

The background of the slide features four paint cans arranged in a row. From left to right, they contain yellow, red, blue, and green paint. Each can has a lid that is slightly ajar, and there are dynamic splashes of the respective paint colors rising from the cans. The entire scene is set against a light, neutral background.

# Sherwin-Williams: Recruitment and Retention

Honors Project in Business Administration

# Team Something Creative

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# Agenda

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Recap of Project

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Secondary Research

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Primary Research

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Conclusion & Recommendations

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Implementation & Next Steps



A close-up photograph of a paintbrush with a wooden handle and dark bristles, coated in a vibrant green paint. The brush is positioned diagonally across the frame, resting on the lid of a white paint can. The lid is also coated with the same green paint, which has spread out in a circular pattern. The background is a plain, light-colored surface.

# Recap of Project



# Research Question

- **How do we improve Sherwin-Williams recruitment and retention strategies?**

A collage of painting-related items. In the top left is a white paint can filled with red paint. To its right are several color swatch cards in various colors (blue, green, yellow, red) with some having small icons. In the bottom right is a paintbrush with a wooden handle and a metal ferrule. The background is a large, curved color chart with many small color swatches in various shades of blue, green, yellow, and red. A semi-transparent dark grey rectangle is overlaid in the center, containing the text "Secondary Research".

# Secondary Research

# Retail Industry

- The retail industry is not the first choice for most people
  - Viewed as a stepping stone for many high school/ college students
  - Many part-time employees looking to bring in extra income
- Brick and mortar stores slowly dying in general retail industry
  - Increasing popularity of online shopping
  - Cheaper prices online and easier to compare prices
- Paint industry is one division of retail industry that will benefit from having brick and mortar locations
  - Consumer need for seeing paint on the wall and color of paint after drying



# Turnover

- Increased by nearly 35%
- Individuals spend average of four years at a given company
- Estimated annual loss of \$11 billion due to turnover in the U.S. alone
- Est. 51% of millennials planning to leave current company within the next two years
  - 14% higher than Gen Xers (37%)
  - Double Baby Boomers (25%)
- Millennials are expected to make up 75% of the labor force by 2030
- Increasingly short-term, fast-paced labor market





# Emotional Exhaustion

- When turnover rates deviate from the static norm and increase:
  - Workload, workflow, and psychological disruptions can occur
    - These disruptions can have adverse effects on the emotions of the employees
- Emotional exhaustion, deep acting emotions, and surface acting emotions all have a significant effect on an employee's turnover intentions.
  - Emotional exhaustion is the variable with the highest correlation to turnover intentions

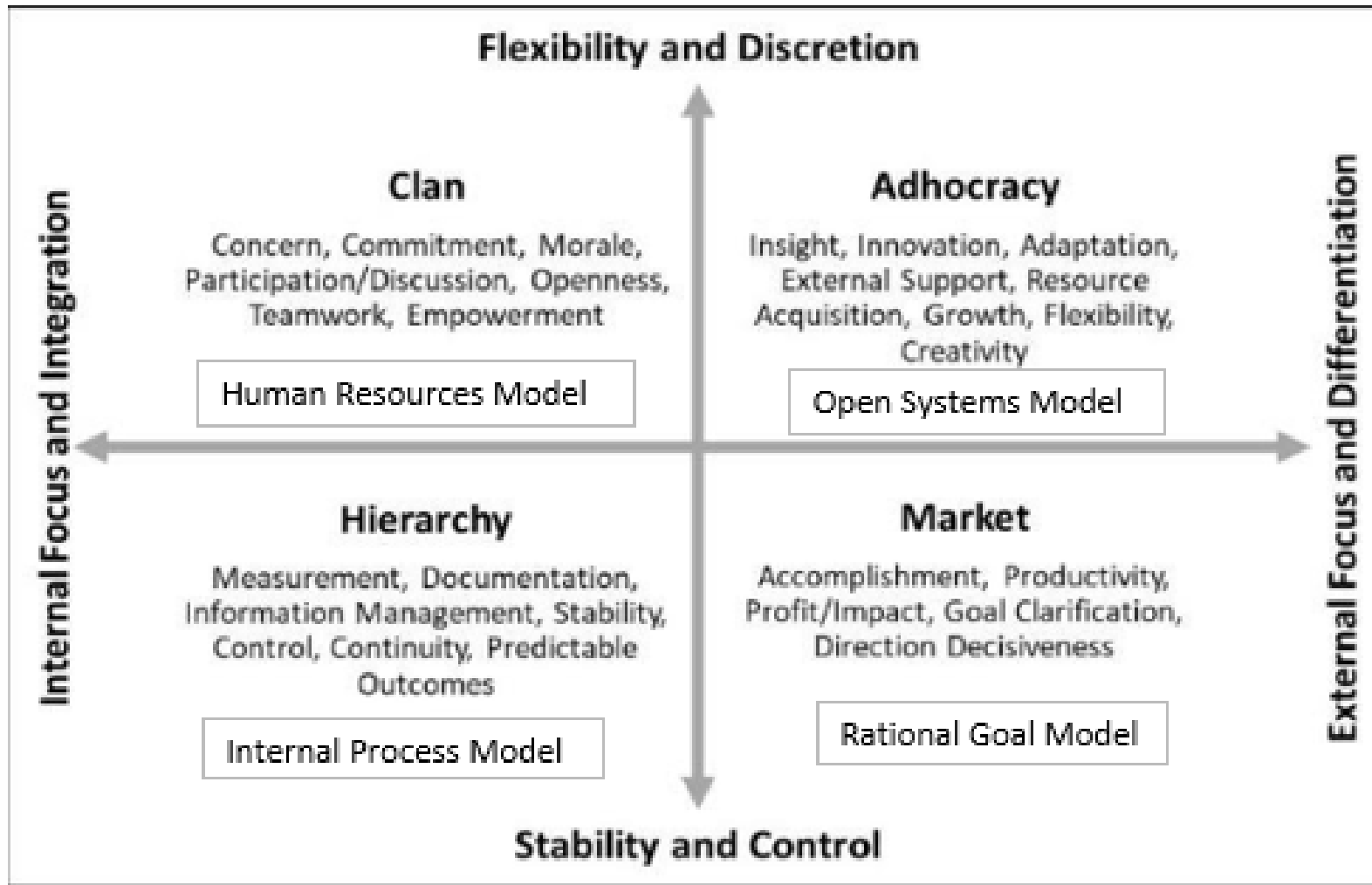


# Company Culture

- Well-established company cultures generally enable the organization to survive staff turnover
  - A company's culture must be well identified and understood by employees
- Company culture can change with societal movements
  - Take employee desires into consideration
- Hire employees who would fit the culture already in place



# Competing Values Framework



The image features four white paint cans with their lids removed, arranged in a cluster on the left side. The cans contain vibrant colors: green, blue, red, and yellow. To the right of the cans, several strips of color swatches are scattered, showing various shades of purple, blue, and yellow. The entire scene is set against a background of crumpled, light-colored paper. The text 'Primary Research' is overlaid in the center in a white, sans-serif font.

# Primary Research

# Primary Research Plan

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- How do people in the retail sector feel about their jobs and the work environment they are in?
- Methodology
  - Survey
  - Focus Group
- Goals
  - Find trends for emotional exhaustion and company culture; show how this may lead to turnover/retention issues
  - Drive recommendations from data gathered from survey and focus group



# Survey Methodology

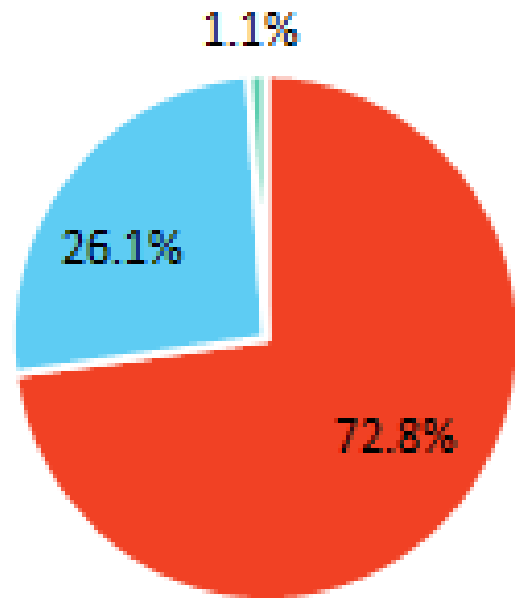
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- Distributed to those who work for Sherwin-Williams and other companies (Competitors of Sherwin-Williams), as well as students or other contacts known by group members
- Data collected via Qualtrics
- Survey was active from March 20 to April 10
- Survey sections: Demographics, Emotional Exhaustion, Company Culture
  - Questions about company culture gathered from OCAI online (<https://www.ocai-online.com/blog/2017/Competing-Values-Framework-Culture-Model>)



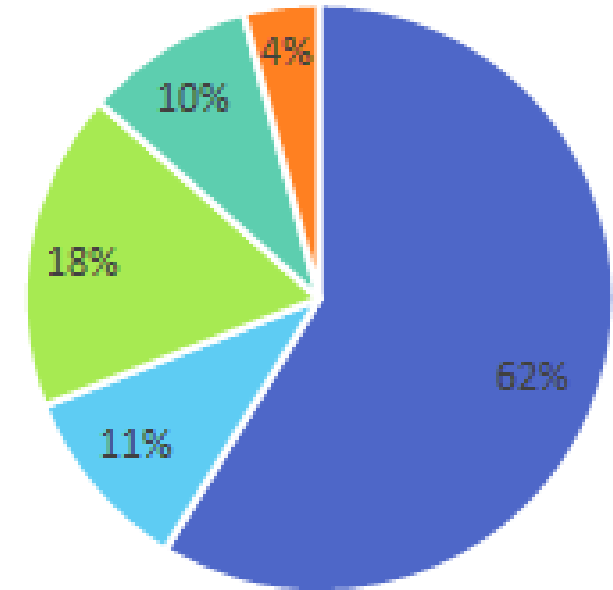
# Survey Results: Demographics

## Gender



Female Male Prefer not to say

## Age



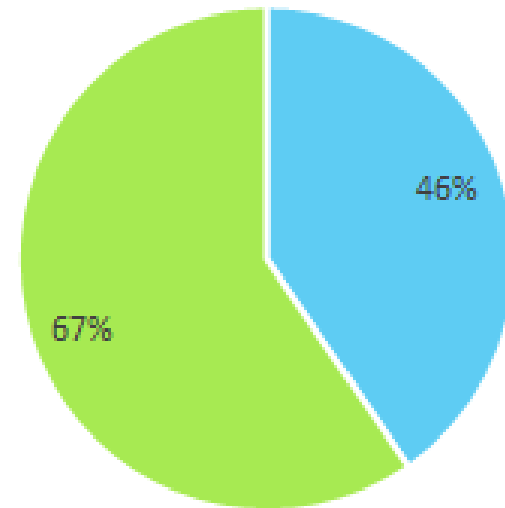
18-24 25-30 31-45 46-55 5+

# Survey Results: Demographics

## Positions of Survey Respondents

- Intern – 12
- Sales Associate – 9
- Assistant – 9
- Management – 8
- Assistant Manager – 8

Full Time Vs. Part Time

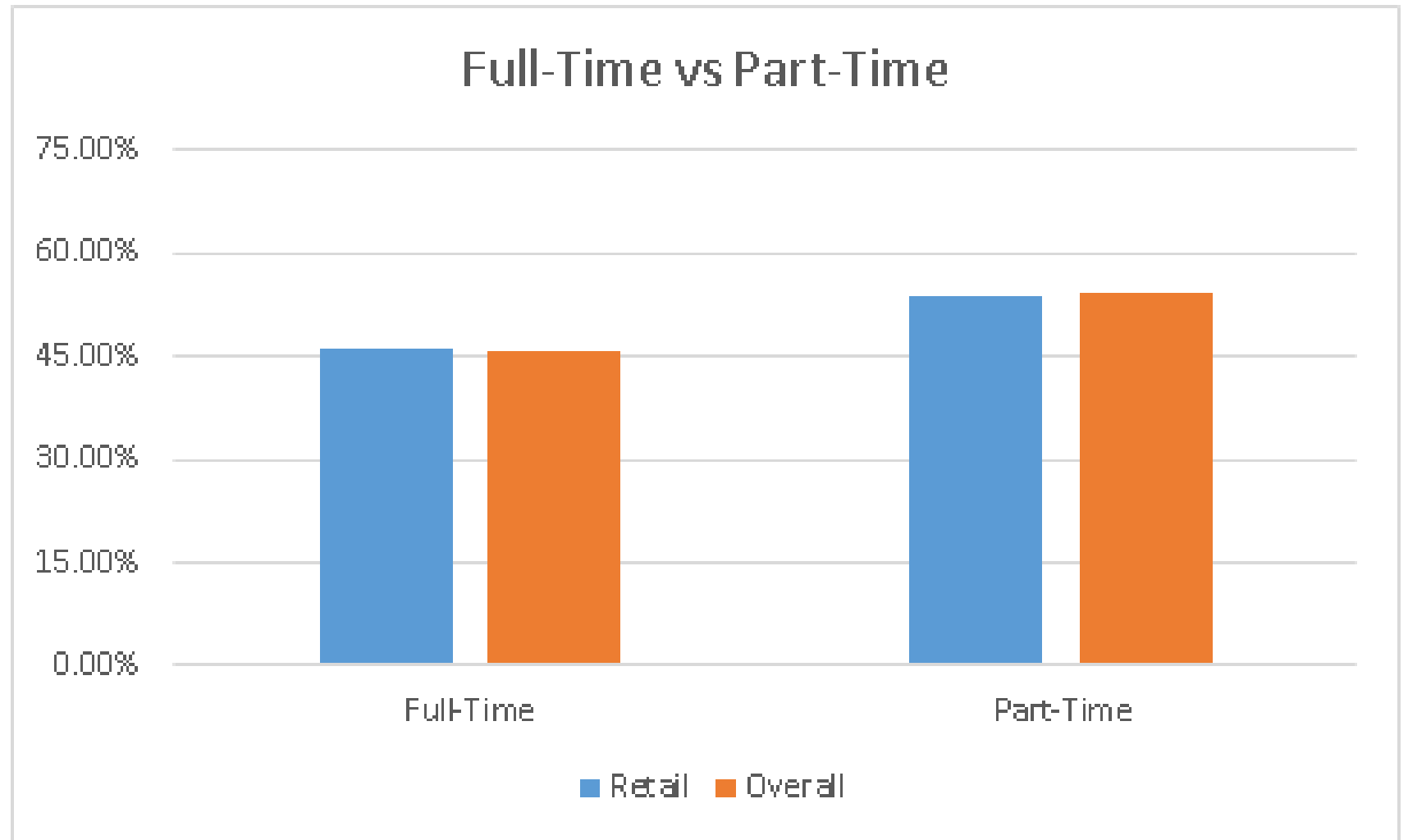


■ Full Time ■ part time



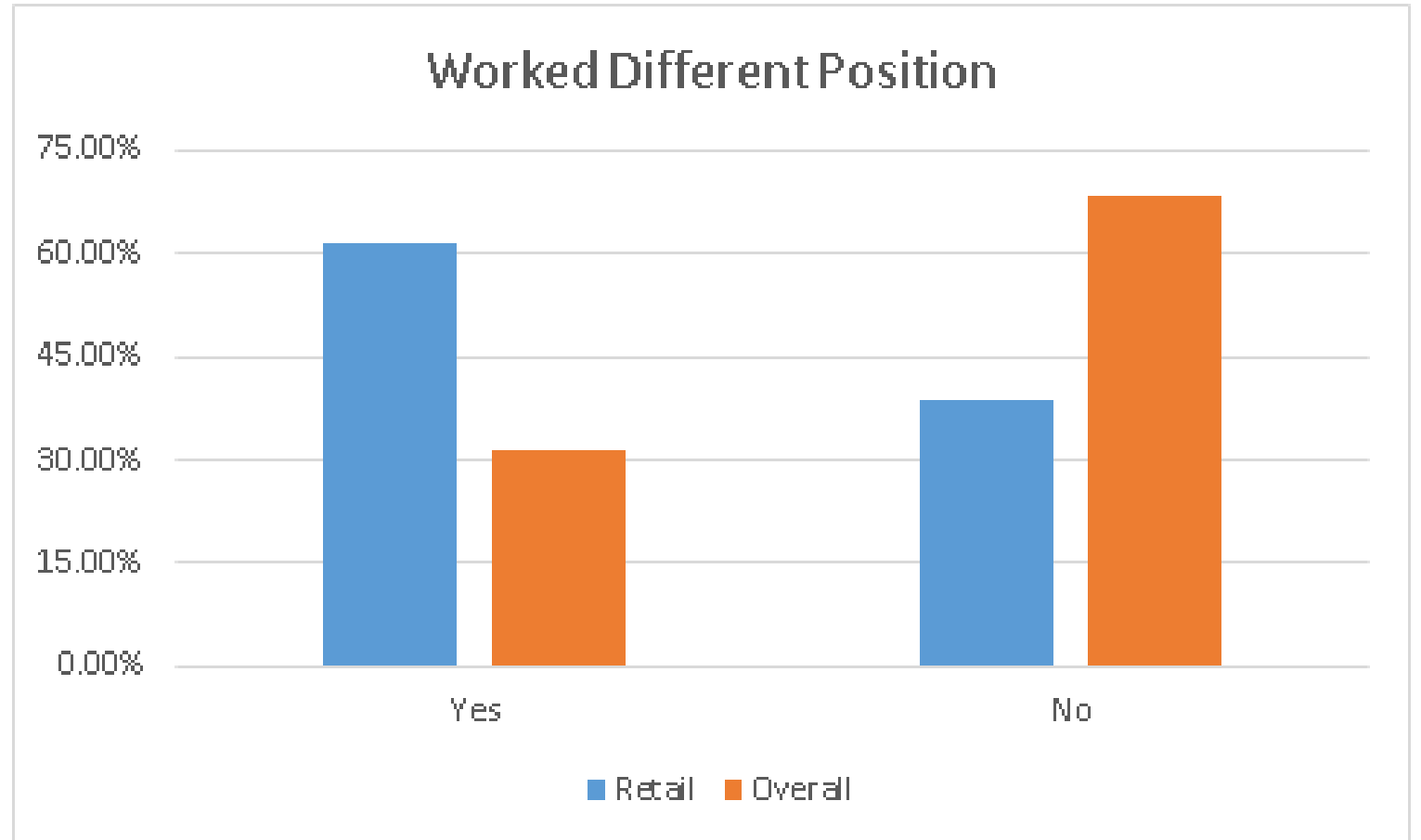
# Survey Results: Demographics

- Full-Time/Part-Time split is very similar between retail and the overall results



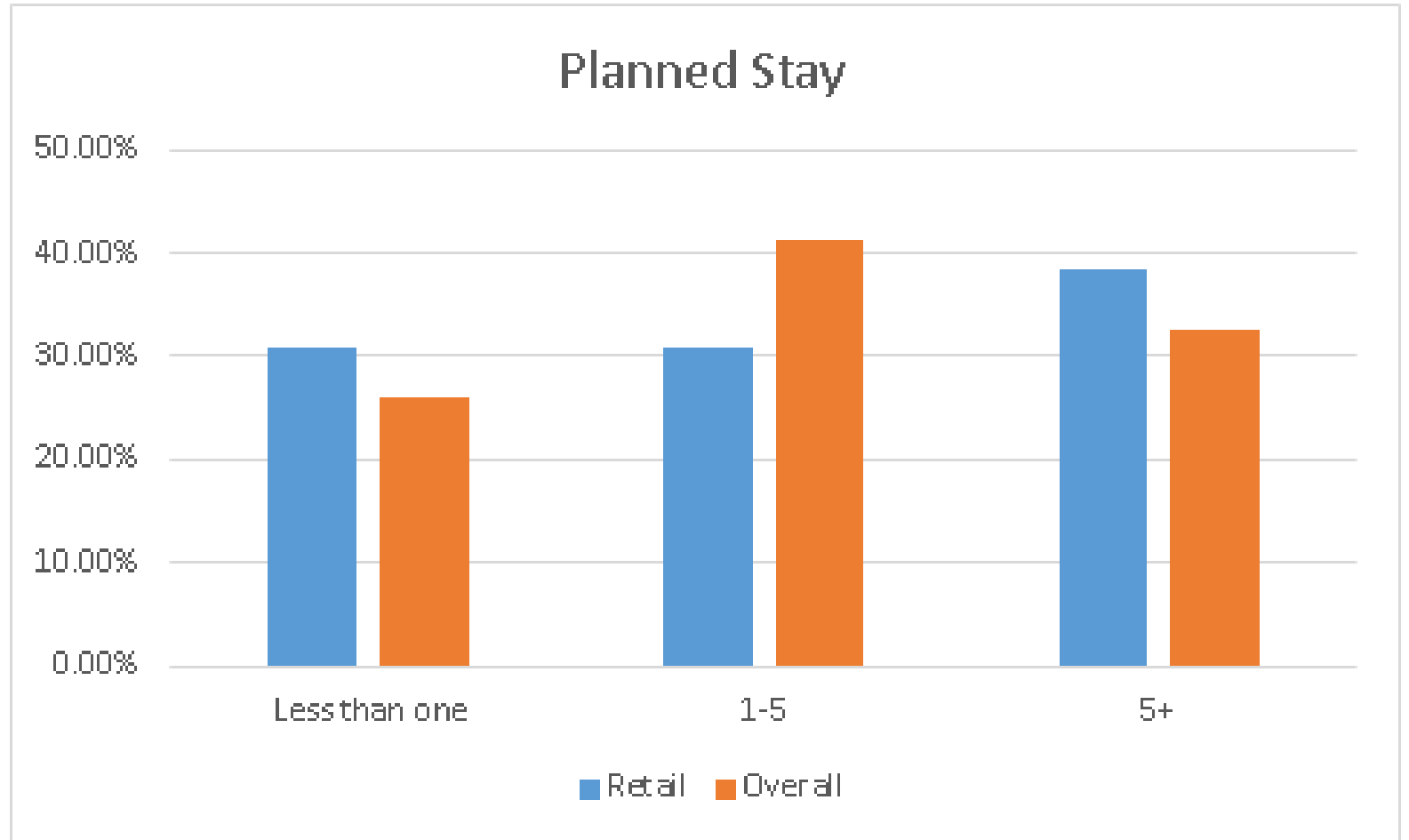
# Survey Results: Demographics

- 30% differential between retail and overall responses



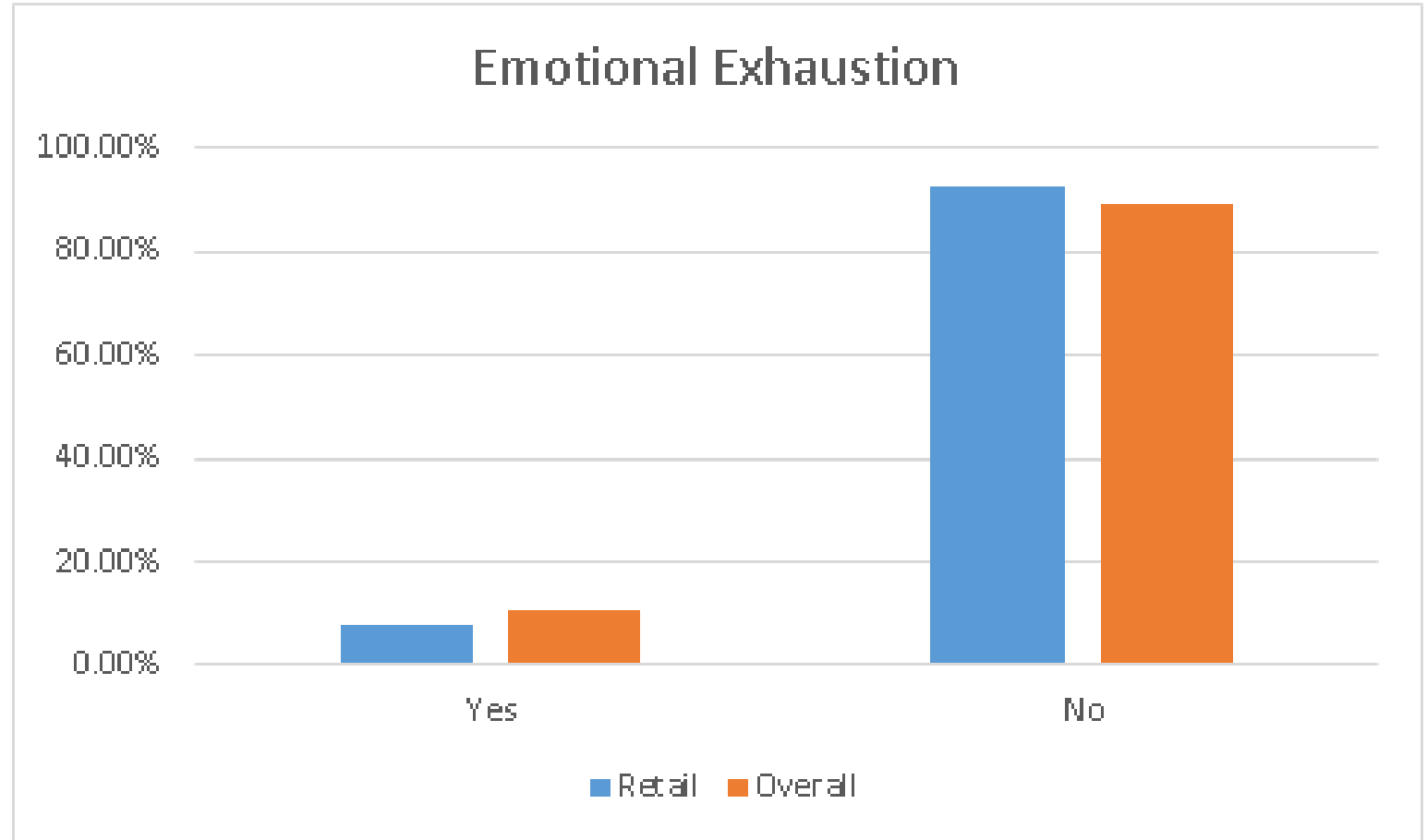
# Survey Results: Demographics

- Nearly 5% differential between retail and overall responses for long-term planned stay



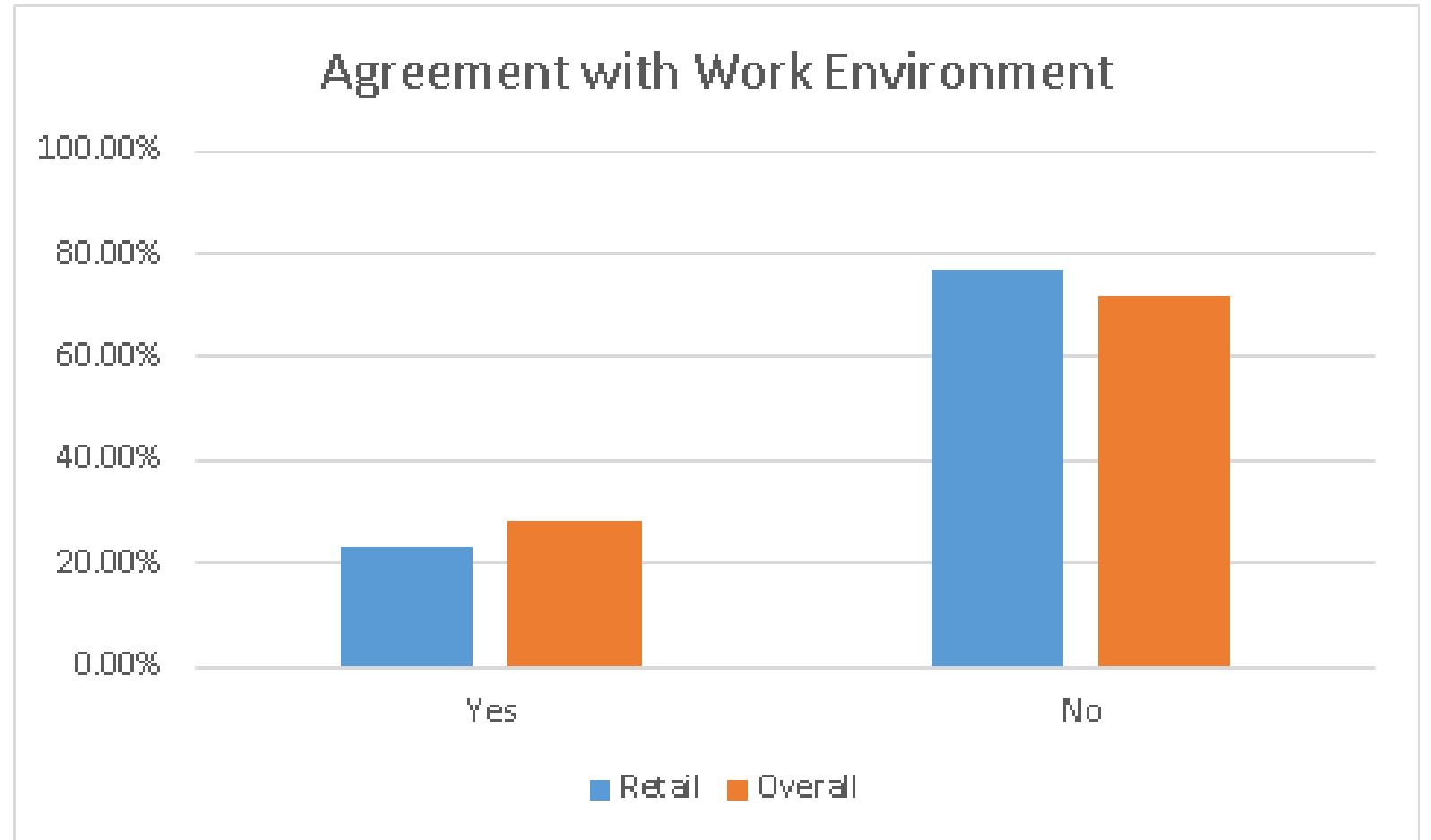
# Survey Results: Psychographic Questions

- Retail
  - Median score 2.5
- Overall
  - Median score 2.167



# Survey Analysis: Psychographic Questions

- Retail
  - Median score 1.2
- Overall
  - Median score 1.4



# Survey Analysis: Highest Correlators to Turnover Intentions

- Emotional exhaustion was the best predictor of an individual's planned length of stay
- Agreement with the work environment was the best predictor of an individual's emotional exhaustion
- Emotional exhaustion did not have a strong presence in results; even for retail workers



# Survey Results: Company Culture

- Respondents felt their company was **very personal and like an extended family** (43%)
  - 66% preferred this
  - Aligns with Clan culture
- Respondents believed the leadership exemplified **mentoring, facilitating, and nurturing** (40%)
  - 54% prefer this
  - Aligns with Clan culture
- Most would characterize management style by **teamwork, consensus, and participation** (61%)
  - 65% desired this
  - Aligns with Clan culture



# Survey Results: Company Culture

- Believed an emphasis **on achievement and goal accomplishment (34%) & loyalty and mutual trust, high commitment to the organization (34%)** held the organization together
  - Align with market and clan cultures, respectively
- Believed the company emphasized **performance, stability, efficiency, control, and smooth operations (45%)**
  - Aligns with hierarchy culture
  - Prefer the company to emphasize **human development with high trust, openness, and participation (53%)**, which aligns with Clan culture
- Believed the organization defined success as **development of human resources, teamwork, employee commitment, and concern for people (40%)**
  - 54% preferred this
  - Aligns with Clan culture





# Survey Results: Company Culture

- According to survey results for company culture questions, most employees preferred a Clan culture
- The few employees that were working in the retail industry, they said their actual cultures were in the Hierarchy category
  - They preferred their cultures to be in the Clan category



# Focus Group Methodology

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- Total of 6 participants
- Approximately one-hour session in Bierce Library
- The following questions were asked:
  - How do you feel about sales positions?
  - How do you feel about a competitive work environment?
  - How would you feel about relocating during your first 2 years of employment?
  - How would you feel if your first assignment was in a retail store?
  - When you search for a career, how does the possibility of an employer paying for continuing education factor into your decision?



# Focus Group Findings

- Sales Positions
  - Intimidated people a little
  - Not a fan of commission-based work
- Work Environment
  - Prefer team oriented and inclusive environments
  - Flat organizations
  - Good communication
- Retail Positions
  - Seen as taking a step back
  - Might be alright if there are opportunities to go into management soon after starting
  - Most were not really interested in working in retail



# Focus Group Findings

- Company Benefits – Education
  - Very important when looking at a company
  - Makes employees feel valued and like company wants to keep investing in them
  - It feels like extra money
- Company Training
  - Extremely important to provide this to people who are looking to get promotions
  - Extra training helps people find new passions and skills that can be used within the organization



# Focus Group Findings

- Company Benefits - Schedule
  - Flexible schedule is appealing
  - Not expected or necessary right away
- Feeling Valued
  - Extremely important
  - Not feeling valued could cause a career change



The image shows four white paint cans arranged in a row. From left to right, they contain yellow, red, blue, and green paint. Each can has a lid that is either off or partially off, and there are dynamic splashes of the respective paint colors around each can. The background is a plain, light-colored surface. The text 'Conclusion & Recommendations' is overlaid in the center in a white, sans-serif font.

# Conclusion & Recommendations

# Conclusion

- Employees prefer a Clan Culture Type
- Emotional Exhaustion may not be as much of an issue in retail as stigma would suggest
- Typical retail positions are seen differently than retail management

# Recommendation 1

- Survey within Sherwin-Williams see if results come close to ours
  - Give employees the survey about emotional exhaustion and company culture to narrow the focus solely on Sherwin-Williams
  - Change the demographic questions to better apply
    - Ex. "Which Sherwin-Williams location do you work at?"
- Need to see if Sherwin-Williams has a Clan Culture
  - If they don't, they will need to make company changes to promote/create this type of culture



# Recommendation 2

- Not describing job as a retail job as it is not the typical retail position
  - Emphasize the management aspect of the job and the ability to move up
  - Small crew
  - Work more with contractors and individuals doing self-repairs
- Instead of calling it a retail position try calling it "management development"
  - Retail management resonated better with our focus group than a typical retail position

The image features four white paint cans arranged in a row. From left to right, they contain yellow, red, blue, and green paint. Each can has a lid that is either off or partially off, and there are dynamic splashes of the respective paint colors erupting from the tops. The background is a plain, light-colored surface. The text 'Implementation & Next Steps' is overlaid in the center in a white, sans-serif font.

# Implementation & Next Steps

# Next Steps

- Recommendation 1:

- Distribute Survey and analyze results to see what steps need to be taken next
- Could use a third party/consulting agency to put together the survey, collect and analyze the results, and report findings to Sherwin-Williams

- Recommendation 2:

- Highlight the management aspect of current positions and emphasize the fact that this is not your typical retail position
  - Do this for online job postings and at recruiting events
- Do this when marketing and recruiting for MTPs

# Questions

