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Business Management

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Independent Project Element 3 - Poster Presentation



Analysing the Correlation Between Worker Welfare and Organisational Efficiency at McDonald's (UK & Global)

1 Introduction

Employee well-being matters most in fast food, where work is fast, low-paid, and depends on frontline staff who serve customers face to face. The case of McDonald's is useful because it is large: McDonald's has more than two million employees, reached systemwide sales of more than \$130 billion in 2024, and has one of the world's largest loyalty programmes with more than 175 million users across 60 markets (McDonald's Corporation, 2025).

This study asks how worker welfare (stress, burnout, pay) is linked to organisational efficiency (service quality, customer satisfaction, staff turnover) at McDonald's in the UK and globally.

2M+
employees & crew worldwide

\$130B+
systemwide sales, 2024

175M
loyalty users, 60 markets

50,000
restaurants targeted by end 2027

Source: McDonald's Corporation (2025).



Frontline staff serve customers directly—the moment where service quality is created.

2 Aim & Objectives

The goal is to look at the connection between the well-being of the staff and the efficiency of the organization, such as round turnover and satisfaction with the customers. The objectives are to:

1. identify the main causes of poor welfare;
2. explain how stress and burnout affect turnover and customer satisfaction; and
3. recommend ways to improve welfare and efficiency together.

3 Methods

The study used a systematic literature review (SLR) of secondary data only. It adopted the PRISMA 2020 approach that provides an explicit, transparent, and systematic way to screen and select studies (Page et al., 2021). Set keywords and Boolean search terms were used to search academic databases, and the studies were peer-reviewed, open access, English, and from the years 2021–2026. Records were filtered in the following manner: by title and abstract, and then full text. This was followed by company reports that brought up the present.

Study Selection (PRISMA 2020)

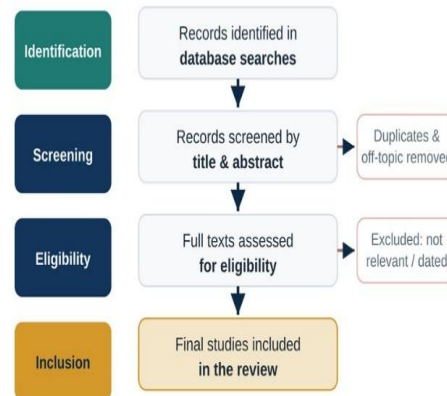


Figure 1. PRISMA 2020 four-stage selection process used in the review (Page et al., 2021).

5 Discussion

The evidence shows a two-way link. Service quality, customer satisfaction and efficiency are impacted by poor welfare and improved by better welfare. Stressed employees provide poor service where profits are being earned, as value is being created in short-staffed customer moments (Hogreve et al., 2022). There is no easy relationship, however: some chains have more effects than others, and most studies are correlational, meaning that welfare is one of many factors, not the only one.

4 Results

Three clear findings emerged.

1 — The problem. Fast-food work is a stressful job: 72.7% of fast-food workers reported high stress and the working environment was the strongest cause (Ghazali et al., 2024).



Figure 2. Share of fast-food workers reporting high job stress, working environment was the leading determinant (Ghazali et al., 2024).

2 — The mechanism. Welfare contributes to performance in the service-profit chain, with staff providing better service, increasing customer satisfaction, loyalty and profitability (Hogreve et al., 2022). Well-being, rather than satisfaction, should be the centerpiece of the chain.



Figure 3. The service-profit chain linking worker welfare to organisational efficiency (Hogreve et al., 2022).

3 — The scale. Even small welfare benefits distributed to the entire system are significant because the cost of bad welfare and the benefit from fixing it are sizable; there are over two million employees, and the number of restaurants is projected to reach 50,000 by the end of 2027 (McDonald's Corporation, 2025).



High stress is common among fast-food staff, shaping turnover and service (Ghazali et al., 2024).

6 Conclusion

When it comes to worker welfare, the cost doesn't have to be a hindrance to efficiency at McDonald's. Better service, customer loyalty and performance at scale are supported by improving the work environment and reducing stress (Ghazali et al., 2024).

KEY TAKEAWAY

Welfare and efficiency rise and fall together: caring for staff is good business.

R References

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