

Productivity Performance of Employees in a McDonald's Fast-Food Chains in Olongapo City

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Abstract: *This Fast-Food chain provides excellent service to the customers. The servers of the establishment are polite to the guests, greeting the guests with a smile on their faces, and being attentive to the needs and wants of the customers. They want to provide or meet the expectations of the customers so it will lead to success. The productivity performance of employees is a critical aspect of any organization, especially in the fast-food industry, where operational efficiency and customer satisfaction are paramount. Mostly this study determined the effects of the given factors on the working productivity performance of employees in selected fast-food chains. Descriptive research was used to cast light on current issues or problems through a process of data collection that enables them to describe the situation more completely than was possible without employing this method. In its essence, descriptive studies are used to describe various aspects of the phenomenon. In its popular format, descriptive research was used to describe the characteristics and/or behavior of the sample population. The questionnaires provided for the employees of selected fast-food chains determined the factors that can affect their working productivity performance. The researchers realized that proper training and management can be a big factor in having more customers.*

Keywords: Working Productivity Performance, Customer Satisfaction, Descriptive Research, Fast-food chains, Service.

1. INTRODUCTION

According to Fufus (2019), cooking at home has become less of a choice and more of a chore. With a large number of ready meals available, the option of spending time in the kitchen becomes less and less appealing. People are spending more money in the world of fast food and restaurants. Although some believe this to be a bad thing, it has fueled the market.

Fast-food restaurant employees' productivity is being affected in terms of motivation, personal factors, training, and job features in Malaysia, according to (Yun Chin 2021).

Employers need workers that are not only competent and adequate but also hardworking and motivated to achieve the desired result. Workplace motivation is crucial since it piques employees' interest in working hard and producing more. Additionally, the environment has an impact on an employee's productivity when it comes to their resources, equipment, and safety. When the workplace is well-managed and conducive to effective work, it pushes employees to be efficient. Internal motivation will affect productivity since it is significant and affects businesses (Sunyoto D. 2020).

Employees' productivity leads to customer satisfaction, which, in return, affects the organization's overall assets. This research attempts to explore the behavior of employees with the factors that affect their productivity among selected establishments in Zambales. Over the years, the increasing demands of work have had a considerable impact on working people's family and social lives. Changing workplace patterns have significantly impacted the family and social life of working people. Working people may encounter a few challenges, such as meeting deadlines, and meeting financial commitments (Agatep 2021).

Leaders play a pivotal role in leading their followers to fulfill organizational goals effectively. By communicating with their employees and managing the marketing wisely. In simple terms, leadership is a process by which an individual motivates or influences others to achieve organizational goals. It is the process of enhancing or encouraging the self-esteem of employees to achieve organizational tasks or goals. Employee motivation is a way to reach the goal of doing their work and loving their work. The committed workforce is an important success factor for organizations to achieve the desired goal. For organizational effectiveness, it is essential to have excellent management styles to improve employees' motivation. To utilize those assets, management style is considered to be the most effective way to increase employees' motivation. Induction of hard work, commitment, and motivation to employees. In this case, an established workforce will not be productive when the work performance is low. In this research, the researchers will involve some factors which can be used to determine the factors that most affect the productivity and performance of the employees in different fast-food chains (Grant 2019).

Fast-food restaurant jobs can be stressful, long hours, and demanding customers. Incentive programs can help keep staff motivated especially on high-stress days. Plans range from simple rewards, including gifts, and plaques to monetary rewards such as bonuses and travel incentives. They can also build loyalty and create a positive trusting relationship between management and staff (Paine 2018).

The researchers have gathered various information regarding the factors that affect the productivity performance of employees in particular fast-food chains by reading review

websites. The goal of this research is to help employees as well as BSHM students who will work in the same industry in the future to improve and provide solutions to the problems and situations faced by employees. This study would also test the significant relationship between factors affecting the productivity of employees in their workplace. In the end, this study intended to propose a framework and strategies based on the result of the study.

The purpose of this research is to determine the factors that can affect the productivity performance of employees. In order to achieve the purpose of the study, specific objectives are:

1. What is the profile of the respondents in terms of:
 - 1.1 age;
 - 1.2 sex;
 - 1.3 working hour; and
 - 1.4 educational attainment
2. How may these factors of employee’s working productivity performance be described in terms of:
 - 2.1 work environment;
 - 2.2 pay structure;
 - 2.3 training and seminars;
 - 2.4 equipment and resources; and
 - 2.5 management styles?
3. Is there a significant difference on the factors of an employee's working productivity performance when grouped according to profile variable?
4. What plans and programs will be proposed to enhance the factors for the employee’s productivity performance?

Conceptual Framework

The researchers used the Input-Process-Output method format for the Conceptual Framework. The profile of the respondents in terms of age, sex, occupation, working hours, and education may be found in the first section of the input. Second part how may these factors of employee's productivity performance be described in terms of; Work environment, Pay structure, Training, Equipment and resources, and Management styles.

The process shows the; Data collection through survey questionnaires; Statistical analysis of data through statistical treatment; Evaluation of Data.

The last part is the outcome, which shows the proposed plan to improve the productivity performance of employees in selected fast-food chains.

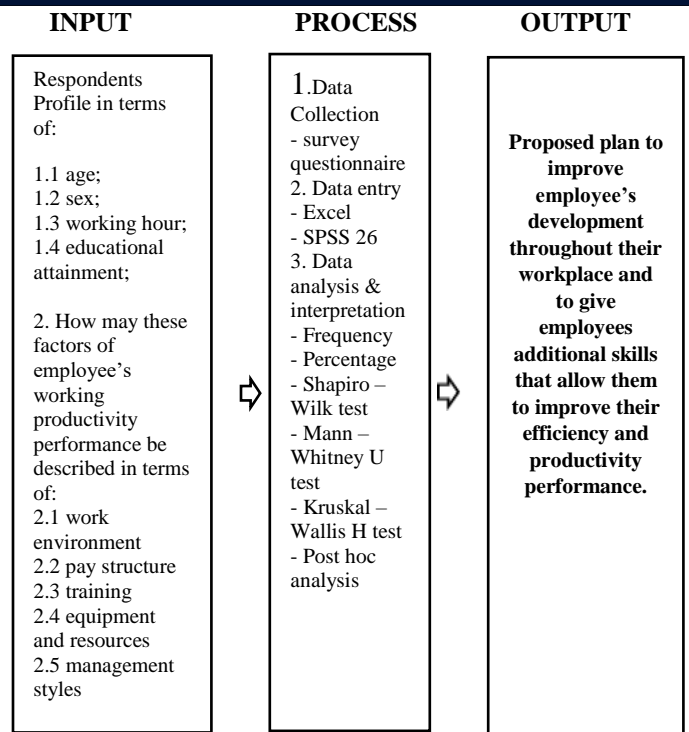


Figure 1. Conceptual Framework

2. METHODOLOGY

This research study employs descriptive quantitative research. Descriptive research is used to describe the characteristics of a population or phenomenon being studied. Descriptive research directs the researcher to understand the research problem before investigating why it even happens in the first place. A descriptive research design can use a wide variety of research methods to investigate one or more variables. Unlike in experimental research, the researcher does not control or manipulate any of the variables, but only observes and measures them. Descriptive research is unique in the number of variables employed. Like other types of research, descriptive research can include multiple variables for analysis, yet unlike other methods, it requires only one variable Borg & Gall (2019).

The study was conducted on different branches of McDonald’s fast-food chains here in Olongapo City.



Figure 2. Locale of the Study

The population of the study was employees of different branches of selected fast-food chains here in Olongapo City.

From this population the researchers used a sample size of 150 number of respondents.

The researchers used stratified sampling which refers to a random sampling technique that enables the whole population to different groups called strata, Strata are subpopulations whose members are relatively like each other compared to the broader population. The researchers used proportionate as a type of stratified sample. The same percentage of items is selected from each stratum.

The study made use of an adapted and modified questionnaire, which is validated by three (3) experts relative to the study. Moreover, the researchers did a reliability test that was tallied and computed by the statistician.

The research instrument utilized in this study was a questionnaire, which was composed of two main parts. Part I was designed to gather data about the profile of the employees. This included demographic information such as age, sex, working hour, and educational attainment. The second part focused on the different factors that affect the productivity performance of employees in selected fast-food chains in which respondents will rate the questions and statements based on Likert scale: -4 Strongly Agree; 3- Agree; 2- Disagree; and 1- Strongly Disagree.

The survey questionnaire was validated by Ms. Kimberly Recitis coordinator from VP of student welfare and

Shift	Frequency	Percent
Morning Shift	60	40.0
Mid-shift	15	10.0
Night Shift	55	36.7
Graveyard Shift	20	13.3
Total	150	100.0

services office, Mr, Ponciano Malit,a professor from the College of education, arts, and sciences and Ms. Queeny Oyando and a manager at the McDonalds Subic Bay freeport zone.

The researchers made a letter for approval to conduct a survey regarding the said topic. After that, face-to-face survey questionnaire forms are distributed to the employees of selected fast-food chains. After collecting all the data needed, the researchers tabulated and tallied the survey with the help of a statistician. And through the answers of the respondents, the

researchers were able to know the different factors that affect the productivity performance of employees in selected fast-food chains and proposed a program in enhancing their productivity performance.

3. RESULTS AND DISCUSSION

Demographic profile of the respondents

1. What is the demographic profile of employees in terms of the following:

1.1 Age:

Age	Frequency	Percent
18 - 19	52	34.7
20 - 21	74	49.3
22 - 23	18	12.0
24 and above	6	4.0
Total	150	100.0

Table 3.1 Age

According to the survey results, the majority of those who responded were between the ages of 20 to 21, with 74 total respondent's equivalents to 49.3%.

1.2 Sex:

Sex	Frequency	Percent
Male	63	42.0
Female	87	58.0
Total	150	100.0

Table 3.2 Sex

This table illustrates that most of the employees are female that has a frequency of 87, equivalent to 58%, while the remaining percentage was from the male.

1.3 Working Schedule:

Table 3.3 Student Status

This table shows that most of the employees are morning shift, with the percentage of 40% equivalent to 60 number of employees out of 150 respondents. on the other hand, only 15 out of 150 employees are mid-shift that represents the 10% of the sample size.

1.4 Educational Attainment:

Table 3.4 Monthly Income

Among the 150 respondents there are 78 total number that only graduated high school level which is equivalent to 52%.

2. How may these factors of employee’s working productivity performance be described in terms of:

a. Work Environment

Indicators	Mean	Descriptive Interpretation
The company provides a clean workspace.	3.44	Very High productivity performance toward workplace
The company maintains proper hygiene inside the workplace.	3.13	High productivity performance toward workplace
The employee performs better since the workspace is tidy and organized.	3.11	High productivity performance toward workplace
The company always makes sure the place is conducive for working.	3.09	High productivity performance toward workplace

Table 3.9 Work Environment

This table shows the factors of employee working productivity performance in terms of Work Environment, overall result indicates a "high productivity performance toward workplace" (M=3.17). The indicator "the company provides a clean workspace" (M=3.44) has a very high productivity performance toward the workspace. According to Singh, J. K., & Jain M (2018), they found that perceived productivity is influenced by the degree of cleanliness in the workplace. When there is more filth and stains on the surface and there are more particles in the air, employees estimate their own productivity as being lower. Maintaining or achieving your highest level of personal productivity requires a tidy workspace. For "the company always makes sure the place is conducive for working" (M=3.09) has a high productivity performance when the company always makes sure that the place is conducive for working. According to Martin and Johan (2018) they found that companies with a formally recognized capacity to produce and develop

Level	Frequency	Percent
High School Level	78	52.0
Vocational Level	55	36.7
College Level	17	11.3
Total	150	100.0

advanced workspace for their employees, give their staff the focus they can with their services.

b. Pay structure

Indicators	Mean	Descriptive Interpretation
The company pays their employees on time.	3.19	High productivity performance toward workplace
When my salary is reasonable, I am more productive.	3.04	High productivity performance toward workplace
The employees are satisfied with the overtime pay they received.	3.07	High productivity performance toward workplace
The salary is enough to pay for our regular expenses.	3.11	High productivity performance toward workplace
The employees are compensated fairly.	3.11	High productivity performance toward workplace
Average	3.10	High productivity performance toward workplace

Table 3.10 Pay structure

This table presents the descriptive interpretation of factors of employee productivity performances in terms of pay structure, overall results (M=3.10) indicate a "high productivity performance toward workplace". For "the company pays their employees on time" (M=3.19) has a descriptive interpretation of high productivity performance in the workplace. Based on the study of Stephen & Dennis (2019) salary is a contractual agreement between the employer and the employee. It is not a motivator for them but do want to be paid fairly and when due. If an employee perceives that he is not compensated on time, he or she will not be happy which will result in a slow pace of performance. The indicator "When my salary is reasonable, I am more productive" (M=2.70) has a descriptive interpretation of high productivity performance in the workplace in terms of pay

structure. According to Gurjit & Beverly (2018) that restaurants should cope with minimum wage policies by focusing on implementing initiatives that can maximize enhanced work effort and productivity. More importantly, the results further highlight that restaurants should consider either continuously raising wage levels or raising them every two years to consistently obtain enhanced motivation and productivity.

c. Training and Seminars

Indicators	Mean	Descriptive Interpretation
To improve employees' performance, the company provides training and seminars.	3.49	Very high productivity performance toward workplace
Employees enhance their skills and expertise through company-provided training and seminars.	3.46	Very high productivity performance toward workplace
The company's training is essential in boosting an employee's confidence and commitment.	3.53	Very high productivity performance toward workplace
The employees' job performance improved after training.	3.45	Very high productivity performance toward workplace
The employees gained more knowledge by attending seminars and training.	3.59	Very high productivity performance toward workplace
Average	3.50	Very high productivity performance toward workplace

Table 3.11 Training and Seminars

Table 7 shows the factors of employee working productivity performance in terms of training and seminars, overall results (M=3.50) indicate a "Very high productivity performance toward workplace". For indicator "The employees gained more knowledge by attending seminars and training" (M=3.59) has a descriptive interpretation of very high productivity performance toward the workplace. According to the study by Lam (2019) online training, on-the-job training, job rotation, and mentoring programs all contribute to enhancing customer service skills. It makes the staff more productive and committed to the organization to pass better quality to the customer. For indicator "The employees' job performance improved after training" (M=3.45) with a descriptive interpretation of very high productivity performance toward the workplace. Based on the

study of Qiuzhang (2018) salary and fairness may help promote organizational commitment but not work satisfaction, job characteristics, training, and development have an impact on both job satisfaction and organizational commitment among new employees. For new hires, training is crucial, and for new yet seasoned staff, development, and career planning are essential.

d. Equipment and Resources

Indicators	Mean	Descriptive Interpretation
The company provides enough working tools.	3.5	Very high productivity performance toward workplace
The company inspects the equipment and supplies on a regular basis to ensure that they are in good working order.	3.48	Very high productivity performance toward workplace
The company provides with new and advanced equipment.	3.73	Very high productivity performance toward workplace
The company allows the employees to use the equipment inside the workplace.	3.73	Very high productivity performance toward workplace
The company provides enough resources and supplies.	3.74	Very high productivity performance toward workplace
Average	3.64	Very high productivity performance toward workplace

Table 3.12 Equipment and Resources

This table shows the factors of employee working productivity performance in terms of equipment and resources, overall (M=3.64) indicating a descriptive interpretation of "Very high productivity performance toward workplace". For indicator "The company provides enough resources and supplies." (M=3.74) has a descriptive interpretation of "Very high productivity performance toward the workplace." According to Kenneth (2018) In order to sustain food supply chains, a restaurant must produce safe, healthy food in response to market demands and ensure that all consumers have a good experience. For "The company

inspects the equipment and supplies on a regular basis to ensure that they are in good working order.” (M=3.48) with a descriptive interpretation of very high productivity performance toward the workplace. Based on the study by Jhena (2023) Fast-food chains rely on speed, efficiency, and practicality, meaning equipment and facility maintenance is key when it comes to smooth operations and delivering a positive experience to the customers.

e. Management styles

Indicators	Mean	Descriptive Interpretation
The manager is an inspiring and effective leader who inspires employees to work effectively.	3.44	Very high productivity performance toward workplace
The management of the company provides valuable advice that can improve an employees’ performance.	3.49	Very high productivity performance toward workplace
The management appreciates and recognizes the performance of the employees.	3.70	Very high productivity performance toward workplace
The management of the company creates an environment of openness and trust among the employees.	3.67	Very high productivity performance toward workplace
The management of the company makes decisions that promote the employee’s performance and productivity.	3.63	Very high productivity performance toward workplace
Average	3.59	Very high productivity performance toward workplace

Table 3.13 Management Styles

This table shows the factors of employee working productivity performance in terms of management styles, overall (M=3.50) indicating a descriptive interpretation of "Very high productivity performance toward workplace". For indicator "the management appreciates and recognizes the performance of the employees” (M=3.70) has a descriptive interpretation of very high productivity performance toward the workplace. According to Kotler (2018), workers at fast-

food restaurants want to be noticed. They desire to know that their superiors value the work they do in the sector. Most fast-food businesses value "people." ethical standards and "social responsibility." People's values discuss the partnership between management and the workers and how they are treated. For "The manager is an inspiring and effective leader who inspires employees to work effectively” (M=3.44) with a descriptive interpretation of very high productivity performance toward the workplace. Based on the study by Harikripathai (2022) the manager must take employee job satisfaction into account. Since employee service quality and job happiness are tied to employee productivity. Therefore, a person's sentiments of pleasure or contentment can be described as satisfaction.

4. Is there a significant difference in the factors of an employee's working productivity performance when grouped according to profile variable?

Factors	Age	n	Median	H	df	Asym p. Sig	Conclusion
Work Environment	18 - 19	52	3.40	22.813	3	.000	Significant
	20 - 21	74	3.00				
	22 - 23	18	3.10				
	24 and above	6	3.10				
Pay Structure	18 - 19	52	3.40	11.537	3	.009	Significant
	20 - 21	74	3.00				
	22 - 23	18	3.00				
	24 and above	6	3.30				
Training and Seminars	18 - 19	52	3.60	2.074	3	.557	Not Significant
	20 - 21	74	3.60				
	22 - 23	18	3.60				
	24 and above	6	3.40				
Equipment and Resources	18 - 19	52	3.70	1.198	3	.753	Not Significant
	20 - 21	74	3.80				
	22 - 23	18	3.80				
	24 and above	6	3.80				
Management Styles	18 - 19	52	3.80	3.278	3	.351	Not Significant
	20 - 21	74	3.80				
	22 - 23	18	3.60				
	24 and above	6	3.80				

Table 3.14 Age

The productivity performance of employees in selected fast-food chains was examined using The Kruskal-Wallis H test was used to analyze the factors affecting an employee's working productivity performance, as indicated in Table 9's evaluation of the differences across four age groups. The test found a statistically significant difference in the work environment among groups [H(3) = 22.813, p =.000], with a median value of 3.40 for those aged 18–19, 3.00 for those aged 20–21, 3.10 for those aged 22–23, and 3.10 for those aged 24 and above. The post hoc analysis was conducted using the Kruskal-Wallis of compare distribution across groups, there is a significant difference in terms of work environment between the 20–21 and 18–19 age groups (p =.000) since the p-value of the pairwise comparison is less

than the significance level of .05. Therefore, the result shows that the two groups are statistically different from each other (see Appendix F). According to Akizumi (2019), it is found that older workers tend to report lower levels of job satisfaction and higher levels of mental health problems, and work environment factors such as job demands, and social support play a role in these differences.

For the pay structure, the test revealed a significant difference between age groups [$H(3) = 11.537, p = .009$], with a median value of 3.40 for those aged 18–19, 3.00 for those aged 20–21, 3.00 for those aged 22–23, and 3.30 for those aged 24 and above, since the p-value was less than the significance level of 5%. The post hoc analysis was conducted using the Kruskal-Wallis of compare distribution across groups, there is a significant difference in terms of pay structure between the 20–21 and 18–19 age groups ($p = .013$) since the p-value of the pairwise comparison is less than the significance level of .05. Therefore, the result shows that the two groups are statistically different from each other (see Appendix G). Based on the study of Lynell (2019) pay structure can affect motivation and job satisfaction, which in turn can influence performance and productivity. Studies have found that employees who receive performance-based pay tend to have higher motivation and job satisfaction compared to those who receive hourly wages.

Since the p-value was greater than the significance level of 5%, the test revealed no significant difference between age groups for training and seminars [$H(3) = 2.074, p = .557$], with a median value of 3.60 for those aged 18–19, 3.60 for those aged 20–21, 3.60 for those aged 22–23, and 3.40 for those aged 24 and above. According to Kim & Lee (2019), training has a positive effect on the productivity of all employees, regardless of age. They also found that the effect of training on productivity was stronger for part-time employees, who tend to be younger. The effects of training on employee performance in a retail firm, and how the effects vary by age. The authors found that training has a positive effect on employee performance, and the effect is stronger for younger employees. However, they also found that the effect of training on performance decreases as employees get older.

The test found no significant difference across age groups for equipment and resources [$H(3) = 1.198, p = .753$], with a median value of 3.70 for those aged 18–19, 3.80 for those aged 20–21, 3.80 for those aged 22–23, and 3.80 for those aged 24 and above. According to David & Michael (2018), the study explores how age affects workplace learning and suggests that older workers may have more difficulty learning new technologies due to cognitive changes that come with aging. This may affect their productivity and performance in jobs that require the use of equipment and resources. Additionally, Phyllis & Erin L (2019), workplace flexibility (such as flexible scheduling and telecommuting) can benefit older workers and improve their productivity and job satisfaction. It suggests that providing older workers with more control over their work schedules and environments can

help them adapt to changes in technology and work demands and may improve their performance.

For management styles, the test revealed no significant difference between age groups [$H(3) = 3.278, p = .351$], with a median value of 3.80 for those aged 18–19, 3.80 for those aged 20–21, 3.60 for those aged 22–23, and 3.80 for those aged 24 and above, since the p-value was greater than the significance level of 5%. According to Ibrahim (2021), participative management styles tend to lead to higher levels of employee motivation, job satisfaction, and productivity, particularly among younger employees. In addition, Jolanda (2019), states that age diversity and human resource practices (such as training and performance management) affect firm performance. It is found that age diversity can have a positive impact on firm performance, particularly when combined with effective human resource practices that support employee learning and development. However, they also found that older workers may require different types of training and management styles to be effective and that these factors can vary depending on the specific job and industry.

Modality	Sex	n	Median	U	z	Asym p. Sig	Conclusion
Work Environment	Male	63	3.20	2689.000	-.198	.843	Not Significant
	Female	87	3.20				
Pay Structure	Male	63	3.20	2524.500	.830	.406	Not Significant
	Female	87	3.20				
Training and Seminars	Male	63	3.60	2496.000	.944	.345	Not Significant
	Female	87	3.40				
Equipment and Resources	Male	63	3.80	2633.500	.418	.676	Not Significant
	Female	87	3.80				
Management Styles	Male	63	3.80	2321.000	1.635	.102	Not Significant
	Female	87	3.80				

Table 3.15 Sex

This table shows the evaluation of employee's Working Productivity Performance in a selected fast food chain it depicts a Mann-Whitney U test that found no significant difference in the factors of an employee's working productivity performance in terms of work environment between male (Mdn = 3.20) and female (Mdn = 3.20), with $U = 2689.000, z = -.198,$ and $p = .843,$ which is greater than the significance level of .05. Based on the study of Waqar (2015), it found that factors such as lighting, noise, temperature, and ventilation can significantly impact employee productivity. In addition, Kasthuri (2018), stated that the relationship between work environment and job performance among hotel employees in India. The authors found that factors such as physical comfort, cleanliness, and safety can positively impact job performance.

For the pay structure, the test revealed no significant difference in the factors of an employee's working productivity performance between males (Mdn = 3.20) and

females (Mdn = 3.20), $U = 2524.500$, $z = -.830$, and $p = .406$. According to Ericson (2020), pay structure does have an impact on workforce performance, with incentive-based pay systems leading to higher productivity. Similarly, Hironori (2023), stated that women tend to be paid less than men, and this pay gap contributes to lower job satisfaction for women.

The test results for the training and seminars showed no statistically significant differences between male and female employees' working productivity performance (Mdn = 3.60 and 3.60, respectively), $U = 2496.000$, $z = -.944$ and $p = .34$. Based on the study of Margolis (2018), training does have a positive impact on firm performance, with a stronger effect for higher-skilled workers. It also explores gender differences in work-related training and the impact on job satisfaction and turnover intention. In addition, Jung (2018), stated that women tend to receive less work-related training than men, which contributes to lower job satisfaction and higher turnover intention for women.

The test found no statistically significant differences in the factors affecting an employee's working productivity performance between males (Mdn = 3.80) and females (Mdn = 3.80), based on the data for the equipment and resources: $U = 2633.500$, $z = -.418$ and $p = .676$. According to Tews (2019), the impact of technological and organizational innovations on employment in the retail trade and fast-food industries is severe. Technological innovations, such as new equipment, can increase productivity, but organizational innovations, such as changes to work processes, can also have an impact.

Factors	Shift	n	Median	H	df	Asymp. Sig.	Conclusion
Work Environment	Morning	60	3.20	1.013	3	.798	Not Significant
	Mid-shift	15	3.20				
	Night Shift	55	3.20				
	Graveyard	20	3.20				
Pay Structure	Morning	60	3.20	5.672	3	.129	Not Significant
	Mid-shift	15	3.00				
	Night Shift	55	3.00				
	Graveyard	20	3.30				
Training and Seminars	Morning	60	3.60	1.092	3	.779	Not Significant
	Mid-shift	15	3.60				
	Night Shift	55	3.60				
	Graveyard	20	3.40				
Equipment and Resources	Morning	60	3.80	27.550	3	.000	Significant
	Mid-shift	15	3.80				
	Night Shift	55	3.60				
	Graveyard	20	3.60				
Management Styles	Morning	60	3.80	15.201	3	.002	Significant
	Mid-shift	15	3.80				
	Night Shift	55	3.40				
	Graveyard	20	3.70				

Table 3.16 Working Schedule

This table shows the evaluation of the factors affecting an employee's working productivity performance using the Kruskal-Wallis H test among four work schedule groups. The test found a statistically non-significant difference in the work environment among groups [$H(3) = 1.013$, $p = .798$], with a median value of 3.20 for the morning shift, 3.20 for the mid-shift, 3.20 for the night shift,

and 3.20 for the graveyard schedule. According to Liu (2019), employees working non-standard work schedules, such as evening, night, or weekend shifts, experienced higher levels of work stress and work-family conflict compared to those working standard schedules. In addition, the study found that work-family conflict and work stress had a negative impact on employee performance.

For the pay structure, the test revealed no significant difference between working schedule groups [$H(3) = 5.672$, $p = .129$], with a median value of 3.20 for the morning shift, 3.00 for the mid-shift, 3.00 for the night shift, and 3.30 for the graveyard schedule. Based on the study of Aldossari (2019), pay-for-performance may positively impact employee training and development, as it can increase motivation and encourage employees to acquire new skills and knowledge. It also examines the effects of pay-for-performance, training, instructional climate, and performance in a fast-food restaurant chain. The author found that pay-for-performance was positively related to employee performance, but only when accompanied by a supportive instructional climate and training.

There was no statistically significant difference in the working schedule groups for the training and seminars [$H(3) = 1.092$, $p = .779$], with median values of 3.60 for the morning shift, 3.60 for the mid-shift, 3.60 for the night shift, and 3.40 for the graveyard schedule. According to Konrad (2019), employees who received more training reported higher levels of job satisfaction, which can positively impact their performance productivity. It also examines the practices and perceptions of employee development in the quick service restaurant industry, which includes fast food restaurants. Similarly, Takeuchi (2018), stated that employees who received more development opportunities, such as training and career planning, reported higher levels of job satisfaction and commitment, which can positively impact their performance productivity.

Since the p-value was lower than the significance level of .05, the equipment and resource test revealed a significant difference between groups [$H(3) = 27.550$, $p = .000$], with a median value of 3.80 for the morning shift, 3.80 for the mid-shift, 3.60 for the night shift, and 3.60 for the graveyard schedule. The post hoc analysis was conducted using Kruskal-Wallis to compare distributions across groups. There is a significant difference in terms of equipment and resources between the night shift and the morning shift ($p = .000$) and between the night shift and the mid-shift ($p = .001$) because the p-value of the pairwise comparison is less than the significance level of 5%. As a result, the night shift group differs statistically from the morning and mid-shift groups (see Appendix H). Based on the study of Cho (2021), employees who had access to better workplace resources, such as tools and equipment, experienced less work-family conflict and reported higher levels of job satisfaction. It also provides an in-depth look at the fast-food industry and its impact on workers, consumers, and

society. In particular, the author highlights the issue of poorly maintained equipment and facilities in some fast-food restaurants, which can negatively impact employee performance and safety.

For the management styles, the test revealed a significant difference between groups [$H(3) = 15.201, p = .002$], with a median value of 3.80 for the morning shift, 3.80 for the mid-shift, 3.40 for the night shift, and 3.70 for the graveyard schedule, since the p-value was less than the significance level of .05. The post hoc analysis was conducted using Kruskal-Wallis to compare distributions across groups. There is a significant difference in management style between the night shift and the morning shift ($p = .043$) and between the night shift and the mid-shift ($p = .002$) because the p-value of the pairwise comparison is less than the significance level of 5%. As a result, the night shift group differs statistically from the morning and mid-shift groups (see Appendix I). According to Kyllonen (2020) transformational leadership, which involves inspiring and motivating employees to achieve a common goal, is positively related to job performance. It examines the role of management in employee retention in the fast-food industry. In addition, Richards (2021), stated that effective management practices, such as providing regular feedback, recognition, and training opportunities, can positively impact employee retention and performance.

Factors	Level	n	Median	H	df	Asymp. Sig.	Conclusion
Work Environment	High School Level	78	3.20	7.704	2	.021	Significant
	Vocational Level	55	3.20				
	College Level	17	3.60				
Pay Structure	High School Level	78	3.20	4.960	2	.084	Not Significant
	Vocational Level	55	3.00				
	College Level	17	3.40				
Training and Seminars	High School Level	78	3.60	4.802	2	.091	Not Significant
	Vocational Level	55	3.40				
	College Level	17	3.80				
Equipment and Resources	High School Level	78	3.80	2.021	2	.364	Not Significant
	Vocational Level	55	3.80				
	College Level	17	3.80				
Management Styles	High School Level	78	3.80	3.646	2	.162	Not Significant
	Vocational Level	55	3.80				
	College Level	17	3.80				

Table 3.17 Educational Attainment

This table shows using the Kruskal-Wallis H test, as shown in Table 12 evaluation of the differences among three educational attainment groups. The test found a statistically significant difference for the work environment

among groups [$H(2) = 7.704, p = .021$], with a median value of 3.20 for the high school level, 3.20 for the vocational level, and 3.60 for the college level. The post hoc analysis was conducted using Kruskal-Wallis to compare distributions across groups, there is a significant difference in working environment between the vocational level and the college level ($p = .017$) since the p-value of the pairwise comparison is less than the significance level of 5%. As a result, the vocational-level group differs statistically from the college-level group (see Appendix J). Based on the study of Murphy (2019), stated that employees with higher levels of education had higher levels of job performance, as measured by customer satisfaction ratings and sales per hour. It also examines the impact of education on worker productivity in the fast-food industry, using data from a national survey of fast-food workers. In addition, Kuhn (2022), stated that education was a significant predictor of productivity, with each additional year of education leading to a 4.5% increase in productivity.

For the pay structure, the test revealed no significant difference in the factors affecting an employee's working productivity performance by educational attainment groups [$H(2) = 4.960, p = .084$], with a median value of 3.20 for the high school level, 3.00 for the vocational level, and 3.40 for the college level since $p > .05$. According to Parker (2018), pay-for-performance was positively related to performance, but the relationship was moderated by perceived organizational support. In other words, the effect of pay-for-performance on performance was stronger for employees who felt supported by their organization. It also explores the impact of pay-for-performance on work motivation and performance, with a focus on the moderating role of self-efficacy. Additionally, according to Locke (2020), pay-for-performance was positively associated with work motivation and performance, but the effect was stronger for employees with high levels of self-efficacy.

There was no statistically significant difference between the educational attainment groups for the training and seminars [$H(2) = 4.802, p = .091$], with a median value of 3.60 for high school, 3.40 for vocational school, and 3.80 for college since $p > .05$. According to Dang (2021) employees with higher levels of education were more likely to participate in training programs, and they also had higher returns to training in terms of increased productivity and wages. Additionally, according to Johnson (2018), education was positively related to productivity, but the effect was stronger for workers with higher levels of education.

The test found no significant difference in the factors affecting an employee's working productivity performance by educational attainment groups for equipment and resources [$H(2) = 2.021, p = .364$], with a median value of 3.80 for the high school level, 3.80 for the vocational level, and 3.80 for the college level since $p > .05$.

According to Manzoor (2020) the availability and quality of technology, including equipment and resources, had a positive impact on employee performance. It also investigates the relationship between human resource management practices, employee work engagement, and productivity in the service industry. Additionally, according to Jahangiri (2022) the availability of resources, including equipment and technology, was positively related to employee work engagement and productivity.

For the management styles, the test revealed no significant difference in the factors affecting an employee's working productivity performance by educational attainment groups [$H(2) = 3.646$, $p = .162$], with a median value of 3.80 for the high school level, 3.80 for the vocational level, and 3.80 for the college level since $p > .05$. According to Mansor (2021), transformational leadership had a positive effect on employee productivity. explores the impact of leadership styles on employee job performance in the service industry. Additionally, according to Atieno (2019), leadership styles, including autocratic, democratic, and laissez-faire leadership, had a significant impact on employee job performance.

1. What are the implications of the findings of the study?

The implication of this study is that these factors can easily affect the working productivity performance of an employee if not prevented. According to Paine (2018) Fast food restaurants jobs can be stressful, long hours and demanding customers. Incentive programs can help keep staff motivated especially on high-stress days. Plans range from simple rewards, including gifts, plaques to monetary rewards such as bonuses and travel incentives. They can also build loyalty and create a positive trusting relationship between management and staff.

Null Hypothesis (Ho): There is no significant difference between the factors of an employee's working productivity performance when grouped according to their profile variable.

Alternative Hypothesis (Ha): There is no significant difference between the factors of an employee's working productivity performance when grouped according to their profile variable.

CONCLUSIONS

This study aimed to investigate the productivity performance of employees in different fast-food chains. Results indicate that there are several variables that influence employee productivity, which leads to inefficient employees in the fast-food industry. It was shown that there were some areas where the factors of management style, training and seminar,

equipment, and resources, pay structure, and work environment had a substantial impact on employees' productivity and performance. Further research is recommended to investigate and examine the factors that can impact the productivity performance of employees in different fast-food chains.

4. RECOMMENDATIONS:

Training and Seminars: The training of the staff would be helpful and will increase the satisfaction of the customers, because of their excellent services.

Work Environment: The management must provide a more efficient and clean space for their employees to freely work with.

Equipment and Resources: Invest in high-quality kitchen equipment that enhances productivity and efficiency, and utilize inventory management software that tracks stock levels, manages ingredient expiration dates, and generates automated reorder notifications.

Pay Structure: Establish a fair and competitive base wage that aligns with industry standards and local market conditions and enhance the overall compensation package by providing benefits such as health insurance, retirement plans, and paid time off for employees to feel the company's commitment to their well-being.

Management Styles: The management needs to provide motivational support for their employees, so they do not experience employee burnout.

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