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.

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
- Literature review on organizational culture, leadership and the development of critical management skills
- Field research included the following:

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

Influencers

Structure

Operation

Development

Culture

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

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Further Information

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Literature cited

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