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## “RETENTION OF EMPLOYEES IN THE FAST-FOOD INDUSTRY IN PAKISTAN”

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### ***Abstract***

This study identifies critical factors which have influence employee retention in the fast-food policies in these organizations to retain staff at the floor level. Overall, the results give a fresh insight into the topic of retention industry. It adds to research studies on similar topics by exploring critical factors which have not been a regular part of the research, such as supervisor support and job security. Instead of taking employee turnover intention, this study takes a more direct approach by using the retention of employees as a dependent variable. The study confirms through quantitative analysis that three independent variables – Job Satisfaction, Brand Image, and Job Security have a significant impact on employee retention. In an unusual result, two other independent variables – Career Development and Supervisor Support have been found to have an insignificant impact on the employee retention in the fast-food industry. These results have been validated through online interviews with an Industry Specialist and a Food Researcher. Based on this study, it is recommended that Operations staff should have their jobs enriched with regular transfers to other areas like Finance, Marketing, and Purchasing. There is also an urgent need to reenergize the motivational level of employees in the fast-food industry in Pakistan.

**Key Words:** Fast Food industry, Job Satisfaction, Brand Image, Job Security, Employee Turnover, Retention of Employees

**JEL Clarification:** L66, J28, L1.

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### **INTRODUCTION**

#### **Background of the study**

Fast Food Restaurants are an important part of the retail business in Pakistan. (Economic Survey of Pakistan, 2016-17). The National Restaurant Association in India (NRA) defines the restaurant

industry as locations where meals, snacks, and beverages can be purchased and consumed. This also includes all the takeout meals. A quick service restaurant serves what is called fast-food. A consumer pays at the counter and consumes the product quickly.(Borgave, 2016). Fast Food Restaurants started in Pakistan with KFC (1997) and McDonald's (1998). Pizza Hut was established in 1993 but is technically not fast food but sometimes mistakenly identified as such(Borgave, 2016). The last two decades have seen a rise in new Fast Food Restaurants with a different type of retail designs and displays in all the large cities of Pakistan.(Ghani, 2014) Changes that are now taking place in Pakistan in the Fast Food industry are similar to those that occurred in the twentieth century in North America and Europe(Ghani, 2014).

Pakistan has a population of above 220 million, with a flourishing middle-class. Approximately one quarter of the total population represents the potential market for fast food, and interestingly it is also rising due to increased affordability. The success of international fast-food chains such as McDonald's, KFC, Pizza Hut, Pizza Express, Subway and others clearly validates the increased desirability of fast food in Pakistan.(Ehsan, 2010).

Retail Planet estimates the entire Pakistani Retail landscape at \$ 152 billion in end 2016. The research also outlines the figures for QSRs, but the data is inaccessible. What is clear is that there is growth in this segment, all around Pakistan, and this can be gauged by the fact that new restaurants have all come up in the last 20 years. Pakistan holds the world's eighth largest market when it comes to fast food and food related business.(Memon, 2016). For Karachi specifically, you have new chains in Pantry, Moos, and Cluck, Hiesens, OMG, etc.The opening of malls also had an impact on the growth of the QSR industry. Major malls have come up in all the main urban centers of Pakistan. Prominent amongst these are Lucky One (3.4 million square feet), Packages Mall (3.1 million square feet), and Nishat Emporium (2.6 million square feet). The latter is based in Lahore but the first one is in Karachi – it is Pakistan's largest mall. Every mall has a food court, and every court has at least 3-4 fast food brands.

Employee Turnover in Pakistan's Retail Industry is highest in the World in 2016. It's 55% compared to 25% in the US and 20% in the EU.In the food industry in Pakistan, employees will switch jobs very quickly due to low pay scales, work environment, and other factors.(StaticA, 2016). Some studies on US fast food chains have shown voluntary employee turnover as high as 50% and an estimated cost of 30 -50% of the cost of labour for entry-level positions(Cross, 2017). Retention of employees globally involves several factors which include training and development, job satisfaction, reward systems, and many other variables that differ industry to industry(Brown , Murphy , & Wade, Human resource development implications for large and small organizations, 2006). But its importance to the entire fast food industry remains undisputed and involves active HR engagement as well as a complete program for employee retention. It also requires a complete understanding of the critical factors which influence employee retention(Dienhart, 1993)

### **Statement of the Problem**

Employee turnover is very high in the fast food industry(Cross, 2017). Since this is a highly service oriented industry, the retention of employees becomes an important factor (Dipietro, Thozhur , & Milman, 2007). Therefore,it is imperative to identify and understand the critical factors which impact employee retention in the fast food industry.

### **Research Gap**

Previous studies point out the impact of key variables on employee retention in the fast food industry. But these studies have been carried out indeveloped countries. There is a need to do this study on the rapidly growing fast food industry of Pakistan. As previous studies have already established key retention factors such as training, work environment, and compensation, etc., in this paper, the aim is to explore other critical factors that impact employee retention.

### **Objectives of the study**

- To Identify the critical factors that impact the retention of employees in the Fast Food Industry
- To understand the relationship of these factors in the retention process in the Fast Food Industry

### **Research Questions**

- What are the critical factors for the retention of employees in the fast food industry?
- What is the relationship of these factors to employee retention in the Fast Food Industry?

This paper has four further sections. Section 2 is the literature review and describes the theoretical framework and the conceptual model. Section 3 explains the research methodology. Section 4 is the analysis and discussion and includes the quantitative analysis and application of SEM. Finally, Section 5 enumerates the recommendations, limitations and concludes the findings.

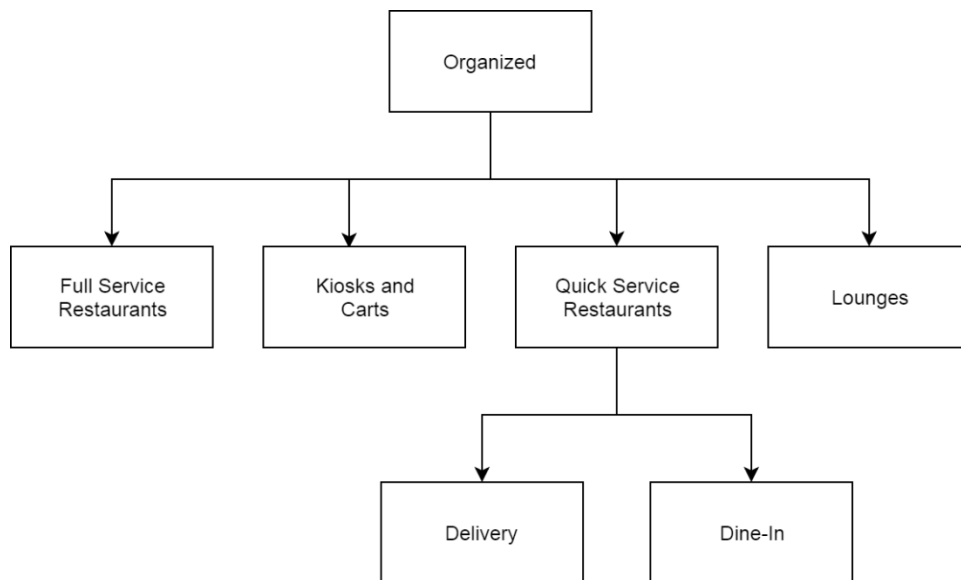
## **LITERATURE REVIEW**

### **Review of literature**

A quick service restaurant serves what is called fast-food. A consumer pays at the counter, often serves himself, and consumes the product quickly. Unlike traditional eateries, payment is made before the consumption of food (Borgave, 2016).

The product mainly comprises of Burgers, Sandwiches, Donuts, Coffee, French Fries, and other snack items. Beverages are part of the product range. Pizza is defined as fast food but is a fine dining item in some countries. Some QSRs will also serve specialty items (Borgave, 2016). The defining characteristics of fast-food industry is to, it is moving fast, available quickly at outlets situated nearby, so that such food is available within minutes. Fast food is

homogeneous. This is its second characteristic, like Big Mac is not just available quickly and easily but is designed to be eaten quickly and easily. Bap, Pizza edge or taco shell is made to be held in the fingers so that knives, forks and even tables are not required. Fast food can be eaten anywhere, even in transit. (Grumett, Bretherton, & Holmes, 2015). The foodservice industry is shown below.



*Figure 1: Classification of the Restaurants*

*Source: (Borgave, 2016)*

Should Pizza be defined as fast food? In some countries, Pizza is classified as fast food as it has all the above mentioned characteristics. In Pakistan, however, you do not pay at the counter and the food is served by a restaurant employee at the table. Furthermore, it is social activity to eat out in Pizza restaurants and you spend a lot of time in them. However, even in the case of Pakistan, articles and research include Pizza as fast food.(Farooqui & Alwi, 2019)

The global Fast food industry has grown by 3.5% since last five years and generates revenue of approximately 668 billion dollars.(IBIS WORLD, 2018) It is forecasted that in 2022 the fast food industry will grow from 533,244 M dollars to 743,859M dollars at a compound annual growth rate of 4.8%.(Farooqui & Alwi, 2019). Compared to global market of fast-food industry business, Pakistan rank 8<sup>th</sup> among all countries around the world.(Farooqui & Alwi, 2019). The consumption of fast food in Pakistan has increased drastically. Contributing factors which impact on customers food preferences are as follows; Urbanization, socializing, taste preferences by the students of college and universities, Pakistani family's dual income expediency and other aspects(Farooqui & Alwi, 2019) On average Pakistan fast food industry observed 21% annual increase in business because of the people more spending on fast food eating preference, which make fast food industry in Pakistan is one of the fast growing businesses around globe(Farooqui & Alwi, 2019).

Retention of employees is a major KPI in managing the human resource of an organization (HRM) (Cross, 2017). Across industries, it is of paramount importance as there is a cost of high employee turnover, whether it be a more recent industry like IT and Services or an older manufacturing concern. Strategies for employee retention vary from industry to industry but some elements remain common. These are Training and Development, Compensation, and Work environment (Nasir & Mahmood, 2016). But across industries, the importance of some factors varies. In the hospitality sector, Work Life Balance is rated as the most critical (Deery & Jago, 2015). In the fast food industry, training and development is the most commonly cited factor for retention of employees. Similarly, for hourly wage workers in fast food chains, the important variables are ease of commute, location of the restaurant, and flexible hours (Dipietro, Thozhur, & Milman, 2007). This study looks at other variables other than the common ones and attempts to identify their impact on the retention of employees in the fast food industry. These variables have been identified through an extensive literature review, details of which have been attached in the appendix section. These variables are Job Satisfaction, Career Development, Supervisor Support, Brand Image, and Job Security.

#### *Job Satisfaction*

According to Spector (1986), job satisfaction is "how individuals feel about their work and the different dimensions of their work". According to another definition by Locke and Henne, (1986), job satisfaction is expressed as a "pleasant feeling of being successful". Since the 1930s, more than 11,000 research have been done on Job satisfaction (Taspinar & Turkmen, 2019). Job satisfaction is critical in the retention of employees. It results in customer oriented behavior which ultimately leads to customer satisfaction. The Organization's Training and Development Program and Rewards System also impact Job Satisfaction directly (Choi & Joung, 2017). Factors that impact job satisfaction are Compensation, career progression, supervisor support, and the work itself (Abuga, 2010). Results showed that job empowerment increases job satisfaction and loyalty to the organization (Naqvi, Ishtiaq, Kanwal, & Ali, 2013). Job satisfaction in new employees is affected by five dimensions of Job Characteristics – challenging job, sense of accomplishment, meaningful work, friendly co-workers, and job security (Lam & Zhang, 2003).

The most prevalent and popular theory regarding job satisfaction remains the two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory). This was developed by psychologist Frederick Herzberg and states that job satisfaction and job dissatisfaction are both caused by a different set of factors in the workplace. These factors act independently of each other. This theory clearly distinguishes between the Motivators that give positive satisfaction and the Hygiene factors which lead to dissatisfaction when they are absent.

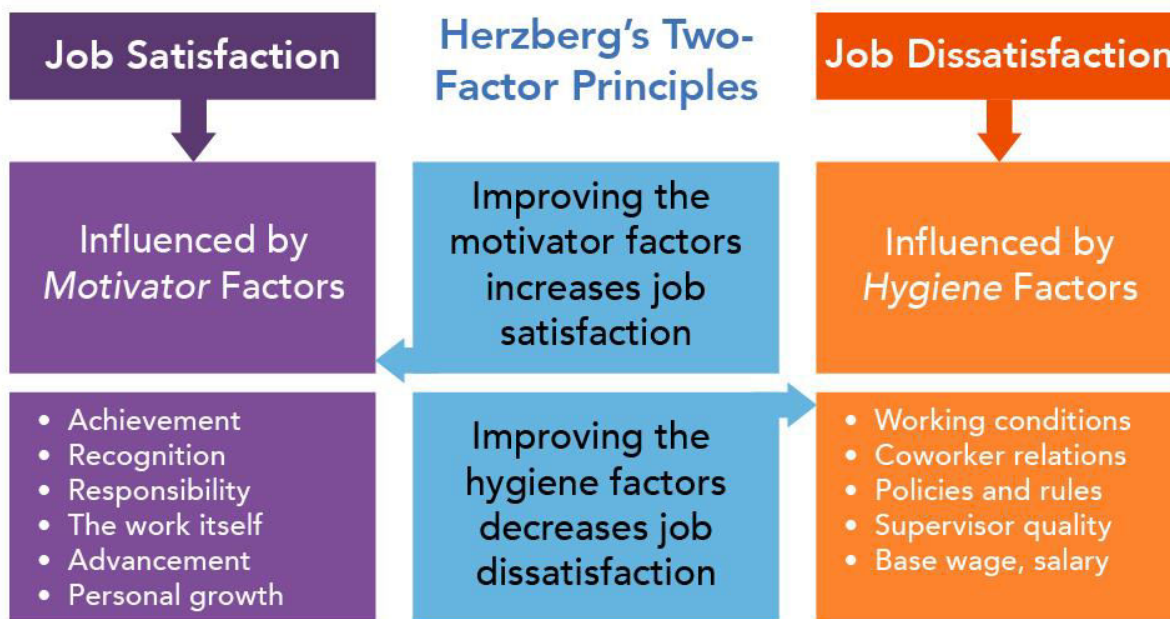


Figure 2: The Two Factor Theory

Source: (Herzberg, 1959)

#### Career Development

Employment in Fast Food restaurants is beneficial for future career development for young employees, as they improve their communication skills, self-confidence, ability to work in teams, and daily work habits (Hawke, Lawn, Robertson, VandenHeuvel, & Wooden, 1999). There are several aspects to career development – Internal promotions, Succession planning, Training, and development. Some individuals want a long term career in the fast food industry and move from one restaurant chain to another. They will invest in themselves and look at other organizations with a strong training and development program as well as strong retention policies. (Dipietro, Thozhur, & Milman, 2007) Research shows a direct relationship between the quality of training and retention of an employee. Those employees who have received the right training are six times more likely to be retained. (Brown, Murphy, & Wade, Human resource development implications for large and small organizations, 2006). The higher the opportunities to develop your career, the higher is the retention of employees for a longer duration (Nasir & Mahmood, 2016)

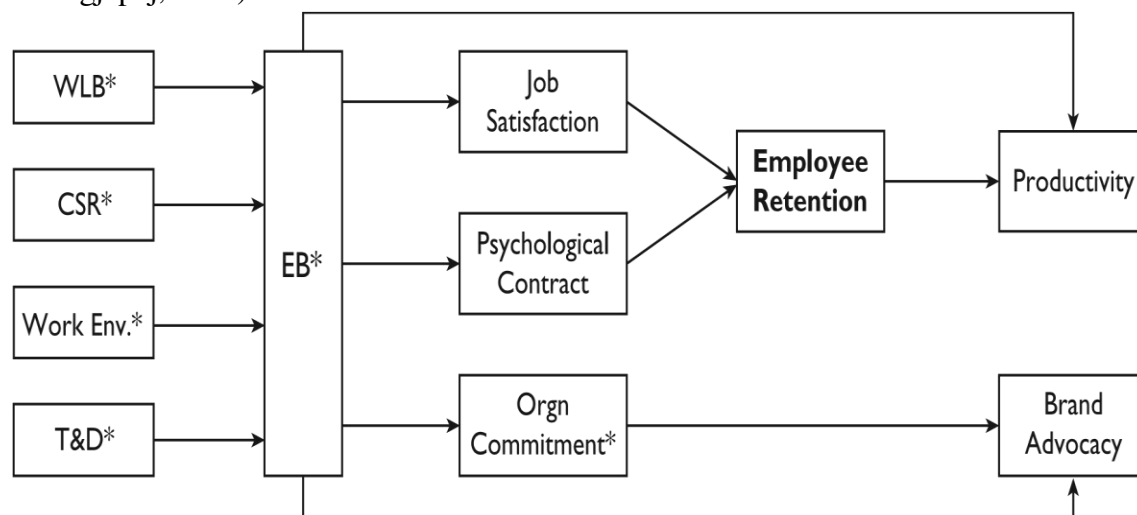
#### Supervisor Support

As we have seen while studying the last factor, career development, employees want to develop themselves in a way that will enhance their long term careers. This becomes a source of competitive advantage for the fast food chain. But to fully utilize the potential of the employee, the role of his manager/ supervisor is critical (Sinclair-Maragh, Jacobs-Gray, & Roomes, 2017) 51.5% of fast food employees are motivated through mentorship, as per another research study which also states that individuals are motivated when they are told that they have a special talent. Coaching, mentoring, motivation, and empowerment by the supervisor remains a strong measure

to foster talent(Sinclair-Maragh, Jacobs-Gray, & Roomes, 2017). Another way of providing support is to encourage decision making, empower the employee, and provide autonomy to the direct subordinate. This works especially well for young employees(Sterling, 2015)

### *Brand Image*

In recent years, companies have increasingly focused on employer branding to create a strong company brand image. Employer branding was introduced in 1996 and is defined as those benefits provided by the employer that are identified with their company. This marketing strategy aims to establish the company as a preferred employer within the industry, by, communicating employment promises to potential and current employees about particular experiences and opportunities provided by an organization.(Tanwar & Prasad, 2016).Companies position themselves as brands to attract and retain talent. Thus, marketing your place “as a great place to work in” attracts high potential, new talent.(Agarwal, 2015)There are five values of employee branding: social, economic, reputation, development, and diversity value, and they directly impact employee commitment and job satisfaction. (Kaiser & Regjepaj, 2019).On average, it costs about one-and-a-half years of departing employees’ annual salary to attract new employees, which is more than the investments for the retention of the current workforce. Employer branding is now being used for talent acquisition, development, and retention(Kaiser & Regjepaj, 2019)



**Figure 3: Employer Branding Framework**(Tanwar & Prasad, 2016)

The Employer Branding Framework is presented above. (Tanwar & Prasad, 2016) According to this model, employer branding is made up of four dimensions: Corporate Social Responsibility, Work-Life Balance, Training and development, and Work Environment. Further, employer branding creates five possible outcomes: job satisfaction, psychological contract, productivity, organizational commitment, and brand advocacy. Employer branding impacts job satisfaction and psychological contract which in turn impacts the retention of employees. The retention of employees further impacts productivity. Next, employer branding contributes to organizational commitment which in turn leads to the creation of brand advocacy. A direct link between

employer branding and productivity and brand advocacy can also be seen which shows that employer branding directly impacts productivity and brand advocacy without the mediating effect of job satisfaction and the psychological contract.

#### *Job Security*

Job security can impact the retention of employees(Sokhanvar, Kakemam, & Chegini, 2018). A study of 100 companies confirmed that retention of employees is increased by promoting from within. This practice increases job security and international fast food chains practice this. This has also been validated through research.(Dienhart, 1993).In another study on the factors influencing employee retention, Job security as a retention strategy had the maximum factor score. It was listed as one of the factors that influence employees to stay in the company. (Rakhra, 2018)Employees tend to stay longer in an organization when they feel that their job is secure and are not worried about their future career. Further, if no conditions or factors are threatening their job positions, and if they feel that career progression is possible through self-development, retention will be higher. A culture of sympathy and kindness in an organization also helps in retention of employees(Sokhanvar, Kakemam, & Chegini, 2018)

A tabular literature review table of the important articles is given below.

<b>Author and Time Frame</b>	<b>Objective</b>	<b>Results / Conclusion</b>
Michelle Kaiser & Albulena Regjepaj (2019)	How employer branding impacts employee commitment and satisfaction	The five values of employee branding directly influence commitment and satisfaction
Darren D. Cross (2017)	Understand the tools and techniques of retention of employees in a fast food environment	Good communication and training, along with a supportive environment can help improve employee retention and improve profits
Gaunette Marie Sinclair-Maragh, Noriel Jacobs-Gray, Norene Roomes, (2017)	To determine whether talent Management practices motivate employees in a fast food entity	Talent management practices play a motivating role and are mutually beneficial for both the company and the employees.
Shuana Zafar Nasir & Nasir Mahmood (2016)	What is the effectiveness of retention strategies in an organization?	No single factor alone results in retention. Hence, one has to work on all correlated factors.
Harpreet Kaur Rakhra (2018)	What are the factors that influence employee retention in companies?	This paper gives potential reasons why employees leave and compare 6 important factors concerning age, gender, and organizational level. The importance of each

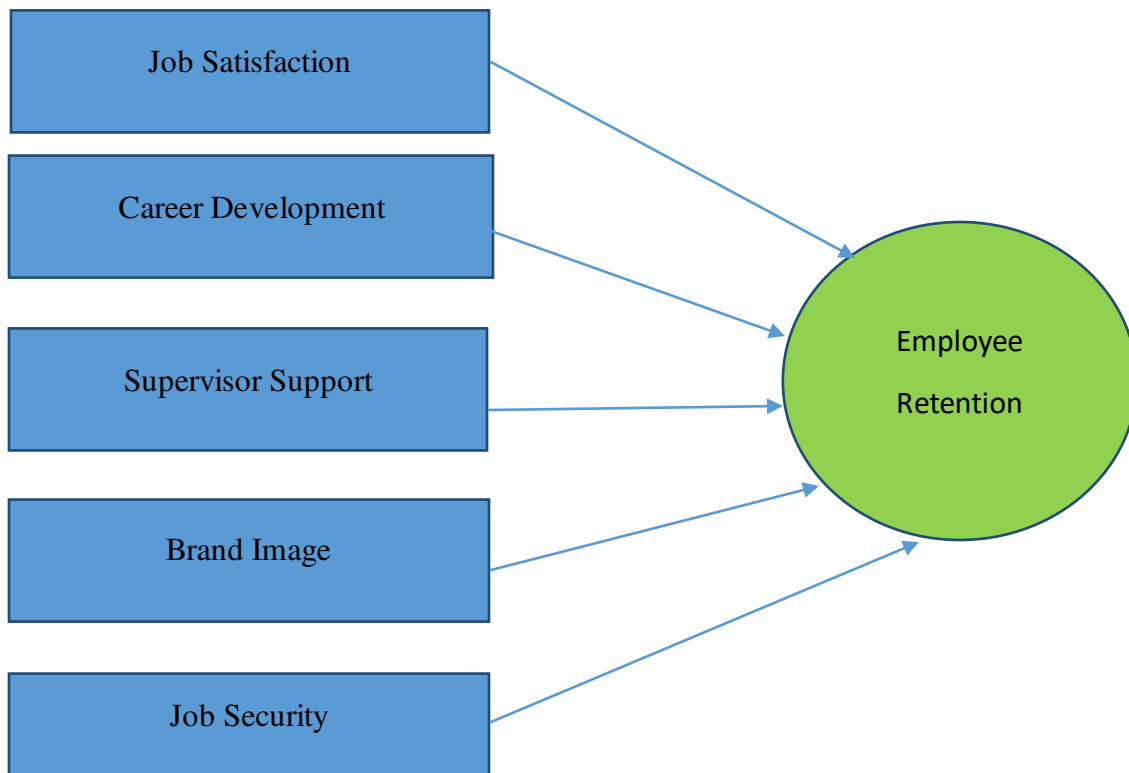


		factor changes with organizational level and age but there are minor differences in the case of gender
Khawaja Jehanzeb and Anwar Rasheed (2013)	What is the relationship between training programs and job satisfaction among the employees?	Age makes a difference in this relationship. Elderly employees are less influenced by training programs than younger ones
Asad Mohsin and Jorge Lengler (2014)	What is the relationship between job satisfaction and job turnover in fast food chains?	Training, Rewards and Loyalty programs and Job Security influence job satisfaction

**Table 1: Tabular Literature Review Table**

**Conceptual Framework**

Based on the literature review, the following conceptual model is given below



**Fig4: The basic conceptual model**

The following Hypothesis are to be Retained or Rejected:

- *H1: Job Satisfaction has a significant impact on the Retention of Employees in a Fast Food Restaurant*
- *H2: Career Development has a significant impact on the Retention of Employees in a Fast Food Restaurant*
- *H3: Supervisor Support has a significant impact on the Retention of Employees in a Fast Food Restaurant*
- *H4: Brand Image has a significant impact on the Retention of Employees in a Fast Food Restaurant*
- *H5: Job Security has a significant impact on the Retention of Employees in a Fast Food Restaurant*

## **RESEARCH METHODOLOGY**

### **Data**

#### *Primary Data*

Primary data has been obtained from an Online Questionnaire created in Google documents. Data has been collected from the two leading fast food brands, McDonald's, and KFC. These are the two oldest fast food brands and the trendsetters in Pakistan.

#### *Secondary Data*

The articles selected for this study are based on the content and relevance of the research topic. Two searches were conducted. The first used "retention" to identify keywords / potential variables. These were new articles – 2015 onwards. The second search was fast food specific using keywords/ variables indicated by the first search with no restriction of time on articles.

### **Variables**

#### *Independent Variables:*

- Job Satisfaction
- Career Development
- Supervisor Support
- Brand Image
- Job Security

#### *Dependent Variable:*

- Employee Retention

### **Inclusion Criteria (for Secondary Data)**

No relevant unpublished articles, like conference proceedings, on the subject matter are considered for inclusion in the systematic literature review. Articles published in journals with a high impact factor are considered for inclusion for the study. However, articles with strong content representing the regional and local norms and cultures have been considered for inclusion as well. Thesis studies have also been included in this research. There was no limitation in the country in the search. Articles are marked as either accepted or rejected. Rejected articles are excluded based on inadequate information about research design and methodology.

### Data Collection Instrument

This is an online questionnaire created in Google documents. It has been pilot tested with three individuals – a commercial researcher and two senior members of KFC and McDonald's. It has been adapted from 4 different studies.

### Sample and Sample Technique

The sample size is 126. The sample size has been calculated based on Tabachnick and Fidell's famous book on Statistics (2007). The formula is  $N \geq 50 + 8m$  (where  $m$  is the number of IVs) for testing the multiple correlations and  $N \geq 104 + m$  for testing individual predictors. That translates to a sample of 90 to 109. The study has used non-probability, purposive sampling technique as the two leading fast food chains in Pakistan have been targeted – KFC and McDonald's.

Break up of responses is as follows:

KFC	62
McDonald's	53
Others*	11

\* These are ex KFC and McDonald's staff

### Statistical Technique

Multiple Regression Analysis has been used for hypothesis testing and to see if the model is a good fit. For reliability analysis, Cronbach's Alpha test has been used. The results have been validated from a senior resource with over 20 years' experience in KFC through a qualitative interview.

## ANALYSIS AND DISCUSSION

### Quantitative Analysis

Table 2 provides results of reliability analysis using Cronbach's alpha test.

**Table 2: Reliability Analysis**

Variable Name	N Items	Cronbach's Alpha
Job Satisfaction	5	0.866
Career Development	5	0.862
Supervisor Support	5	0.850
Brand Image	5	0.842
Job Security	5	0.839
Retention of Employees	6	0.871
Overall Instrument	31	0.955

To confirm the reliability of the model, we have performed Cronbach's Alpha test. Results show that all Cronbach's Alpha is more than 0.70 for all variables. Hence, the results of Cronbach's alpha showed that the data collection instrument has considerable reliability.

Multiple regression analysis was used for hypothesis testing using SPSS. The following table showed the results of hypothesis-testing.

**Table 3: Multiple Regression Analysis**

Variable	Coefficient	Std. Error	t-Statistic	Prob.	VIF
Constant	0.675	0.380	1.777	0.078	
Job Satisfaction	0.096	0.055	1.736	0.085	1.569
Career Development	0.076	0.081	0.938	0.350	2.654
Supervisor Support	0.018	0.085	0.208	0.835	2.375
Brand Image	0.247	0.093	2.640	0.009	2.781
Job Security	0.455	0.066	6.916	0.000	2.169

Dependent Variable: Retention of Employees

R-Square = 0.678; Adjusted R-Square = 0.665

F-Statistics (Prob.) = 50.576 (0.000)

The results of regression analysis showed that job satisfaction (0.096,  $p < 0.10$ ) has a positive significant relationship with retention of employees in the fast-food industry while brand image (0.247, 0.096,  $p < 0.05$ ) and job security (0.455, 0.096,  $p < 0.05$ ) have also found a positive significant effect on retention of fast-food employees. However, career development (0.076, 0.096,  $p > 0.10$ ) and supervisor support (0.018, 0.096,  $p > 0.10$ ) were found statistically insignificant in relation to the retention of employees in the fast-food industry of Pakistan.

The analysis revealed R-Square value of 0.678 and that means that the independent variables explain 67.8% of the variability of the dependent variable, the R-Square value was 0.665.

The *F*-ratio tests whether the overall regression model is a good fit for the data. The analysis shows that the independent variables statistically significantly predict the dependent variable as  $F = 50.576$ ,  $p < .0005$  (i.e., the regression model is a good fit for the data).

### Qualitative Input

Three variables – Job Satisfaction, Brand Image, and Job Security have shown a significant impact on employee retention. But Career Development and Supervisor support are not impacting the retention of employees significantly. To validate this, we conducted an online interview with a senior resource in the industry. The sample size of both the brands consists of mainly Operations staff and 75% of the sample size is manager level or above. As pointed out by the industry expert, Operations staff at a certain level do not need supervisor support. It can turn out to be a hindrance at times as employees like empowerment. The nature of operations is such that there is decision making at all times and empowerment becomes necessary to keep the restaurants serving the customers. In the case of career development, there are not many employment opportunities in Pakistan currently and people join fast food chains to earn a livelihood, not because they want to work in a restaurant. Some employees might also feel that their talents are under-utilized in a fast food environment and that career advancement opportunities within the operations set up might be limited. These fast food chains do have a policy of 50% promotions from within and generally, avoid hiring at a senior level from outside but more job enrichment is needed to retain Operations staff.

These factors were later validated by a commercial researcher who has done fast food research as well. His opinions confirmed the views of the industry specialist.

## **CONCLUSION, LIMITATIONS, AND RECOMMENDATIONS**

### **Conclusion**

Employee turnover intention is a favorite topic in Academia research. Articles on this topic are found across industries in journals and databases. But we argue here that retention of employees is a more direct, positive, and constructive way than measuring employee turnover intentions. Organizations should concentrate on retaining employees, not merely find out reasons as to why and how many intend to leave. This is especially true for fast food restaurants, where there is ample literature to confirm the impact of losing employees, both in terms of costs and culture of an organization. This research also adds value in terms of its unusual results – Job Satisfaction, Brand Image, and Job Security have a significant impact on employee retention in the fast food industry, but Career Development and Supervisor Support do not significantly impact employee retention. These results are different from most research conducted on employee turnover intentions, both in the fast food industry and other industries as well. Organizations spend a lot of money on training and career development for employees, but some employees might not want a career in the fast food industry and take jobs temporarily before moving on to careers in other industries. Hence, there is a need for more motivational programs for employees in order to retain them and so that they develop a long term career in this industry. Also, at a certain level, too much supervisor support in operational matters is a hindrance and might prove detrimental to an employee's motivation. Employees seek empowerment, not interference in their daily routines. Retail is a detail oriented industry, and it requires a certain degree of micromanagement. But a balance needs to be maintained in terms of micromanagement and empowerment.

The selected respondents are from the two most successful brands in the entire fast food industry in Pakistan, KFC and McDonald's, both of whom are not only the oldest two brands but also the trendsetters in the fast food industry in Pakistan. They have defined the standards of this industry and are the benchmarks against which all fast food brands measure themselves.

### **Limitations**

This research has certain limitations. It is confined to two fast food restaurants, even if these are an accurate representation of the fast food industry. The respondents working in other restaurants have also been ex KFC and McDonald's employees. Both the above restaurants are mainly concentrated in the big urban cities of Pakistan – Karachi, Lahore and Islamabad. It is only in the last few years that they have expanded into smaller cities, like Sahiwal, Hyderabad etc. So, the results represent the top tier cities of the country, not the whole country. The respondents are mainly from the Operations side. So, the results have been influenced by their experiences on the floor. 75% of the respondents are of manager grade or above, so the results are representative of the middle and senior management grades. Operations are the lifeline of any restaurant, but the demands of the job tend to be different from HR or head office jobs.

## Recommendation

It is recommended to carry this research forward and to include other fast food chains like Subway and Burger King in the sample size. Generally, local brands in this market have been followers but it would be prudent to include at least one strong local brand to gauge their retention practices as well. The research should be expanded to brands which are present in smaller cities as well, so the views of the whole of the country can be represented. The research should include non-operations staff as well. The views of people in the head office would be different from that of the Operations team. Head office staff have access to a lot more information and take part in setting corporate policies. This might impact the factor “career development” as succession planning is a normal part of the HR cycle. However, there is also an urgent need for fast food chains to review their career development plans for Operations staff. People often join fast food chains due to the struggling economic conditions in Pakistan. They might not be looking for a long term career unless motivated enough. This can be seen by the high rate of employee turnover in the fast food industry in Pakistan. Based on this study, the staff also feel that their full talents might not be utilized in an Operations environment. Hence, fast food chains need to urgently review their motivational policies for Operations staff. It is recommended that further job enrichment be done for Operations staff, with transfers not just from restaurant to restaurant but also from function to function. Operations staff should be given transfers and regular exposure to head office level, in areas of Finance, HR, and Purchasing. This will add to job enrichment and ultimately, lead to greater retention. A further recommendation is that this research should be extended across all levels. Response at junior levels was only 25% as it became difficult to control the type of respondent but given more time and resources this can be attempted as well. Overall, the unusual results will enable other research to use this as a benchmark for further studies.

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