

SUMMER INTERNSHIP PROJECT 2022

JUBILANT FOODWORKS (DOMINO)

A Report on

“Recruitment and Onboarding at Jubilant Food works”

Submitted By

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Corporate Guide- Gagan Bihari Barik, HR Circle Head



**Biju Patnaik Institute of Information
Technology & Management Studies**

CERTIFICATE FROM INTERNAL GUIDE

CERTIFICATE FROM COMPANY GUIDE



HR/EAST/30/08/2022

To
Mansha Pattanaik,

Sub. – Your Internship with Jubilant FoodWorks Limited

Dear Mansha ,

Congratulations to you on your successful completion of your **2 months** of internship with the **Human Resource** in our organization from **26th Apr 2022** to **24th June 2022**.

Your willingness to learn, adapt, showing sensitivity to urgency and involvement in the tasks assigned to you is appreciated by the entire **Human Resource** team. We are sure you will see success coming to you more easily with this approach.

We are also happy to hand over your Internship Completion Certificate.

We wish you all success in your career.

For Jubilant FoodWorks Limited

(Mitesh Kanojiya)
Senior Manager – Human Resource

A Jubilant Bhartia Company

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DECLARATION

I do hereby declare that the internship project title “*Employee Retention Activities in QSR industry*” of Jubilant Woodworks Limited (Domino’s) submitted by me for the partial fulfilment of the degree of *Integrated Masters in Business Administration* is the original piece of work carried out by me under the guidance and corporate supervision of Mr. Gagan Bihari Barik, Circle HR (Odisha and Chhattisgarh) of Jubilant Foodworks Limited (Domino’s) and my Faculty guide Prof. (Dr.) Jyoti Ranjan Mohanty. The information has been collected from genuine and authentic sources. It is my original work and the same has not been submitted for the award of any other degree diploma/fellowship or other similar titles or prize.

Name – Mansha Pattanaik

Regd no. - 1813258021

Place - Bhubaneswar

Date -

ACKNOWLEDGEMENT

This project has been a great learning experience for me and I would like to express my sincere gratitude to all the people who have guided me through the project without the valuable support and suggestions of these people this project would not have been completed successfully. I took the opportunity to do my internship in a QSR industry, in Jubilant Foodworks Limited for Domino's (Odisha and Chhattisgarh).

I owe an enormous intellectual debt to my Industry mentor Mr. Gagan Bihari Barik, Circle HR (Odisha and Chhattisgarh), Jubilant Foodworks Limited, and, Faculty Mentor Prof. (Dr.) Jyoti Ranjan Mohanty HoD (HR) BIITM, for their continuous support and cooperation throughout my project, without which the present work would not have been possible

I also want to give special thanks to Prof. K. Chandrasekhar (Head, Placement BIITM) for giving me this opportunity to do the summer training in an organization of my preference, sharing valuable experience and suggestions regarding the preparation of the project report.

I would like to thank all the respondents to whom I interacted during my project & all the employees for their cooperation without this I may not be able to complete it successfully.

Name – Mansha Pattanaik

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Place - Bhubaneswar

Date -

ABSTRACT / SUMMARY

Effective recruitment, selection and retention are critical to organizational success. They enable companies to have performing employees who are satisfied with their jobs, thus contributing positively to the organization.

On the contrary, in-effective recruitment methodology, selection and retention would result in mismatches which can have negative consequences for an organization. A misfit who is not in tune with organization's philosophies and goals can reduce output, productivity, customer satisfaction, relationship and overall quality of work. Training a wrong hire can also be expensive. Effective recruitment is therefore not only the first step towards organizational excellence, but is important cost control mechanisms as well.

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INTERNSHIP DETAILS

- 1. Name of the Student:** Mansha Pattanaik
- 2. Registration Number:** 1813258021
- 3. Mobile Number:** +91-9861918784
- 4. Name of the Interning Organization:** Jubilant Foodworks Limited (Domino's)
- 5. Mode of internship:** Hybrid
- 6. Date of Joining:** 26th April 2022
- 7. Duration:** 60 days
- 8. Topic of Internship Report:** Employee Engagement Activities in QSR Industry.
- 9. Location where Internship done:** Bhubaneswar, Odisha
- 10. Responsibilities / Work given by the Organization:** Recruitment & On boarding.

CHAPTER-1

1.1 INTRODUCTION

- **Employee retention** is defined as an organization's ability to prevent [employee turnover](#), or the number of people who leave their job in a certain period, either voluntarily or involuntarily. Increasing employee retention has a direct impact on business performance and success. Employee retention is a high priority for leading HR organizations today.
- Employee retention strategies primarily focus on voluntary turnover that is detrimental to the organization, as opposed to the loss of a poor performer. It also focuses on turnover that is avoidable, such as an employee leaving their job because they're moving out-of-state.

There are so many benefits of employee retention. Some of them are: -

- **Reduced costs-** Recruiting and onboarding new hires is time-consuming and especially detrimental when paired with severance costs.
- **Improved morale-** When employee morale is high, the workplace becomes a more positive place. Positivity rubs off on employees, [making them believe their company is a great place to work](#).
- **Increased productivity-** Long-term employees have had time to develop their abilities, can accomplish tasks within a shorter amount of time, and are more committed to the success of the business..
- **Improved company culture-** If you experience high retention rates, you can thank your culture initiatives. In fact, 72 percent of workers cited workplace culture as a driving factor in whether they work at a company or not.
- **Higher employee engagement-** Employees who are highly engaged are 1.8 times more likely to say they will be working at their current organization a year from now.
- **Experienced Employee-** Organizations that focus on retaining more senior or experienced employees see significant returns as these professionals are apt to solve complex issues on their own, which benefits the organization.
- **Increased Revenue-** Revenue gains stem from reduced hiring costs, increases in productivity, and the delivery of better customer experiences, among others.

- **Better Employee Experience-** A positive employee experience often fuels productivity and fosters more positive customer experiences, which can lead to greater customer loyalty.

QSRs or Quick Service Restaurants is restaurants which offer certain food items that require minimal preparation time and are delivered through quick services. QSR are known to have standardized, modular and efficient processes which help them in reducing the lead times to fulfil the orders but still maintain the quality expected by customers.

QSR generally functions in a chains or franchises as they gain profit from the number of footfalls they receive. *Examples of QSRs* – Domino's Pizza, Pizza Hut, WOW momos, Starbucks, Burger King, Dunkin' Donuts, KFC, Mc Donald's etc.

Generally, there are three types of QSRs:

- Self-service restaurants
- Assisted self-service restaurants
- Full serviced restaurants

1.2 OBJECTIVE OF THE STUDY

To know about Jubilant Foodworks Limited (Domino's). The objective of my study is –

- To study the Employee Retentions practices and their effectiveness in Jubilant Foodworks Limited (Domino's).
- To obtain the employee's perception of the retention practices in the organization.
- To analyse the workplace involvement of employees in QSRs.
- To understand work-life balance of employees in QSR industry.

1.3 SCOPE OF THE STUDY

The benefits of the study for the researcher are that it helped to gain knowledge and experience and also provided the opportunity to study and understand the employee engagement activities.

The scope of my study includes:

- Operation of QSRs.
- Regular employee retention activities (ERA) in Domino's.
- Assess the perception of employees towards ERA

1.4 METHODOLOGY

The study is based upon the primary and secondary sources for gathering the required information.

Primary data sources- Primary data are collected from individuals, officials, guides view and meeting different employees of different levels working in Domino's. Data collected from sample employees in the questionnaire.

Secondary data sources- Secondary data are collected from internal sources as well as from external sources. These include:

- Past Activities records.
- Data from the internet.
- Company Websites.
- Published reports relevant to the topic.

1.5 LIMITATIONS OF THE STUDY

- All relevant data were not available.
- Organisations don't provide exact strategies for Retention as it was a matter of confidentiality.
- Data collected from various sources are impossible to crosscheck.

CHAPTER-2

2.1 COMPANY PROFILE

Jubilant FoodWorks Limited is an Indian food service company based in Noida, Uttar Pradesh which holds the master franchise for Domino's Pizza in India, Nepal, Sri Lanka and

Bangladesh, for Popeye's in India, Bangladesh, Nepal and Bhutan, and also for Dunkin' Donuts in India. The company also operates two home-grown restaurant brands called Ekdum! And Hong's Kitchen. Jubilant FoodWorks is a part of the Jubilant Bhartia Group, owned by Shyam Sunder Bhartia (husband of Shobhana Bhartia) and Hari Bhartia.

On the recommendation of a friend who owned other foreign pizza licences, Shyam Sunder Bhartia and Hari Bhartia of the Jubilant Bhartia Group entered into a master franchise partnership with Domino's Pizza. Domino's Pizza India Private Ltd. was incorporated on 16 March 1995, and began operations in 1996. The company opened India's first Domino's Pizza outlet in New Delhi in 1996. The company changed its name to Jubilant FoodWorks Ltd in 2009. It was headed by Ajay Kaul since 2005. Pratik Rashmikanth Pota became the CEO from April 2017. Pota announced his resignation in March 2022 and will step down in June.

On 24 February 2011, Jubilant FoodWorks signed a master franchise agreement with American coffeehouse chain Dunkin' Donuts to operate the brand in India. Jubilant FoodWorks opened India's first Dunkin' Donuts outlet in Connaught Place, New Delhi in April 2012. Jubilant FoodWorks was named "Emerging Food Group of the Year" by The Economic Times in 2012. The company launched its first home-grown brand called Hong's Kitchen, offering fast casual Chinese dining, with the first restaurant opening at Eros Mall in Gurugram on 13 March 2019. On 24 March 2021, Jubilant FoodWorks announced that it had entered into a master franchise and development agreement with Restaurant Brands International to operate Popeye's restaurants in India, Bangladesh, Nepal and Bhutan. The company opened India's first Popeye's outlet at Koramangala, Bangalore on 20 January 2022.

In July 2021, Jubilant pledged to supply free pizza for life to Saikhom Mirabai Chanu, who won the silver medal at the 2020 Tokyo Olympics in Women's 49 kg weightlifting.

The first Domino's Pizza in India opened in New Delhi in 1996. India surpassed the United Kingdom to become Domino's second-largest market in December 2014, behind the United States. Domino's Pizza operates 1,567 stores across 337 Indian cities as on 31 March 2022.

Domino's began accepting online orders in 2011, and online orders accounted for approximately 18-20% of total sales as of December 2013. On 19 March 2014, the 700th Domino's Pizza outlet was opened at HUDA City Centre metro station in Sector-29, Gurgaon, Haryana. The company opened 47 new restaurants between January–March 2014 and 150 outlets in the 2013–2014 financial year. Dominos opened its 1000th outlet at Unity One Mall, Janakpuri, Delhi in January 2016.

Jubilant Golden Harvest Ltd., a wholly-owned subsidiary of Jubilant FoodWorks, operates Domino's Pizza outlets in Bangladesh. Jubilant Golden Harvest Ltd. was established in early 2019 with Jubilant holding a 51% stake, and Bangladeshi company Golden Harvest Group holding the remaining 49%. The first Domino's Pizza outlet opened in Dhaka in February 2019

Jubilant FoodWorks Limited Private Limited, a wholly-owned subsidiary of Jubilant FoodWorks, operates Domino's Pizza outlets in Sri Lanka. The first Domino's outlet opened in Colombo in February 2011.

2.2 INDUSTRY ANALYSIS

Domino's Pizza belongs to food services industry as a whole. It has both service and product side. Under food services industry it falls under QSR segment.

The Indian food service market has gained momentum in the last decade due to changing consumptions patterns that have seen an increase in a tendency to eat out that had not traditionally been a feature of Indians' lifestyles.

2.2.1 MARKET STRUCTURE -

- The Indian food services market is classified into two segments, organised and unorganised, based on three key characteristics; accounting transparency, organised operations with quality control and sourcing norms, and outlet penetration.

2.2.2 MARKET SEGMENTS -

- Fine Dining (FDR)- Full-service restaurants with high quality interiors, specific cuisine speciality, high standard of service.
- Casual Dining (CDR)- A restaurants serving moderately priced food in an ambiance oriented towards affordable dining with table services.
- Pubs, Bars, Clubs and Lounges (PBCL)- Outlets that mainly serve alcohol and related beverages and include night clubs and sports bars.
- Quick Service Restaurants (QSR)- These are focused on speed of service, affordability and convenience and include the din-ion/ takeaway/ delivery sub-formats

- Cafes- These includes coffee bars and parlours, and chai bars. They are mostly casual restaurants that emphasize on serving beverages and food incidental to those beverages.

2.2.3 MARKET SIZE -

- The QSR market in India was valued at about 188 billion Indian rupees in FY 2020.
- This was further estimated to grow to over 500 billion rupees by 2025.
- QSR accounts for a significant part in the chain food service market in the country. Food service was valued at 397 billion rupees in fiscal year 2020.
- During the FY 2016-FY 2020 period, the QSR market increased at 17.27%.
- QSR gained popularity due to growing eating-out habits, changing lifestyle, and better online food delivery system's growth.

FINANCIAL YEAR	MARKET VALUE (BILLION INDIAN RUPEES)
FY 2014	66
FY 2015	78
FY 2016	91
FY 2017	105
FY 2018	130
FY 2019	162

FY 2020	188
FY 2025	524

2.2.4 MARKET SEGMENT INSIGHTS -

- In FY 2020, chain QSRs held the highest market share (~54.2%) in India's overall QSR market.
- Innovative payment systems and point of sales systems are the primary factors for growth of the chain QSRs segment in the QSR market.

2.3 SWOT ANALYSIS

2.3.1 STRENGTH

Strengths are the firm's capabilities and resources that it can use to design, develop, and sustain competitive advantage in the marketplace.



- High margins compare to Restaurants industry's competitors - Even though Jubilant Foodworks is facing downward pressure on profitability, compare to competitors it is still racking in higher profit margins.
- Talent management at Jubilant Foodworks and skill development of the employees - Human resources are integral to the success of Jubilant Foodworks in Restaurants industry.
- Success of new product mix - Jubilant Foodworks provides exhaustive product mix options to its customers. It helps the company in catering to various customers segments in the Restaurants industry.
- Market Leadership Position - Jubilant Foodworks has a strong market leadership position in the Restaurants industry. It has helped the company to rapidly scale new products successes.
- Strong brand recognition - Jubilant Foodworks products have strong brand recognition in the Restaurants industry. This has enabled the company to charge a premium compare to its competitors in Restaurants industry.
- First mover advantage in the increasingly crowded market place. The new products are rapidly increasing Jubilant Foodworks market share in the Restaurants industry.

2.3.2 WEAKNESS

Weaknesses of Jubilant Foodworks can either be absence of strengths or resources of capabilities that are required but at present the organization doesn't have. Leaders have to be certain if the weakness is present because of lack of strategic planning or as a result of strategic choice.



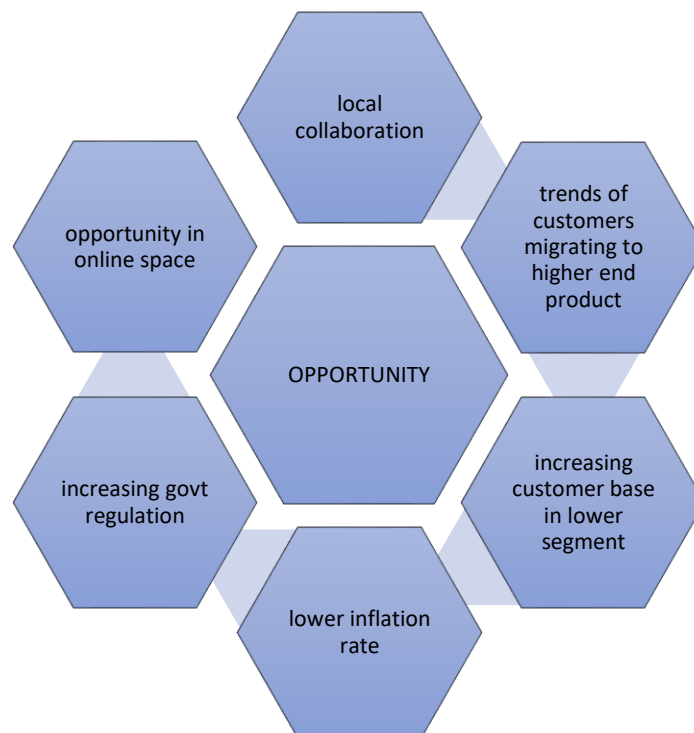
- Business Model of Jubilant Foodworks can be easily imitated by the competitors in the Restaurants industry. To overcome these challenges company name needs to build a platform model that can integrate suppliers, vendors and end users.
- High cost of replacing existing experts within the Jubilant Foodworks. Few employees are responsible for the Jubilant Foodworks's knowledge base and replacing them will be extremely difficult in the present conditions.
- Gross Margins and Operating Margins which could be improved and going forward may put pressure on the Jubilant Foodworks financial statement.
- Low investments into Jubilant Foodworks's customer-oriented services - This can lead to competitors gaining advantage in near future. Jubilant Foodworks needs to increase investment into research and development especially in customer services-oriented applications.
- Declining market share of Jubilant Foodworks with increasing revenues - the Restaurants industry is growing faster than the company. In such a scenario Jubilant

Foodworks has to carefully analysed the various trends within the Services sector and figure out what it needs to do to drive future growth.

- Declining per unit revenue for Jubilant Foodworks - competitiveness in the Restaurants industry is putting downward pressure on the profitability. A starting guide to manage this situation for company name is – objectively assessing the present value propositions of the various products.

2.3.3 OPPORTUNITY

Opportunities are potential areas where the firm can identify potential for - growth, profits, and market share.



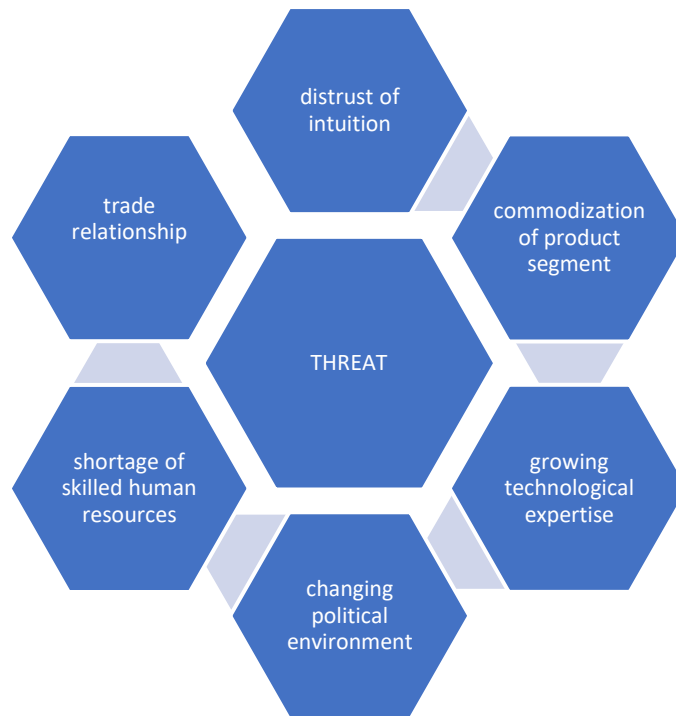
- Trend of customers migrating to higher end products - It represents great opportunity for Jubilant Foodworks, as the firm has strong brand recognition in the premium segment, customers have experience with excellent customer services provided by Jubilant Foodworks brands in the lower segment. It can be a win-win for the company and provides an opportunity to increase the profitability.
- Local Collaboration - Tie-up with local players can also provide opportunities of growth for the Jubilant Foodworks in international markets. The local players have local

expertise while Jubilant Foodworks can bring global processes and execution expertise on table.

- Increasing customer base in lower segments - As customers have to migrate from un-organized operators in the services industry to licensed players. It will provide Jubilant Foodworks an opportunity to penetrate entry level market with a no-frill offering.
- Lower inflation rate - The low inflation rate brings more stability in the market, enable credit at lower interest rate to the customers of Jubilant Foodworks. This will increase the consumption of Jubilant Foodworks products.
- Increasing government regulations are making it difficult for un-organized players to operate in the Restaurants industry. This can provide Jubilant Foodworks an opportunity to increase the customer base.
- Opportunities in Online Space - Increasing adoption of online services by customers will also enable Jubilant Foodworks to provide new offerings to the customers in Restaurants industry.

2.3.4 THREATS

Threats are factors that can be potential dangers to the firm's business models because of changes in macro-economic factors and changing consumer perceptions. Threats can be managed but not controlled.



- Trade Relation between US and China can affect Jubilant Foodworks growth plans - This can lead to full scale trade war which can hamper the potential of Jubilant Foodworks to expand operations in China.
- Shortage of skilled human resources - Given the high turnover of employees and increasing dependence on innovative solution, company name can face skilled human resources challenges in the near future.
- Changing political environment with US and China trade war, Brexit impacting European Union, and overall instability in the Middle East can impact Jubilant Foodworks business both in local market and in international market.
- Growing technological expertise of local players in the export market - One of the biggest threats of tie-up with the local players in the export market for Jubilant Foodworks is threat of losing IPR. The intellectual property rights framework is not very strong in emerging markets especially in China.
- Commoditization of the product segment - The biggest challenge for Jubilant Foodworks and other players in the industry is the increasing commoditization of the products in Services industry.
- Distrust of institutions and increasing threat of legal actions for Jubilant Foodworks - As the WTO regulations and laws are difficult to enforce in various markets. Legal procedures have become expensive and long drawn process. It can lead to less

investment into emerging markets by Jubilant Foodworks thus resulting in slower growth.

CHAPTER-3

COMPETITORS ANALYSIS

3.1 COMPETITORS ANALYSIS

When it comes to pizza in India, Domino's is the clear leader while Pizza Hut may get considered as second in the list. After Chinese, Italian or we may say pizza is the second most consumed global cuisine in India.

By 2019, the pizza market in India had grown to more than \$1.5 billion and is currently worth over INR 1,500 crores and has been growing at a CAGR of 26% for past five years.

Considering particularly QSR industry, both chain and standalone QSR are set to contribute to the predicted growth equally, chain QSRs lead the market share with occupancy of ~54.2%.

3.2 LIST OF TOP QSRs in INDIA

Here is the list of top Quick Service Restaurants companies in India which are sorted out based on the market share in India.

1. DOMINO'S PIZZA

- Jubilant Foodworks Limited is the master franchisee of Domino's Pizza in India, Bangladesh, Sri Lanka and Nepal with sole executive rights to own and operate.
- With a large number of stores present all over India, you can enjoy your pizza on train too.
- The brand is largest QSR in India based on the Market segment.
- Revenue market share: 22%.

2. McDonald's

- Hardcastle Restaurants Private Limited (HRPL) owns and operates McDonald's restaurants across West and South India.

- In North and East India is franchise is owned by Connaught Plaza Restaurants Private Limited (licensee of McDonald's).
- Revenue market share: 12%.

3. KFC

- KFC a subsidiary of Yum! Brands, is the world's most popular chicken restaurant chain.
- Devyani International, the biggest Indian franchise of Yum! Brands, operate KFC and Pizza Hut in India.
- Revenue market share: 11%.

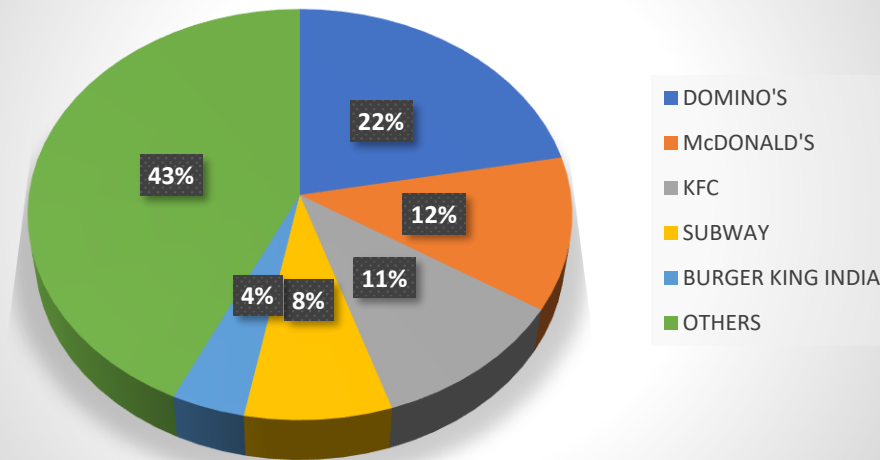
4. SUBWAY

- It is owned and operated by Doctor's Associates.
- The company does not own a single location, but collects revenue from each franchise.
- Revenue market share: 8%.

5. BURGER KING INDIA

- Burger King India Limited was incorporated as 'Burger King India Private Limited' in 11 November 2013.
- Founded in 1954, BURGER KING is the second largest fast food hamburger chain in the world.
- Revenue market share: 4%.

MARKET SHARES BY REVENUE



CHAPTER-4

4.1 CUSTOMER ANALYSIS

- The main target audience of Domino's fast-food franchise in India is between 18-40 years in demographic
- Main target is lower middle class and middle-class income group. Best of quality with reasonable pricing is its motto.
- The target market for Domino's digital marketing strategy is the larger portion of people who would end up buying a pizza with or without any reason.
- From a college student who would just order a pizza for a night in with friends, to a gym freak who would end up having a pizza as their cheat meal, to a working professional who orders Domino's while working overtime.
- People between this age group have smart phones and spend hours of their day on social apps who also constantly look for discounts and offers which are offered by Domino's India.
- As of January 2020, Domino's India has around 234k followers on Instagram, 1.3 million followers on Twitter, and 62.2k subscribers on YouTube.

- Health consciousness is definitely affecting the customer psyche as people are looking for healthier options such as subway or other which are lesser in calories as compared to a complete pizza.
- Domino's Pizza in India has chosen MoEngage, an insights-led customer engagement platform, as its strategic partner to help the brand optimize the customer experience across all customers touchpoint.

CHAPTER-5:

EMPLOYEE RETENTION ACTIVITIES IN QSR INDUSTRY- JUBILANT WOODWORKS LIMITED (DOMINO'S)

5.1 WHAT IS EMPLOYEE RETENTION?

- Employee retention is defined as an organization's ability to prevent [employee turnover](#), or the number of people who leave their job in a certain period, either voluntarily or involuntarily. Increasing employee retention has a direct impact on business performance and success. Employee retention is a high priority for leading HR organizations today.

5.2 BENEFITS OF EMPLOYEE RETENTION

- **Reduced costs-** Recruiting and onboarding new hires is time-consuming and especially detrimental when paired with severance costs.
- **Improved morale-** When employee morale is high, the workplace becomes a more positive place. Positivity rubs off on employees, [making them believe their company is a great place to work](#).
- **Increased productivity-** Long-term employees have had time to develop their abilities, can accomplish tasks within a shorter amount of time, and are more committed to the success of the business..

- **Improved company culture-** If you experience high retention rates, you can thank your culture initiatives. In fact, 72 percent of workers cited workplace culture as a driving factor in whether they work at a company or not.
- **Higher employee engagement-** Employees who are highly engaged are 1.8 times more likely to say they will be working at their current organization a year from now.

5.3 TYPES OF EMPLOYEE ENGAGEMENT

- **DYSFUNCTIONAL RETENTION :-**
It occurs when a high performing employee remains with the organization.
- **FUNCTIONAL RETENTION :-** It occurs when a high performing employee remains with the organization.

5.4 EMPLOYEE RETENTION POLICY AND PRACTICE IN DOMINOS (JUBILANT WOODWORKS LIMITED)

In Dominos following are some of the major components of employee retention programs that are implemented as revealed from the records and practices observed during the internship.

- **Employee Morale-**
 - ❖ One of the first ways you can do this is by providing free meals or discounted meals to your staff.
 - ❖ Other ways you can boost morale include recognizing achievements, choosing an employee of the month, feedback surveys, and contests and/or giveaways.
- **Increase wages-**
 - ❖ Higher wages are what most workers want right now. And it's the most tangible way to show your workers that you value their work and don't want them to quit.
- **Offer better benefits-**

- ❖ According to a 2019 Survey, only 31% of restaurants offered health insurance to their employees. Offering insurance amid a global health crisis would definitely incentivize your workers to stay with you.

- ❖ Other offering benefits like paid sick leave, stipends for child care, free meals, cash bonuses, or education assistance programs.

- **Create a safe workplace-**

- ❖ Your employees need to feel safe if you want them to continue working for you. And, in 2022, that means making sure they feel protected against Covid-19 and difficult customers.

- **Show appreciation-**

- ❖ Employees will be more inclined to stick through the rough times if they know you appreciate all of their hard work.

- ❖ This could be done in the form of a monetary bonus or raise. But even a handwritten thank you card can have a significant impact.

- **Strengthen the company culture-**

- ❖ You can build a strong culture among workers by offering career development opportunities, regularly asking for feedback, and improving communication between management and staff and flexible working hours

- **Job security-**

- ❖ 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

- **Ensure Employee Engagement-**

- ❖ This can be done by providing a platform where the entire team can communicate, appreciate achievements, celebrate events like birthdays and anniversaries, recognize team or individual contributions and provide rewards for exceptional performance.
- **Embrace Technology-**
- ❖ Some may be more comfortable with traditional restaurant solutions such as kitchen printers and paper tickets, but modern solutions tend to create a more efficient work environment.
- **Identify the root causes during exit interviews -**
- ❖ When employees do quit, take advantage of the opportunity to find out the reasons why by strategically conducting exit interviews.
- **Provide Training-**
- ❖ Lack of training may result in your employees feeling unaccomplished and unsupported. Conducting proper training programs creates value and communicates that you care for your employees.

5.5 DATA ANALYSIS OF EMPLOYEE RETENTION IN DOMINOS

Employee Retention Survey

Samples of 30 employees were surveyed online to obtain their perception on employee retention programs in the organization and their level of satisfaction on the retention culture of

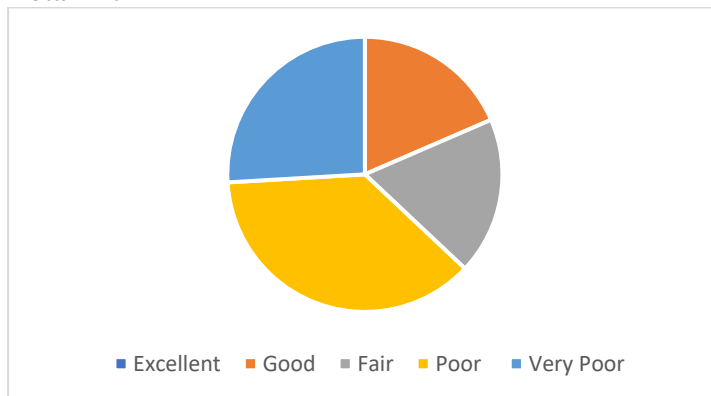
Dominos outlets. Also, two rounds of FGD (Focused Group Discussion) with two groups of employees. The responses of 27 respondents have been analysed below.

Satisfaction questions

1. How do you feel about work culture in Dominos?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Excellent	0	0
Good	5	18.5
Fair	5	18.5
Poor	10	37.03
Very Poor	7	25.92

Total- 27

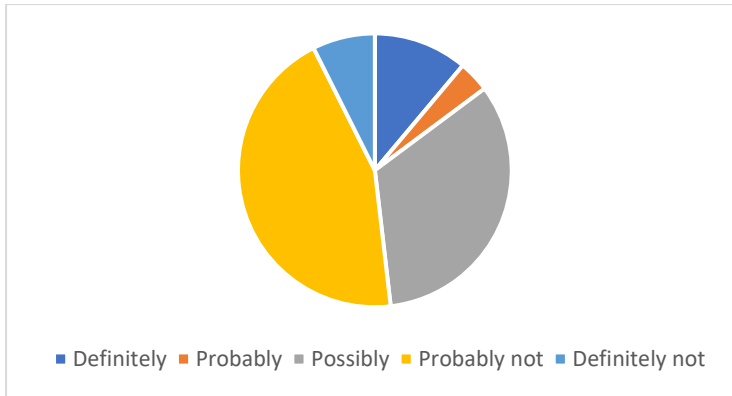


From the data it is clear that majority of the employees (>60%) don't feel ok about the organisational culture.

2. Would you recommend Domino's to your friends as an employer?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Definitely	3	11.11
Probably	1	3.7
Possibly	9	33.33
Probably not	12	44.44
Definitely not	2	7.40

TOTAL-27

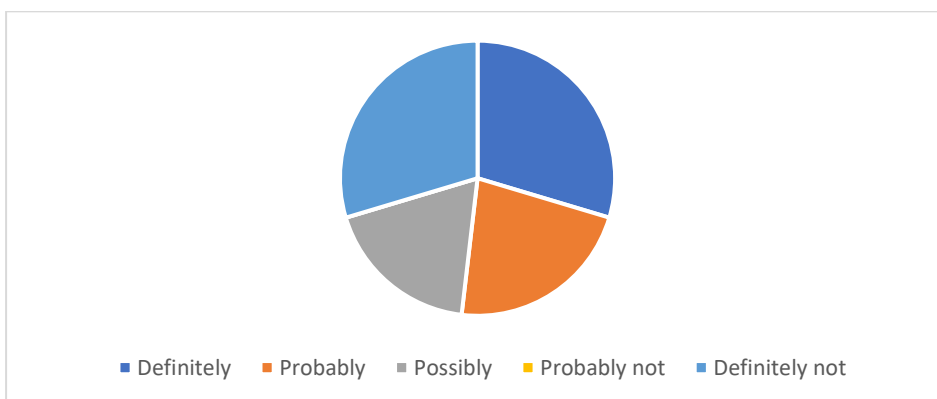


From the above table, it is found that a majority of respondents (approx..52%) said they will not recommend their organisation to their friends.

3. Are you satisfied with your current compensation and benefits?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Definitely	8	29.62
Probably	6	22.22
Possibly	5	18.51
Probably not	0	0
Definitely not	8	29.62

TOTAL-27



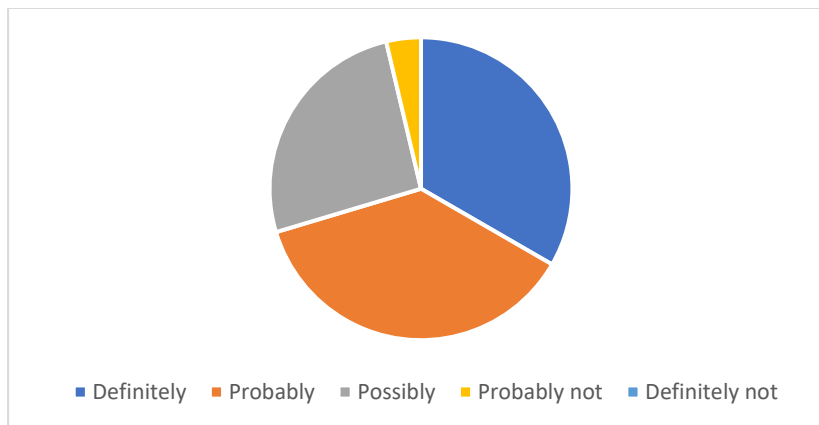
Nearly 52% of the respondents are satisfied with the compensation they receive.

Alignment questions

4. Do others provide you with recognition for your accomplishments at work?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Definitely	9	33.33
Probably	10	37.03
Possibly	7	25.92
Probably not	1	3.7
Definitely not	0	0

TOTAL-27

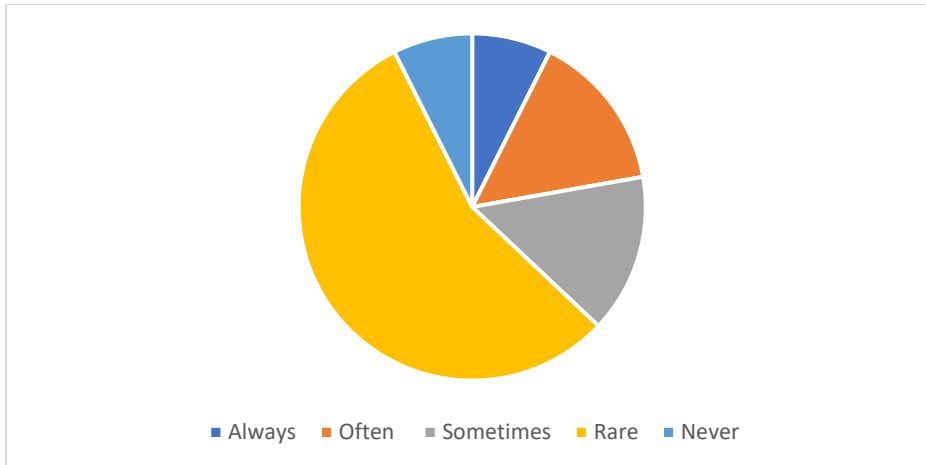


More than 70% of the respondents said that they get recognised for their contribution towards organisation.

5. Do you feel your supervisor is interested in your success?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Always	2	7.4
Often	4	14.81
Sometimes	4	14.81
Rare	15	55.55
Never	2	7.4

TOTAL-27



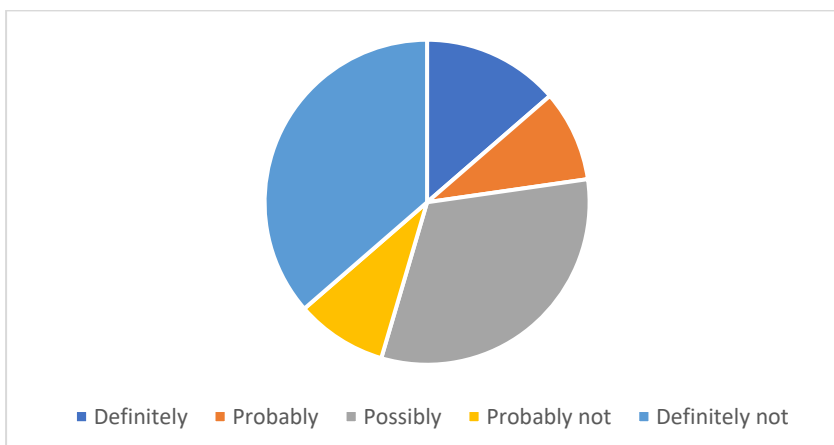
As we can see here, 63% of employees/respondents said their managers are not that interested in their growth.

Future orientation questions

6. Do you see yourself working here in a year?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Definitely	3	11.11
Probably	2	7.40
Possibly	7	25.92
Probably not	2	7.40
Definitely not	8	29.62

TOTAL-27

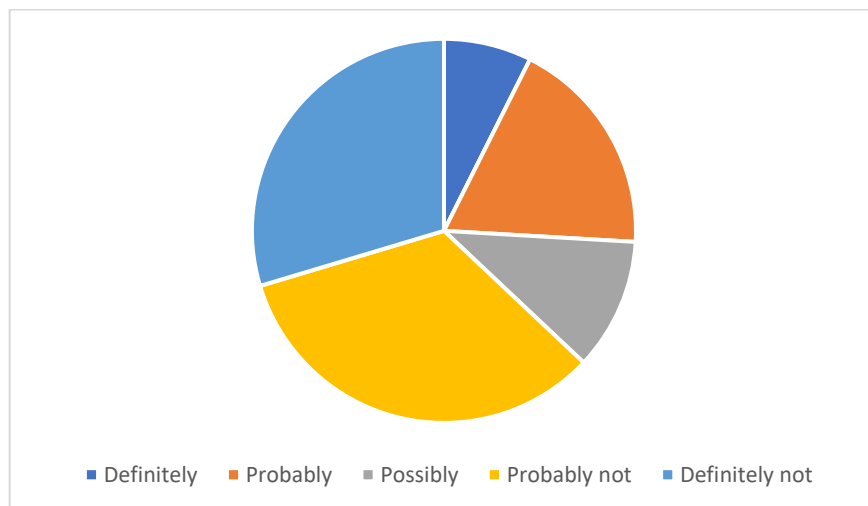


As seen in the table above, 26% of the respondents were not sure about their continuing in the organisation beyond one year. Similarly, 37% said they would not be working after a year in Domino's. This means most of the current employees want to switch from Domino's to another organisation.

7. Do you see a path for career advancement at Domino's?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Definitely	2	7.40
Probably	5	18.51
Possibly	3	11.11
Probably not	9	33.33
Definitely not	8	29.62

TOTAL-27



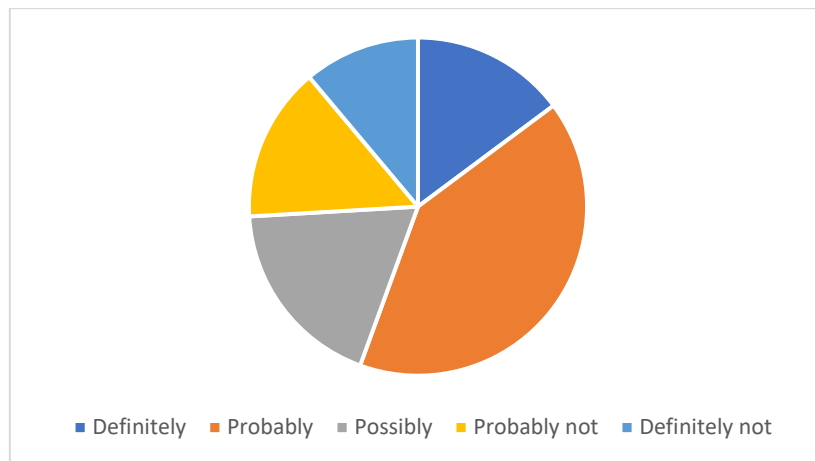
Nearly 63% of the employees said that they see no such career enhancement path in Domino's.

8. Have you recently thought about leaving Domino's?

RESPONSE	NO. OF EMPLOYEES	PERCENTAGE
Definitely	4	14.81
Probably	11	40.74

Possibly	5	18.51
Probably not	4	14.81
Definitely not	3	11.11

TOTAL-27



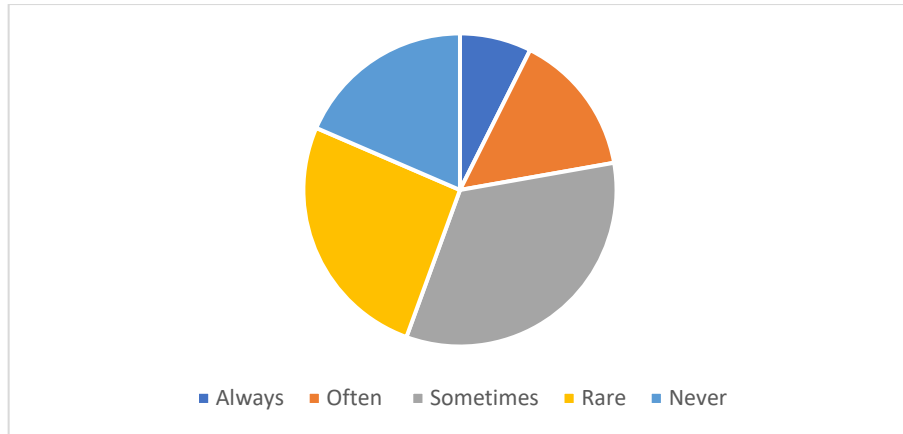
The table shows that 74% of the employees are thinking to leave the Domino's

Manager/Supervisor Evaluation

9. Do you receive constructive feedback from your manager?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Always	2	7.40
Often	4	14.81
Sometimes	9	33.33
Rare	7	25.92
Never	5	18.51

TOTAL-27

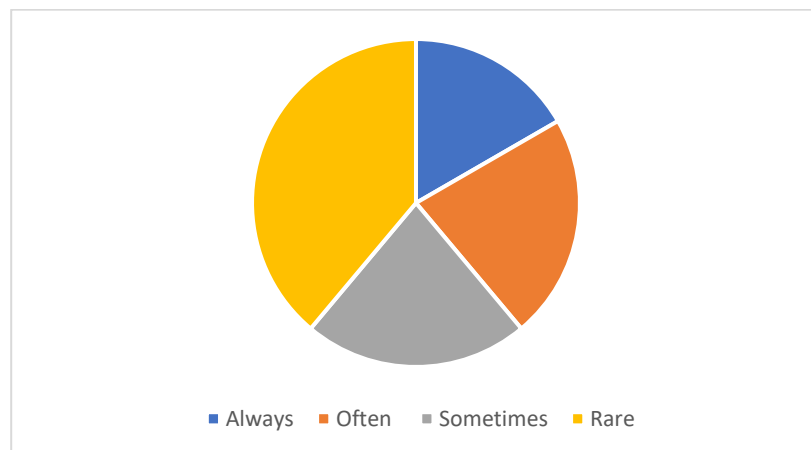


From the above table, we find 33% of employees receive feedback from the manager, “sometimes” and another 44% do not receive any feedback.

10. Does your supervisor recognize your efforts when you perform well?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Always	3	11.11
Often	4	14.81
Sometimes	4	14.81
Rare	7	25.92
Never	9	33.33

TOTAL-27



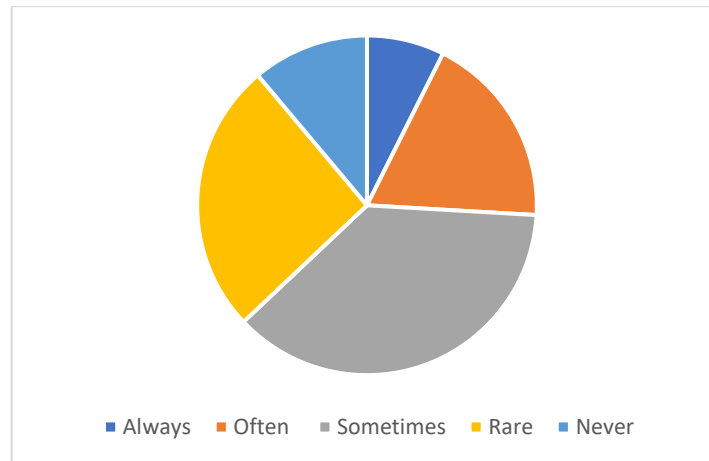
As shown in the above table, nearly 60% of the respondent raise concern regarding ignorance of their effort by supervisors in the organisation.

11. Do you feel the employee performance evaluation process is fair?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
----------	-------------------	------------

Always	1	3.70
Often	5	18.51
Sometimes	6	22.22
Rare	8	29.62
Never	7	25.92

TOTAL-27



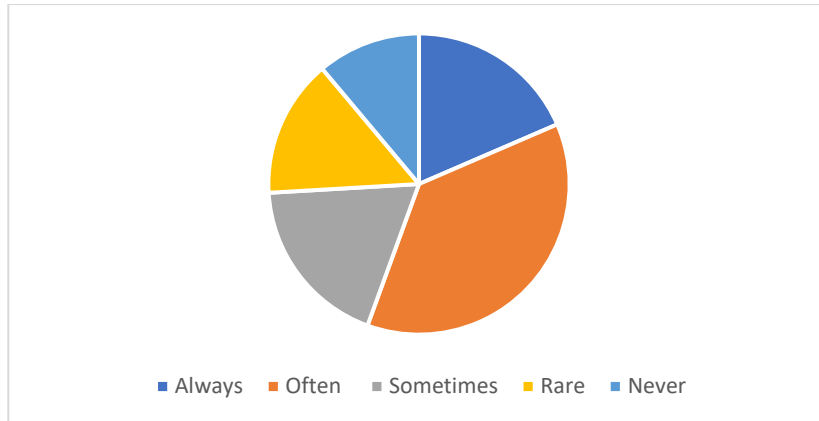
A majority of nearly 56% of employees said the performance evaluation process is unfair which makes them feel a sense of dissatisfaction.

Teamwork

12. Does your team participate and encourage you to complete your tasks?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Always	5	18.51
Often	10	37.03
Sometimes	5	18.51
Rare	4	14.81
Never	3	11.11

TOTAL-27

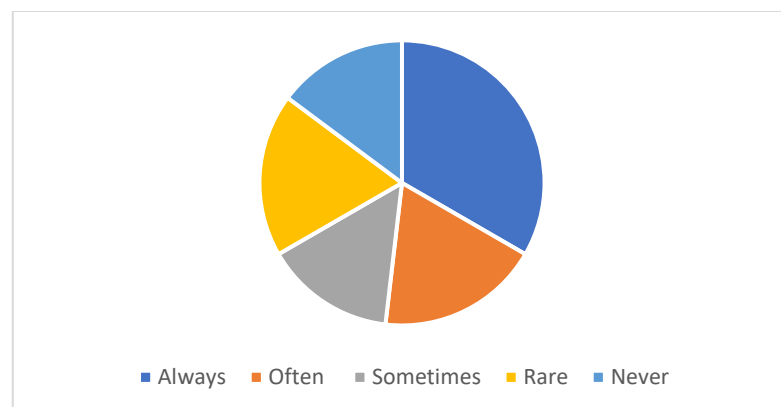


From the above table, it is clearly visible that 56% employees says that there is a great team spirit among employees in the organisation.

13. Do your team members contribute to your success?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Always	9	33.33
Often	5	18.51
Sometimes	4	14.81
Rare	5	18.51
Never	4	14.81

TOTAL-27



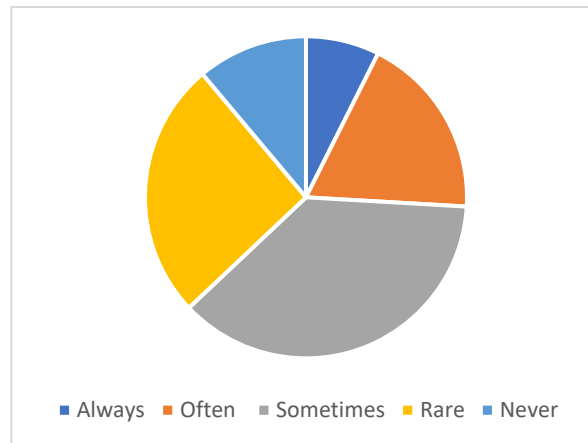
The team environment here is appreciable. 52% of respondents speak about this which can be clearly seen from the above data.

14. Are your team members receptive to your suggestions?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
----------	-------------------	------------

Always	2	7.40
Often	5	18.51
Sometimes	10	37.03
Rare	7	25.92
Never	3	11.11

TOTAL-27



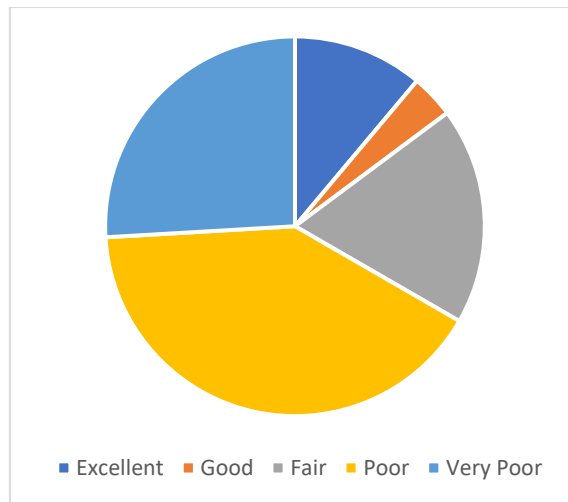
As given in the table what I found in that around 63% said that team member are very supportive. Team not only supports each other also help each other to grow.

Work-Life Balance

15. Do you feel your organization supports a healthy work-life balance?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Excellent	3	11.11
Good	1	3.70
Fair	5	18.51
Poor	11	40.74
Very Poor	7	25.92

TOTAL-27

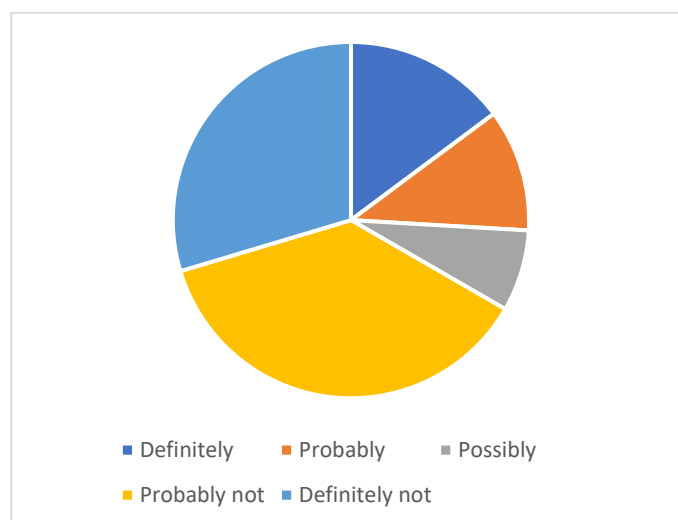


As the pictorial representation shows, more than 65% of the employees feel that their works life balance is not in good state.

16. Do you feel the amount of work allotted to you is reasonable?

RESPONSE	NO. OF RESPONDENT	PERCENTAGE
Definitely	4	14.81
Probably	3	11.11
Possibly	2	7.40
Probably not	10	37.03
Definitely not	8	29.62

TOTAL-27



From the above data, 67% of the employees feels they are in stress due to workload.

CHAPTER-6:

FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 FINDINGS

- ❖ Apart from study of employee retention activities, I was also assigned with the work for recruitment and selection, onboarding. During the recruitment process what I found is that few most amazing talents goes into some other organization due to long gap between the interview rounds.
- ❖ Even after practicing some employee retention activities, majority of employees are not feeling happy and satisfied working in Dominos.
- ❖ There's a great team work and team spirit among the employees. They support each other, they help each other.
- ❖ Due to high amount of workload, employees feel more stressed at work which lead to frustration among them.
- ❖ During selection, two talents didn't get into organization only because of gap in their career. This one was eye-opener for me.
- ❖ As per survey, the performance evaluation process is unfair, very few of them faced ignored during the appraisal time. This was one of the reasons why there is high turnover in organization.

6.2 SUGGESTION

1. NEED TO CHANGE THE MONTHLY LEAVE POLICIES

On the basis of primary and secondary data, what I found is that employees are not okay with the four-day monthly leave policy of the company. As to them, many times they don't get leave when they need it urgently and when they don't need few higher authorities ask them to take leave so to maintain the data.

2. FOCUS ON EMPLOYEE RETENTION

In few stores, like Bhilai and Raipur, due to the over pressure, miscommunication some employee left their job. As they face difficulties to connect with the store manager and make them understand their problem, the store head didn't reciprocate in a good way.

3. REDUCING TIME GAPS BETWEEN ROUNDS OF INTERVIEW

As recruitment and onboarding too was my part of work, I saw 2 out of 10 selected candidates for GDMs profile get into some other organisation as final round of interview takes a bit longer duration.

Likewise, delay in offer letter generation makes 6 in-store workers to move for another organisation. This needs to be reduced for better workforce.

4. UNFAIR EVALUATION.

From discussion and survey, employees have raised concern regarding unfair way of performance evaluation inside the organisation. This has been becoming an obstacle in their career growth inside organisation. Also, this becomes a problem during the appraisal time.

6.3 CONCLUSION

Employee retention is a major concern for many employers; management teams of successful organization have to realize the importance of retention its most productive workforce. High turnover leads to loss of valuable workers whose replacement is costly.

In order to limit harm of high turnover, employers need to utilize some strategies so as to improve job satisfaction and hence retention. Primarily, an employer should review his compensation packages, the workplace relationships, career and development prospects, and

support in the workplace to facilitate retention of high-performers. The employers should offer competitive compensation packages depending on skills and experience of their employees and duration worked.

- In QSR, 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 QSR industry.
- In QSR, it is recommended that Operations staff should have their jobs enriched with regular transfers to other areas like Finance, Marketing, and Purchasing.

BIBLIOGRAPHY

In preparation of this report, the following sources have been considered and consulted.

1. www.google.com
2. www.jubilantfoodworks.com
3. Wikipedia.org
4. www.stocktalk.in
5. www.marketing91.com
6. www.mytraderguide.com

ANNEXURE

Copy of the questionnaire used to obtain information from sample employee respondent.

Satisfaction questions

- How do you feel about work culture in Dominos?

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Very Poor

- Would you recommend Domino's to your friends as an employer?

- ☐ Definitely
- ☐ Probably
- ☐ Possibly
- ☐ Probably Not
- ☐ Definitely Not

- Do you feel excited about coming to work?

- ☐ Definitely
- ☐ Probably
- ☐ Possibly
- ☐ Probably Not
- ☐ Definitely Not

- Are you satisfied with your current compensation and benefits?

- ☐ Definitely
- ☐ Probably
- ☐ Possibly
- ☐ Probably Not
- ☐ Definitely Not

- Do you enjoy working with your team?

- ☐ Definitely
- ☐ Probably
- ☐ Possibly
- ☐ Probably Not
- ☐ Definitely Not

Alignment questions

- Do others provide you with recognition for your accomplishments at work?

- ☐ Definitely
- ☐ Probably
- ☐ Possibly
- ☐ Probably Not
- ☐ Definitely Not

- Do you feel like your supervisor is interested in your success?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

- Does [organization]’s culture foster a comfortable, supportive work environment?

- ☐ Definitely
- ☐ Probably
- ☐ Possibly
- ☐ Probably Not
- ☐ Definitely Not

Future orientation questions

- Do you see yourself working here in a year?

- ☐ Definitely
- ☐ Probably
- ☐ Possibly
- ☐ Probably Not
- ☐ Definitely Not

- Does your work challenge you and aid your development?

- ☐ Definitely
- ☐ Probably
- ☐ Possibly
- ☐ Probably Not
- ☐ Definitely Not

- Do you see a path for career advancement at [organization]?

- ☐ Definitely
- ☐ Probably
- ☐ Possibly
- ☐ Probably Not
- ☐ Definitely Not

- Have you recently thought about leaving [organization]?

- ☐ Definitely
- ☐ Probably
- ☐ Possibly
- ☐ Probably Not
- ☐ Definitely Not

- Has anyone at the company asked about and expressed support for your career goals?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

Manager/Supervisor Evaluation

- Do you receive constructive feedback from your manager?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

- Does your supervisor recognize your efforts when you perform well?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

- Do you feel the employee evaluation process is fair?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

Teamwork

- Does your team participate and encourage you to complete your tasks?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

- Do your team members contribute to your success?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

- Are your team members receptive to your suggestions?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

Work-Life Balance

- Do you feel your organization supports a healthy work-life balance?

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Very Poor

- Do you feel the amount of work allotted to you is reasonable?

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Very Poor

- Do you feel your work causes unwanted tensions in your personal life?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

- Are you able to give your family a fair amount of time?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely

☐ Never

- On a scale 1 to 5 on an ascending order, how would you rate your satisfaction working for your organization: 1- least satisfied, 5- highly satisfied?
 - ☐ 1
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5