

EFFECTIVENESS OF MCDONALD'S RECRUITMENT PROGRAM

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Contents

1.0 Overview of McDonald's	4
2.0 McDonalds Employee Recruitment Process.....	5
2.1 Advertisement of Vacancy	5
2.2 Automated Online Application System.....	5
2.3 Psychometric Test	6
2.4 Hiring Opportunities	6
2.6 Practical Evaluation.....	7
2.7 Orientation Process	7
2.8 Driving Diversity, Non-Discrimination and LGBTQ	8
3.0 Literature Review.....	8
4.0 Strengths and Weaknesses of McDonald's Recruitment Program	8
4.1 Strengths.....	8
4.2 Weaknesses	9
5.0 Increasing Employee Motivation, Attraction and Retention	9
6.0 Recommendations and Conclusions	11
6.1 Recommendations	11
6.2 Conclusion.....	12
References.....	13

Table of Figures

Figure 1: McDonalds Organizational Structure (Source:

<http://www.orgcharting.com/templates/mcdonald-organizational-structure/>).....4

Figure 2: Market Shares of the Major Players in the Fast-Food Industry (Source:

https://www.researchgate.net/figure/Market-Share-of-major-players-in-the-fast-food-industry_fig1_260796941).....5

Figure 3: A summary of McDonalds Employee Recruitment Process7

1.0 Overview of McDonald's

McDonald's is the largest fast-food chain restaurant in the world with a market capitalization of 200.31 billion in 2021 (Companies Market Cap, 2022). The company has over 37,000 food outlets across the globe. McDonald's is available in at least 100 countries, and is arguably one of the largest private company employers in the world with over 1.7 million employees (Corporate.mcdonalds.com, 2022). In addition, McDonald's is known for its diversity as it has employees from different ethnic groups and races. While facing controversy over the health quality of its food, McDonald's ranks among the top ten most valuable brands in the world (Gourd, 2010). On matters of employment and recruitment, McDonald's has a reputation of having spaces for new recruits – and a not so good reputation for its wages as it has basic wages in the market. Nevertheless, the company has maintained its place as a worthy employer in the world (Gould, 2010, p. 784). In that regard, this paper evaluates the effectiveness of McDonald's recruitment program.



Figure 1: McDonalds Organizational Structure (Source:

<http://www.orgcharting.com/templates/mcdonald-organizational-structure/>)

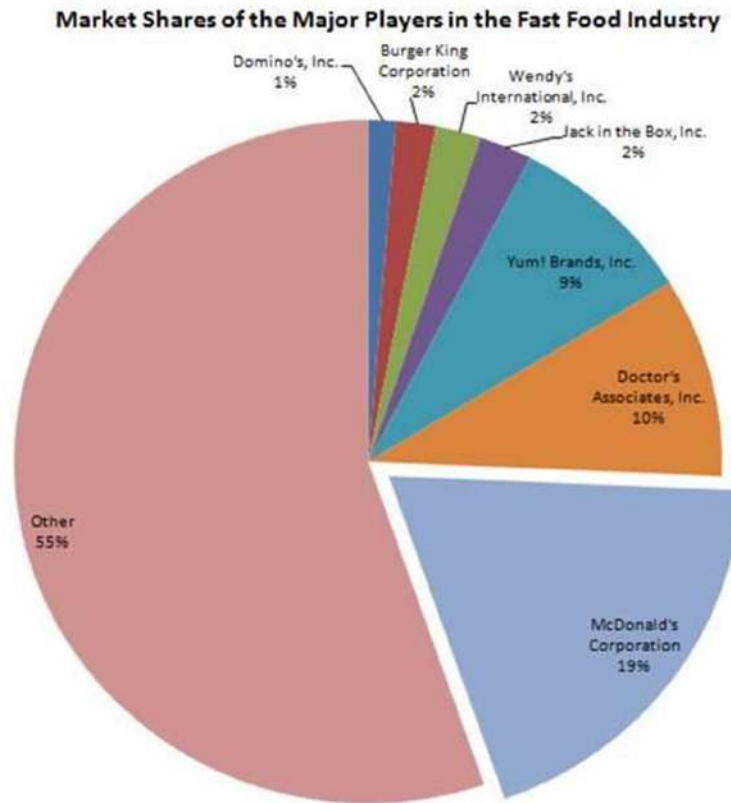


Figure 2: Market Shares of the Major Players in the Fast-Food Industry (Source: https://www.researchgate.net/figure/Market-Share-of-major-players-in-the-fast-food-industry_fig1_260796941)

2.0 McDonalds Employee Recruitment Process

2.1 Advertisement of Vacancy

McDonald's makes initial advertisement of the job opportunities at the back of the receipts, on signages of posters or online through the company's website.

2.2 Automated Online Application System

McDonald's recruitment involves a four-tier process: online application, interview and on-job evaluation (OJE). Emphatically, McDonald's uses e-recruitment methods at the initial stage of sourcing for employees (McDonalds.com, 2022).

2.3 Psychometric Test

A psychometric test is used to determine whether a candidate is listed to proceed with the interview or not.

2.4 Hiring Opportunities

The CVs are automatically updated and kept in each store's filling system which makes it easy to continually keep abreast with candidates' competencies. The candidates are allowed are hired for three categories:

- Full time
- Part time
- Customer care applications

2.5 Online Questionnaire and Interview Process

The company on receipt of questionnaires initiates an application review process which includes establishing whether the prospective candidate matches the requirements. The best match is contacted and scheduled for a screening of their qualifications via phone or live interview. The hiring team then conducts a video or phone interview. There are six interview slots per day, each lasting for 30 minutes. When one misses the interviews, they are reinvited. In case all the candidates screened meet the qualifications, the next weeks' interviews are cancelled.

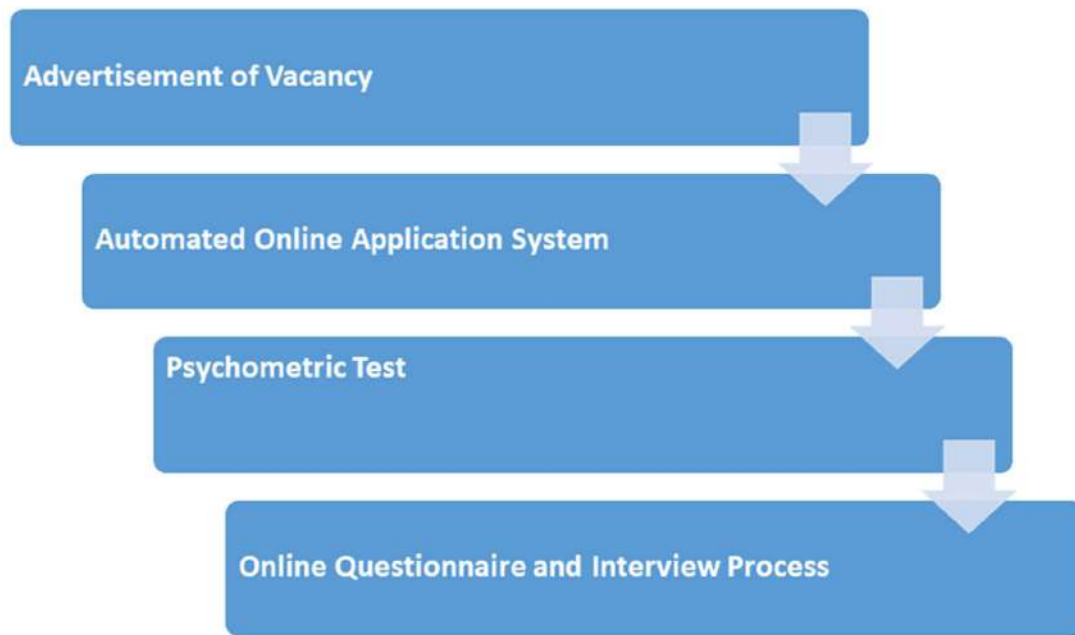


Figure 3: A summary of McDonalds Employee Recruitment Process

2.6 Practical Evaluation

Notwithstanding, the third step on job evaluation is a practical assessment of one's skills on a McDonald's simulated shop floor.

2.7 Orientation Process

Successful candidates proceed to the next tier of selection which is an in-restaurant orientation process where the new recruits learn of the basic services in the company. These include customer service, equipment maintenance and health protocol controls, general hygiene, and cash handling (McDonalds.com, 2022).. The next step involves directly meeting the operations manager who asks questions about work history and educational background (McDonalds.com, 2022). The essence of this step is to align the past experience of the person to the job and test the applicant's general competency.

In the future, McDonald's aims to break the interview process into two steps; online recruitment and physical orientation. In doing this, the management observes as the interviewees interact with customers for around 10 minutes in their designated roles. Having

successfully completed this process, the candidates are contacted within ten days. The early days of work involve orientation to the system with supervision from experienced employees who often take the role of supervision (McDonalds.com, 2022).

2.8 Driving Diversity, Non-Discrimination and LGBTQ

McDonald's invites applications from candidates from all social, religious, gender, ethnic and racial groups, including members of the LGBTQ community. The company also welcomes applications from former criminals as they believe that everyone deserves a second chance.

3.0 Literature Review

Dhamija (2012, p. 33) argues that many businesses have experienced ease in sourcing for new talents and in acquiring new employees as a result of the online recruitment procedures. Acikgoz (2019, p. 7) notes that there is a high probability of people experiencing job attraction to the available opportunities. With the hiring company having an effective hiring methodology such as a fast response to conducting interviews, the hiring capabilities increase significantly. Acikgoz (2019, p. 8) further argues that many companies are using online recruitment methods as many candidates can apply for work, and the HR can thus have a constant supply of new persons to be hired. This reduces the stress that comes with having high turnover or any vacancies that are created due to exit of some employees.

4.0 Strengths and Weaknesses of McDonald's Recruitment Program

4.1 Strengths

The advantages of the e-recruitment process is that it is useful in getting more candidates for employee base. The significance of using this method is that it helps to improve the experience of the hiring process. Further, McDonald's gives opportunities to all

persons, even criminals get a chance to be hired. This is based on the understanding that everyone deserves a second chance.

Also, the Human Resource Management have an easier time in the hiring process as they can seek the qualifications of the persons being hired with ease. Among these include the fast analysis of whether the persons meet the commendations and a convenient interview process which cuts short on time wasted.

4.2 Weaknesses

In many cases, most of the applicants share similar qualifications (Acikgoz, 2019, p. 9). As there is need to select through the many employees to be hired, it is likely that some of the best candidates may miss out due to their online-questionnaire response skills. Also, the hire or not to hire process may not work in the e-recruitment process. Some of the weaknesses that are noted in the online recruitment method is that there is a lengthy process of vetting or reducing the overall applications. There is also a high attrition rate.

5.0 Increasing Employee Motivation, Attraction and Retention

The McDonald's company has been at the forefront of employee empowerment aimed at increasing the overall performance and outcomes of employees (Gould, 2010, p. 791). This has been through incentives such as employee training courses aimed at improving their overall performance as well as offering new opportunities for upward career scale. Every year, employees at various levels are encouraged to apply for scholarships to further their studies which is a kind gesture of the company's commitment to capacity building (Corporate.mcdonalds.com, 2022).

Nevertheless, the company has been cognizant of the welfare of the employees. This is by designing schedules that are aligned with the worker's need to take a rest. There is no worker who is allowed to work for more than 8 hours in a day (Gould, 2010, p. 794). This is aimed at ensuring that workers have optimal rest, and can perform efficiently. McDonald's

initiated this program during the Covid-19 pandemic where the company supported hundreds of thousands of employees to transition during the time and cared about their welfare (Carouthers, 2021). In the post-Covid-19 period, McDonald's has taken in a cue from the changes in the work culture and has initiated new work hours and schedules – often cutting the overall working hours. This is a move geared to improve employee satisfaction. The aim of this mechanism is to allow employees who are attending to other jobs – such as those who do two jobs to have enough time to rest and juggle between the two. The aim of applying this method is to reduce the employee turnover rate.

McDonald's is committed to promoting accountability in its employee reward system by keeping clear records of employee performance and using it as a guide in the reward system. Also, to ensure a sense of transparency which is crucial in creating equality in the work environment, McDonald's pays employees in the various roles depending on their roles and responsibilities irrespective of their race, gender, ethnicity, religion or any other characteristics (Corporate.mcdonalds.com, 2022). This creates a meritocratic environment where reward is based on performance and competency.

On the other hand, the McDonald's wage rates are lower compared to Starbucks. The low wage per hour rate is one of the key courses of employee turnover from McDonald's as they seek higher-paying jobs.

Table 1: McDonald's Wage Rate per Hour (Source: Payscale, 2022)

Job Title	Range	Average
Restaurant Manager	\$10 - \$16	\$12
Fast Food Worker	\$8 - \$13	\$10
Cashier	\$8 - \$13	\$10
Crew Leader	\$8 - \$14	\$11
Food Service Worker	\$8 - \$13	\$10
Swing Manager	\$10 - \$14	\$12
Member Service Representative	\$8 - \$14	\$10

Table 2: Starbuck's Employee Wage per Hour (Source: Payscale, 2022)

Job Title	Range	Average
Barista	\$9 - \$15	\$11
Retail Shift Supervisor	\$11 - \$18	\$14
Customer Service Supervisor	\$12 - \$18	\$15
Retail Store Manager	\$13 - \$31	\$20
Team Leader, General	\$10 - \$23	\$15
Cashier	\$9 - \$15	\$11
Assistant Store Manager	\$12 - \$23	\$17

6.0 Recommendations and Conclusions

6.1 Recommendations

1. In order to have the best employees selected by McDonald's, the e-recruitment process should be integrated to consider other aspects of the person rather than their

qualifications. This shall help to get the best recruits who have a wide range of skills, and the right personality for the various jobs (Acikgoz, 2019, p. 10; Doherty, 2010).

2. The McDonald's company can also utilize a system of reference to its previous recruits who did not meet the threshold for hiring but proceeded to the final processes of vetting. This shall reduce the cost of training or conducting regular interviews as the chain of hiring in McDonald's is quite long and rigorous.
3. With regard to employee retention and reduction of turnover, the McDonald's board of management should consider reviewing the wages per hour. By increasing the overall wages, McDonald's shall benefit from a high turnover, and also retain its most experienced employees who shall become an asset in its growth. Thus, hiring, recruitment and training costs shall be reduced significantly.
4. The McDonald's company ought to increase the overall salaries to the current competitive market prices of at least \$15. This shall attract more competent employee base beyond high school and college students.

6.2 Conclusion

In conclusion, McDonald's use of e-recruitment is in line with modern ways of increasing the number of applicants to a given position. While the company has initiated a rigorous hiring process, it should be cognizant of improving the process. Also, as part of employee retention, McDonald's board of management should consider moving beyond equitable pay to dignified pay by raising the hourly wage. Else, McDonald's is a bastion of innovation on matters employee recruitment and retention as demonstrated in its proactivity in adjusting to post-Covid-19 work culture and its mindful scheduling. These are factors that make McDonald's a favourite starting place for many persons across the globe.

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