



# Employee Engagement at Chick-Fil-A Azusa and Glendora

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## Abstract

This study reviews the employee engagement practices at two locations owned and operated by the same quick foodservice franchisee: Chick-Fil-A Azusa and Chick-Fil-A Glendora. Labor turnover in the quick foodservice industry is cited as approximately 42% for the team member positions, while 28% for management. The current turnover rates at the locations were compared to industry data. Current labor shortages have also amplified the need to review why individuals stay with their current employer. The factors that influence a prospective employee's decision to work at a quick foodservice organization were also examined. After a review of the literature on employee engagement practices in the quick foodservice industry, eight employment engagement practices were selected, Career Progression, Cooperation/Teamwork, Job Satisfaction, Loyalty and Trust, Organizational Confidence, Personal Growth, Hourly Wage/Salary, and Vertical Relationships, and a survey was developed. The survey was reviewed and approved by the Cal Poly Pomona Institutional Review Board. Employees at both locations in five different positions were asked to participate in the survey. Survey participants were asked to choose the top three most important employment engagement practices. The response rate for the survey was 22%. The survey results provided insights into the prioritization of employee engagement practices. The Cooperative/Teamwork employment engagement practice was ranked in the top three for 68% of all respondents. This research project demonstrated the importance of implementing effective employee engagement practices in a quick foodservice restaurant. As an emerging leader and potential franchisee, the knowledge gained through the Kellogg Honors Capstone project is greatly appreciated.

## Quick Food Service Industry Related to Chick-Fil-A and Employee Engagement

- The QFS Industry generated \$173.72 billion in sales in 2021 is growing at a CAGR (Compound Annual Growth Rate) of 4.9%.
- Chick-Fil-A is a billion-dollar organization in the QFS industry with 2,600 locations in 47 U.S. states, Canada and Puerto Rico.
- Chick-Fil-A was started by Truett Cathy and is still owned by the Cathy family.
- For the last 9 years in a row Chick-Fil-A has been ranked No. 1 in customer satisfaction.
- Chick-Fil-A also has an average turnover of hourly workers of 60% compared to the industry average of 107%.
- Employee Engagement practices influence guest satisfaction.
- Today about 50-60% of the work force is not engaged which costs their employers upwards of \$300 billion each year.
- This survey was created to show the employee engagement practices at Chick-Fil-A Azusa and Glendora affect guest satisfaction.
- Engaged employees lower the turnover rates and increase customer satisfaction levels.
- From LinkedIn we can see that, "companies with high levels of employee engagement saw a 20% increase in sales."
- In addition to this, "Engagement and retention are interconnected and can determine the success of an organization." Showing that greater employee engagement leads to greater employee retention.

## Participant Information

### Overall:

**Most Chosen Factor of Employee Engagement:** Cooperation/Teamwork  
**Least Chosen Factor of Employee Engagement:** Organizational Confidence

### By Store Location:

**Most Chosen for Azusa Chick-Fil-A:** Cooperation/Teamwork  
**Most Chosen for Glendora Chick-Fil-A:** Personal Growth  
**Least Chosen for Azusa Chick-Fil-A:** Organizational Confidence  
**Least Chosen for Glendora Chick-Fil-A:** Vertical Relationships

### By Position:

**Most and Least Chosen by Team Members:** **Most:** Cooperation/Teamwork **Least:** Organizational Confidence and Vertical Relationships  
**Most and Least Chosen by Adv. Team Members:** **Most:** Cooperation/Teamwork **Least:** Organizational Confidence and Vertical Relationships  
**Most and Least Chosen by Team Leads:** **Most:** Personal Growth **Least:** Vertical Relationships and Career Progression  
**Most and Least Chosen by Directors:** **Most:** Cooperation/Teamwork **Least:** Organizational Confidence and Hourly Wage or Salary  
**Most and Least Chosen by Executive Members:** **Most:** Job Satisfaction **Least:** Cooperation/Teamwork and Hourly Wage or Salary

### By Age:

**Most and Least Chosen by 16-18:** **Most:** Cooperation/Teamwork **Least:** Organizational Confidence  
**Most and Least Chosen by 19-21:** **Most:** Cooperation/Teamwork **Least:** Organizational Confidence and Vertical Relationships  
**Most and Least Chosen by 22-25:** **Most:** Cooperation/Teamwork **Least:** Organizational Confidence and Vertical Relationships and Career Progression  
**Most and Least Chosen by 26 or above:** **Most:** Job Satisfaction **Least:** Cooperation/Teamwork

## Summary Analysis

- Employee Engagement practices influence employee turnover and customer satisfaction levels.
- Chick-Fil-A consistently earns high customer satisfaction scores and experiences lower employee turnover than industry average. Employee engagement surveys by the corporate offices are done multiple times each year.
- A survey of 8 employee engagement practices was developed and completed by employees at multiple levels at two locations.
  - Survey was available through GroupMe for two months.
  - 22% of the overall population responded to the survey.
  - Cooperation/Teamwork and Personal Growth were chosen the most often by participants at all levels.
  - Organizational Confidence and Vertical Relationships were chosen the least often by participants at all levels.
- Limitations of survey:
  - Did not have access to corporate survey questions and results.
  - Other franchisees were not asked to participate in this survey.
  - Confidential survey limits knowledge of external factors on participants.
- Future research might:
  - Compare corporate survey results to individual states/regions.
  - Include a separate survey of General Managers and Operators.
  - Include multiple types of questions.
  - Include incentives to increase the response rate.

## Chick-Fil-A Survey Results

Store Location	Cooper Teamwork	Personal Growth	Job Satisfaction	Loyalty Trust	Career Progression	Hourly Wage or Salary	Vertical Relations	Organizational Confidence	Total
Azusa	22	14	10	8	8	6	5	2	75/3=25
Glendora	8	12	10	10	6	5	2	4	57/3=19

## Importance of the Survey and Results

- Employees were asked to rank the top three out of eight employee engagement practices.
- Results show that two different store locations, even though owned by the same operator, care about different employee engagement practices.
- Initially, I expected Hourly Wage or Salary to be highly ranked, yet it ranks at about 6th out of 8 practices.
- As expected, Personal Growth is highly important. The culture at Azusa and Glendora promote personal growth inside and outside the business as a very important thing.
- Organizational Confidence and Vertical Relationships present opportunities for leadership to more clearly demonstrate their value to the employees and the business.
- Length of employment was also an important variable as the majority of respondents (63%) have worked for Chick-Fil-A for a year or more, which shows great retention of employees.
- The survey results can help leadership prioritize those practices that increase employee retention and guest satisfaction.

Age	16 - 18	19 - 21	22 - 25	26 +	
Azusa	13	10	1	1	
Glendora	8	6	2	3	
Weekly Hours	1- 10	11 - 20	21 - 30	31+	
Azusa	3	14	5	3	
Glendora	3	7	4	5	
Employment Length	New - 3 months	4 - 6 months	7 months - 1 year	1 - 2 years	2 + years
Azusa	3	14	5	3	4
Glendora	3	7	4	5	7
Position	Team Member	Adv. Team Member	Team Lead	Director	Executive Member
Azusa	15	5	2	2	1
Glendora	6	5	5	1	2

### Selected References:

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