UNIVERSITY OF THE PEOPLE

BUS 4402-01 ORGANIZATIONAL BEHAVIOR - AY2025-T1

WRITTEN ASSIGNMENT UNIT 4

INSTRUCTOR: TERRY MACON

TRACKING EMPLOYEE ENGAGEMENT IN FAST FOOD: BEYOND THE BASICS

I recently started working for a global fast-food firm as a Data Analytics Professional, and one of my challenges is dealing with excessive employee turnover and general disinterest. I have been assigned by the Chief of Human Resources (CHR) to create strategies for tracking and monitoring work attitudes with an emphasis on four key outcomes: turnover, absenteeism, performance, and helping others. Nevertheless, I suggest monitoring extra outcomes to get a more complete picture of employee satisfaction and engagement. This will improve our knowledge and help us design treatments that work better.

Current Tracking Metrics

The four outcomes currently under consideration provide valuable insights:

1. Performance: Measures productivity and quality of work.

2. Helping others: Indicates teamwork and organizational citizenship behaviors.

3. Absenteeism: Reflects reliability and potential dissatisfaction.

4. Turnover: The ultimate indicator of employee disengagement.

While these metrics are crucial, they may not capture the full spectrum of factors contributing to employee unhappiness and disengagement in a fast-food environment.

Additional Outcomes to Track

To enhance the project for the CHR, I recommend tracking the following additional outcomes:

1. Employee Feedback and Suggestions:

Implement a system to collect and analyze employee feedback and suggestions. This can include regular surveys, suggestion boxes, or digital platforms for sharing ideas. Tracking the volume, content, and implementation rate of employee suggestions can indicate engagement levels and feelings of being valued (Mone & London, 2018).

2. Training and Development Participation:

Keep an eye on staff members' attendance at training sessions and efforts to pursue professional growth opportunities. Skill development and career advancement are common goals of engaged workers. Low participation rates could be an indication of dissatisfaction or a lack of room for advancement within the organization.

3. Customer Satisfaction Scores:

Customer happiness, particularly in the service sector, has a strong correlation with staff involvement even if it is not a direct indicator of employee attitudes. Tracking these scores by shift or location can help identify areas where employee disengagement may be affecting customer experience (Harter et al., 2002).

4. Work Schedule Flexibility and Preferences:

In the fast-food industry, scheduling can significantly impact employee satisfaction. Track how often employees' scheduling preferences are met, requests for shift changes, and

satisfaction with work-life balance. This data can reveal potential sources of frustration and areas for improvement.

5. Internal Promotion Rates:

Monitor how often employees are promoted from within the organization. Low internal promotion rates might indicate a lack of perceived career growth opportunities, potentially leading to disengagement and turnover.

6. Social Network Analysis:

Analyze communication patterns and relationships within the organization. This can help identify isolated employees or teams, which may be at higher risk of disengagement. It can also highlight effective collaborations and potential mentorship opportunities.

7. Stress Levels and Well-being Indicators:

Conduct surveys or frequent check-ins to gauge the general well-being and stress levels of your staff. Disengagement and turnover are frequently preceded by high levels of stress and poor wellbeing.

8. Engagement with Company Values and Mission:

Assess how well staff members comprehend and support the mission and values of the organization. Surveys and participation in corporate social responsibility programs might be used for this. Strong alignment can indicate higher engagement and job satisfaction.

Implementation and Analysis

To implement these additional tracking measures, I recommend a multi-faceted approach:

1. Develop a comprehensive digital platform for data collection and analysis.

2. Train managers on the importance of these metrics and how to foster improvement.

3. Ensure data privacy and anonymity where appropriate to encourage honest feedback.

4. Regularly analyze trends and correlations between different metrics to identify key drivers of engagement and disengagement.

Conclusion

Expanding our monitoring activities outside the first four results will help us to have a more complex knowledge of employee involvement in our fast-food business. These extra measures will offer insightful analysis of the underlying reasons of unhappiness and disengagement, therefore enabling more focused and successful treatments. Remember that the objective of these steps is not just data collecting but also practical insights that result in significant enhancement of our workplace and employee satisfaction.

References:

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, *87*(2), 268–279. https://doi.org/10.1037/0021-9010.87.2.268

Mone, E. M., & London, M. (2018). Employee engagement through effective performance management. In *Routledge eBooks*. https://doi.org/10.4324/9781315626529

Wordcount: 681