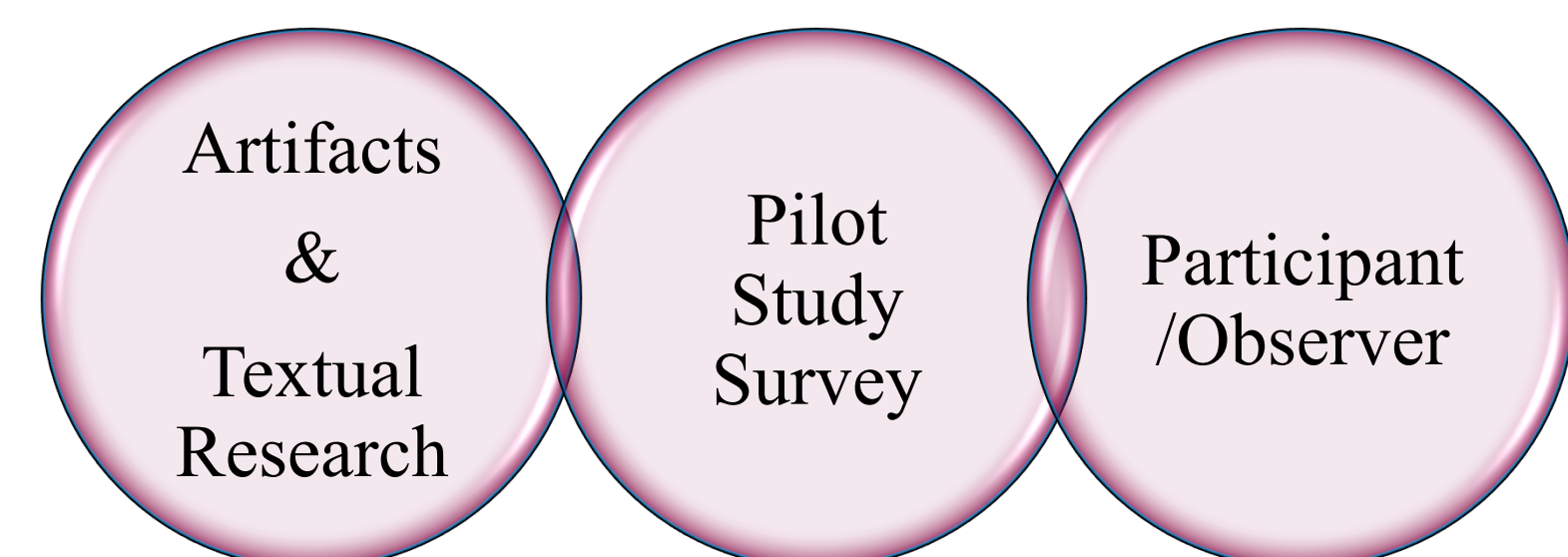
This study seeks to understand the daily experiences that influence turnover among store managers and to explore various ways to enrich those experiences.

\*Statistics from A National Study of Human Resource Practices, Turnover, and Customer Service in the Restaurant Industry 2013

## Methods

A combination of qualitative and ethnographic methods were used to conduct this study.

Field research included the following:

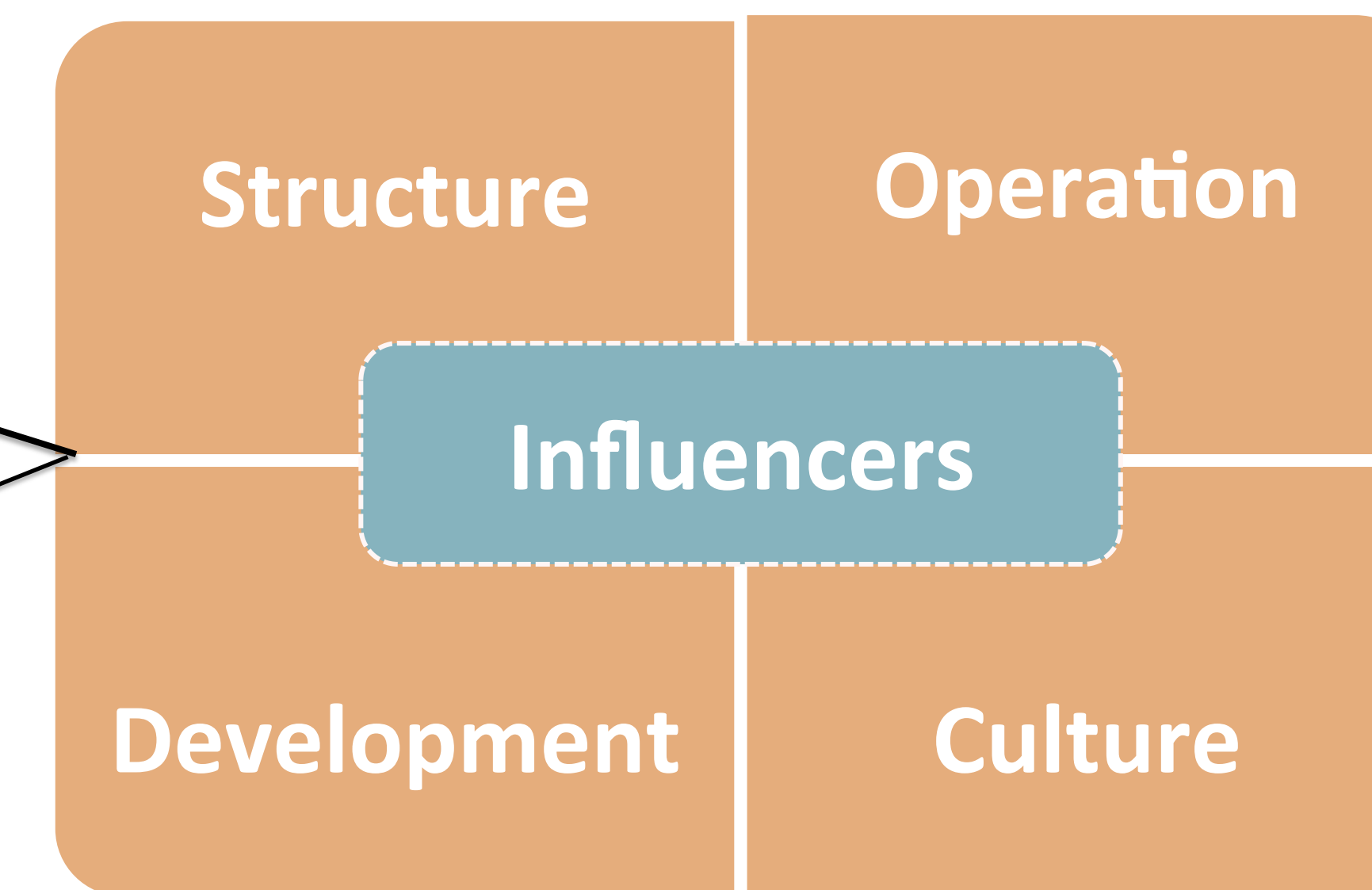


- Textual research on organizational culture, leadership and the development of critical management skills (see citations below)
- Survey regarding overall job satisfaction and career development
- Participation in and observation of meetings, daily responsibilities and routines

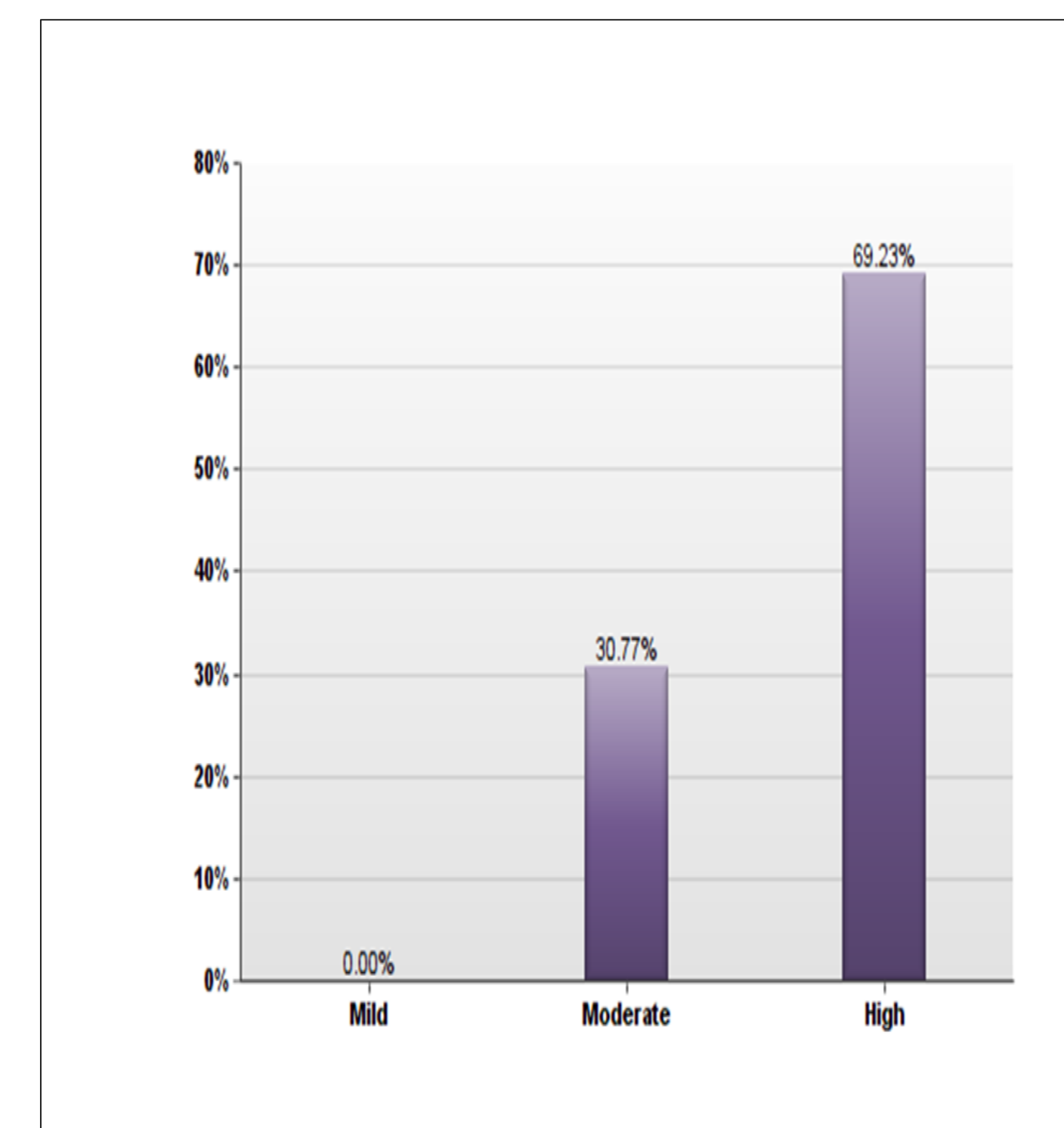
## Results

- High stress environment
- Lack of in-role development
- Insufficient opportunities for career advancement
- Lack of work/life balance
- Lack of leadership development
- Lack of peer networking
- Lack of satisfactory training
- Organizational values match

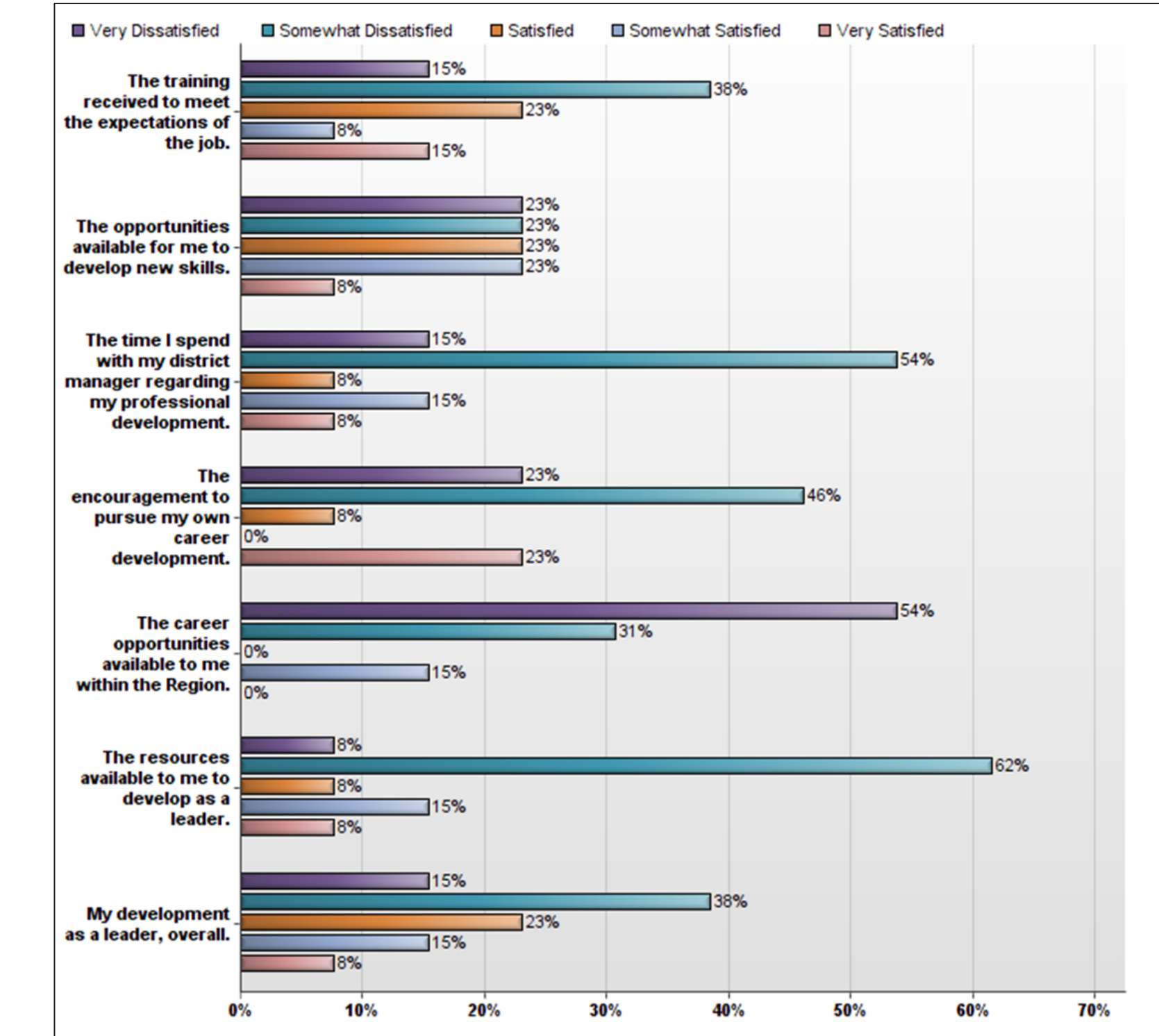
## Analysis



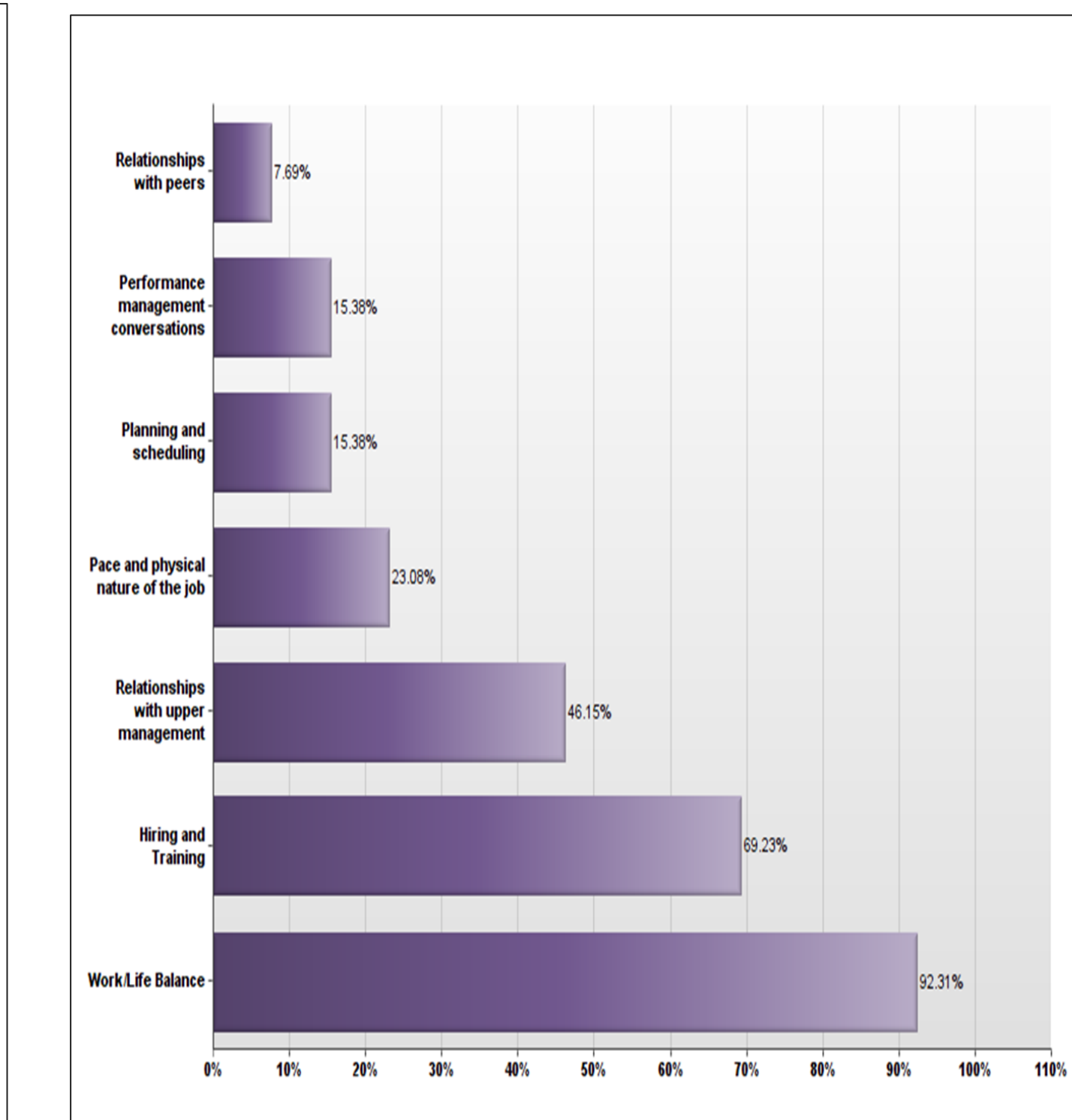
**JOB STRESS**  
How would you rate your stress level at work?



**CAREER DEVELOPMENT**  
How satisfied are you in the following areas?



**JOB STRESS**  
What parts of your work are MOST stressful to you?



## Recommendations

- Provide individual/group career development
- Increase peer collaboration & problem solving
- Develop critical thinking & facilitation skills
- Train managers to understand shame and vulnerability
- Cultivate an organizational learning culture
- Adopt a humanities approach to leadership development

## Literature cited

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May the light of humanity shine within our leadership journey forever...

## Further Information

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