

RESEARCH ARTICLE

EMPLOYEES' JOB SATISFACTION USING HERZBERG'S TWO-FACTOR THEORY: EVIDENCE FROM THE FAST-FOOD RESTAURANTS IN PAGSANJAN, LAGUNA, PHILIPPINES

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ABSTRACT

Foods that can be quickly prepared are offered and served at quick-service restaurants. When time is limited and people are looking for meal options, these establishments offer the best solution. As a result, these establishments hire enough staff to guarantee smooth and effective operations. A recent survey by market research firm Clint revealed that close to 46% of Filipinos ate at fast restaurants one to three times a week on average. The fact that fast-food chains employed the greatest number of people in the fast-food industry suggested that this sector is the largest employer overall. This study sought to clarify the key elements of the method and identify and comprehend the variables that might affect the level of employees' satisfaction. The study also looked into the relationship between job happiness and productivity. The conceptual framework for the study's development and problem-solving procedure was Herzberg's Two-Factor Theory. This theory was composed of two factors which argued that job satisfaction and dissatisfaction existed on two different continua, each with its factors. To gather the outcome of the administered research instrument, 147 respondents were requested to complete the checklist questionnaire. Participants were measured using a performance evaluation form to determine the relationship between fast-food employees' job satisfaction and their performance. To ascertain the connection between job satisfaction and performance, discrepancies were categorized by demographic profile and then analyzed. The association between job satisfaction and demographic profile was shown to be correlated in a variety of ways, some of which were statistically different from others. Using a chi-square test, the relationship between job satisfaction and performance was investigated. The results showed a substantial correlation between the two variables. These results revealed whether or not the formulated hypothesis should be accepted.

KEYWORDS

job satisfaction, fast-food restaurants, performance, and employee

1. INTRODUCTION

Modern businesses have enormous difficulties related to competition, productivity, innovation, and technology. In addition, keeping employee satisfaction high is one of their ongoing challenges. Giving employees what they deserve in return for their work is a powerful way to boost morale because success is frequently used as a gauge of contentment. The success and general effectiveness of an organization are said to depend on the contributions made by its personnel. The degree of job satisfaction of a worker can be influenced by a wide range of variables.

When the workforce and the employees engaged can find job satisfaction at work, a business will succeed and achieve a high level of performance. Businesses today place the highest priority on retaining and attracting employees. Every company claims that it is their essential duty to continuously recognize and reward employee performance, especially the managerial staff. Additionally, they recognized the value of increased productivity, skill improvement, and a competitive edge. An employee who is happy and upbeat at work is consistently satisfied with his work, which raises the quality of his output. Any employee's output and performance are not fixed; they are subject to vary throughout the day. Some elements, such as solid working relationships, a caring workplace, competitive pay, employee growth, and support for emerging demands, can influence an individual's job happiness. Although compensation is not

the only factor that has a significant impact on job satisfaction, it nevertheless plays a big role in motivating employees to maximize their productivity. An employee who receives a good salary feels deserving and appreciated at work.

This study aimed to provide insight into the influences that go into determining job satisfaction and what additional elements might affect an individual employee's degree of satisfaction. Instability and personnel departures have been affecting the current workforce. When workers are focused on their jobs, some circumstances can cause them to feel the want to leave the company. These can include slow business growth, inadequate pay that is perceived, a lack of demanding work, a sense of being undervalued, and a changing corporate culture that no longer appeals to the employee. These are a few reasons why some employees thought about leaving particular firms. The purpose of this study is to gather data on the participants and the importance of job fulfillment at work. This study also covered additional job satisfaction issues that are not covered by the theory that was employed. After the data had been collected the researchers were able to come up with additional recommendations for raising employee contentment.

2. LITERATURE REVIEW

Several authors and scholars have defined job satisfaction differently. The

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general attitude of individuals in their jobs is job satisfaction. A person with a high level of job satisfaction holds positive behavior and attitude towards the job and workplace, contradictory with that, a person who holds negativity towards the job brings an absence of motivation to work-job dissatisfaction. Job satisfaction comes from the interest of the people who study them and the people who work in the organization. It is associated with different terms such as motivation, performance, leadership, attitude, conflict, morals, etc. Satisfaction produces efficiency and success for the business or organization. In the study conducted by the researchers, they attempted to identify various components of job satisfaction. They also examine the effects these components have on employees' productivity (Singh and Jain, 2005)

According to term "job satisfaction describes how extent to which an individual is pleased, comfortable, or satisfied with his or her job (Ali, 2016). It is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." The positive appraisal of employees generates a satisfactory attitude and performance. Job satisfaction according to the author has a huge impact on the job either negative or positive. Another definition of job satisfaction is "Job satisfaction amongst the employees is determined by the presence of job pleasure and absence of job dissatisfaction. Job dissatisfaction and job pleasure are important constituents of job satisfaction (Grover and Wahee, 2013). These authors determined the importance of satisfaction in the workplace and the job itself. It is easy to find out that job satisfaction exists if the employees are enjoying their responsibilities without seeming dissatisfied.

2.1 Herzberg's Theory of Satisfying Employees or Workers in an Organization using the Two-Factor Theory

Herzberg categorized two factors motivators and hygienic factors. Motivators only generate job satisfaction. It is described as the results or outcomes of the job like recognition reward, responsibility, promotion, and growth. He identified these factors as satisfiers, the presence which causes satisfaction but their absence does not result in dissatisfaction. He categorically explained the second set of factors called hygiene factors. This should be present in an organization to avoid dissatisfaction with the job. For example, power cuts, poor relations with superiors and colleagues, poor pay, restrictive policies, and absence of job security. These variables have the power to disturb one employee and generate dissatisfaction. Their presence, however, does not result in job satisfaction. To apply Herzberg' Theory in real-world practice begins with hygiene issues followed by motivation issues. These are some related articles that will explain each of the two factors.

2.2 Hygiene Factors

2.2.1 Company and Administrative Policies

An organization's policy could be the root of either frustration or understanding. For some employees, unclear or unnecessary policies since this set or system of rules govern the procedures for managing an organization. There are many existing definitions of policy according to authors and scholars: Policy is a principle of how to act directly and goals (Suharto, 2012). According to a policy is a valid and consistent provision or repeated by those who make policies or implement policies (Elau and Prewit, 2012). Company and administrative policies are important because they provide an objective set of rules and if the set were not conditionally organized conflict may occur.

2.2.2 Supervision

Planning and making sensible decisions could help the organization experience less dissatisfaction. The ability to get such items depends on having competent supervision. A supervisor must possess the qualities of a competent leader because this position demands excellent abilities and disposition. An environment that is conducive to health at work is created by positivity and feedback. Hawkins and Mc Mahon defined supervision as a collaborative effort in which a practitioner takes care of their clients with the assistance of a supervisor (Hawkins and Mc Mahon, 2020). Their practice and profession will improve as a result, and their customers' lives will alter.

2.2.3 Salary

The main issue for both companies and employees is pay satisfaction (Singh and Loncar, 2010). Although compensation is not an incentive for employees, receiving the money someone worked for makes them happy. No one wants to be paid unfairly. Employees would be unhappy if they knew they weren't being paid enough. Regarding compensation structures, the company must remain competitive and comparable to those other businesses. Additionally, the firms make sure that their

administrative regulations regarding pay, salary, and perks are crystal clear

2.2.4 Influence of Compensation on Performance

In most cases, getting paid is what motivates people to work. It is the amount of welfare provided to an employee concerning the amount of work done. In addition to improving performance, motivation, loyalty, and employee pleasure at work, compensation can also influence employee behavior. According to Yuli Triana's 2017 research, pay significantly affects performance. Compensation has a big influence on employee behavior even when there are no compelling justifications. Without pay, it's unlikely that anyone would work. The desire to labor comes from receiving remuneration, which is the essence of earning. Every employee has the right to expect to be paid what is fair in exchange for their services, but it's also important to keep them around and motivate them to work well over the long term.

2.3 Compensation of services

Paolo and Vito stated that because this is acknowledged as a significant aspect of human resources management, strategic management of compensation services is crucial for employee motivation (Paolo and Vito, 2016). Since it enables the growth of knowledge and learning workers, ensuring the efficient operation and functioning of employee performance, it is regarded as an investment in people (Allameh et al., 2017). Salary and perks are now aspects that some workers take into account before accepting a job, but for most people, a sustainable future, an opportunity for personal development, and a nice work environment are more important.

2.3.1 Interpersonal Relations

According to Dugguh and Dennis, one of the factors impacting job happiness is interpersonal relationships (Dugguh and Dennis, 2014). Additionally, they advocate for giving employees adequate time to socialize. Additionally, having social interactions that allow for a reasonable amount of time for socializing is a big component of what makes an employee happy because it fosters teamwork and a sense of belonging among coworkers. Inappropriate conduct, rudeness, and insulting remarks will also be tolerated by management, but only in the presence of solid interpersonal ties (Mustapha and Zakaria, 2013). A group researchers noted that a positive relationship between a superior and a subordinate was a key factor in promotion decisions, and discovered a substantial positive link between job satisfaction and workplace relationships (Wan et al., 2012; Danish and Usman, 2010). Interpersonal relationships, therefore, have a significant effect on employees as one of the variables impacting the employee's job happiness. They developed a sense of brotherhood and teamwork as a result. The majority of employers prioritize attitude over talent and having poor relationships with coworkers can negatively affect both the employee's performance and that of the company.

2.3.2 Working Conditions

People's level of performance is significantly impacted by the setting in which they spend their time working. A healthy work environment encourages productivity and a sense of pride in one's work. Even seemingly unimportant local factors may have a significant impact on them. The general equipment and materials a person uses, as well as his working practices and group and individual work arrangements, are referred to as the work environment (Sedarmayati, 2011). Accordingly, Hasibuan defined the workplace as everything that surrounds employees and has the potential to affect how they complete their assigned responsibilities (Hasibuan, 2010).

2.4 Work Environment Influences Employee Performance

The relevant research articles reviewed show that the workplace environment has an impact on employee performance (Purba et al., 2017). The results of the study show that if a company or organization can give its employees a good working environment so they can finish their daily tasks in both the physical workplace environment and the non-physical work environment, employee performance will increase. Several of the aforementioned points of view contend that the workplace is a location where individuals might be influenced to carry out tasks that have been assigned to them. Take into account the workplace's conduciveness to motivation.

2.5 Motivator Factors

2.5.1 Work Itself

Numerous past studies on the relationship between organizational commitment and job satisfaction came to conflicting conclusions.

According to Bahani, the term itself relates to how an employee views both their workplace and the task for which they are responsible (Bahani, 2013). Of course, not every worker will find their work interesting or fulfilling, but they should always describe the possible outcomes of each task. If the employees perform very well, the corporation should as well. A worker who enjoys their job is more likely to work effectively. Additionally, a business that encourages motivation in its employees benefits from employees who put in hard work and have a good outlook (Aamodt, 2012). Supplying sufficient inspiration and drive to employees will generate extra fascination about the work they are doing.

2.5.2 Achievement

According to psychologists Abraham Maslow, Fredrick Herzberg, and David McClelland, workers can build the psychological motivator of the drive for achievement. Employees may prosper if they have a solid position and the necessary skills. Additionally, efficient management and supervision may improve workers' output. Each person should receive regular feedback on their job to maintain the understanding that would result in accomplishments.

2.5.3 Recognition

People at all organizational levels want to be compensated for their contributions. Receiving compliments and heartfelt thanks for their accomplishments might help them work better. Employees who perform well must be recognized and eventually retain their good jobs. It could be donated in a monetary or non-monetary manner. Fortunately, businesses are beginning to understand the value of rewarding or recognizing people more than ever. Recognition at a company is frequently implicit and rarely discussed. The value of acknowledgment forges close bonds between the corporation and its workforce. They came to understand the necessity of striking a fair balance between the contributions made by employees to the organization and the contributions made by the organization to employees in proportion to the job performed.

2.5.4 Responsibility

Employees are more likely to perform their duties with a sense of pride in their work. Responsibility is the operating system of your life, and by selecting responsibility, your life naturally gives you a greater sense of control over your integrity, your future, and your self-esteem. This is according to (Knobe and Doris, 2010). Opportunities will arise for them as a result of successful assignments primarily from themselves. Responsible applicants have become the main focus of hiring in recent years. Human resource managers frequently choose and hire applicants who appear to have responsibilities at work. Responsible workers are valued by their managers because they can be trusted to finish the task at hand. Due to their responsibility and enthusiasm for their work, employers will eventually value their contributions.

2.5.5 Advancement

Any organization that employed tools to keep and motivate personnel made progress. It may be offered to employees in either form of monetary value or non-monetary value. Benefits and promotions are instances of non-monetary value, whereas incentives, salaries, and compensations are examples of monetary value. The impact of these two factors on employee satisfaction varies. A promotion has far more advantageous benefits than any corresponding pay raise. The broad banding payment structure is instead employed as an option for promotion if there are no open positions. Promotion is utilized as another strategy by other firms to boost the work satisfaction of employees. Therefore, progress fosters an

environment where employees feel they can comfortably breathe. Organizations ought to reward excellence and commitment through progression. Examples of this include receiving a pay raise, a promotion, or a title that denotes success. If it is practicable, allowing for more education will benefit the organization by offering a worthwhile incentive.

2.5.6 Effects of Job Satisfaction

Job satisfaction has a cascade of effects on several organizational aspects (Aziri, 2011). According to Aziri, various factors such as motivation, loyalty, and absenteeism affect job satisfaction. The vast majority of studies indicate that neither contentment nor output is significantly correlated. The most productive workers may not always be the happiest ones. Both incentives and moderating factors have the potential to be important. The research's findings demonstrate that, while contentment does raise departmental and organizational levels, it might not always improve individual performance.

2.5.7 Importance of Job Satisfaction

Job satisfaction creates differences in many aspects of life. A satisfied employee is one essential characteristic most organization makes efforts to achieve. The importance of job satisfaction can be seen from two perspectives: for employees and employers. For employees, receiving a good amount of compensation and work-life balance is satisfaction, meanwhile, for employers; satisfied employees bring out the best in the organization. In addition, employees' contributions could help control attrition and help the company grow if satisfied.

2.5.8 Job Satisfaction Linked to Productivity

Generally, in a positive and healthy work environment, employees are more likely to give out the best within themselves toward their job. Having happy-productive workers is an important policy objective for governments alongside big aggregate targets such as economic growth and unemployment (Daniel Sgroi, 2015). The performance of an employee could be influenced by many factors that have a great impact on the job and the employee himself. Since the employees are the most important thing to success. The majority of organizations' strategy is to maximize the performance and productivity of their employees. Having competitive employees would affect the overall elements of the organization.

3. METHODS

3.1 Research Design

The experimental research design was used for this study where the researchers manipulated the independent variable which is the different product formulations. This research design was used to look for and determine the relationship between the two variables of the study and to test out ideas and hypotheses. A survey questionnaire was administered to a selected sample from a specific population. The survey involved the administration of a questionnaire that sought to obtain data on the sensory of Job Satisfaction of the fast-food Restaurant in Pagsanjan, Laguna.

3.2 Participants

The participants of the research were the employees of different fast-food restaurants in Pagsanjan, Laguna. The respondents were selected from every fast-food restaurant through random sampling, and participants were obtained through the roast sampling calculator. The researchers understood not to disclose the fast-food restaurant's name, therefore, the three restaurants are named A, B, and C.

Table A		
Fast-food Restaurant	Population Size	Participants
Restaurant A	120 (51.06%)	75
Restaurant B	95 (40.43%)	59
Restaurant C	20 (8.51%)	13
Total	235 (100%)	147

3.3 Instrument

The researcher-made questionnaire was based on the topic and the questions and statements were formed using the Likert Scale. The responses of the respondents were gathered through a questionnaire. A set of questionnaire checklists was constructed for the respondents. The

first part consisted of the items which were gathered from respondents' profiles such as their names, gender, age, status, and income. The second and third parts of the research instrument used the Likert Scale table. The questionnaire used a five (5) point Likert scale but with different interpretations. For the first variable, it was quantitatively scored and categorized as five (5) representing 5- Strongly Agree (SA), 4- Agree (A),

3- Slightly Agree (SLA), 2- Disagree (D), and 1- Strongly Disagree (SD). This scale determined the job satisfaction of every employee following the variables stated therein.

Proceeding, the second scale is composed of a statement that measures the job performance of fast-food restaurant employees of Pagsanjan, Laguna. The second scale used was categorized as Outstanding, Exceed Expectations, Meets Expectations, Below Expectations, Unsatisfactory, and N/A. The Likert scale used by the researchers was only borrowed and the performance evaluation form was only adopted for the assessment of fast-food employees. The Likert scale used by the researchers was only borrowed for the assessment of fast-food employees.

3.4 Data Gathering Procedures

Fundamentally, the acknowledged respondents were the ones who provided the information needed for this study. Using a particular research tool, the needed data for the study were collected. Additionally, quick surveys were used to gather pertinent data for the study. The questionnaire that was utilized to gather the data required a significant

amount of work, time, and cooperation from the researchers. The pertinent and appropriate queries were modified based on related research.

4. RESULTS AND DISCUSSION

4.1 Demographic Profile of the Employees of Fast-Food Restaurants in Pagsanjan, Laguna

The tables presented below are the demographic profiles of the respondents which were categorized in terms of their age, gender, civil status, and monthly income. Furthermore, the tables consisted of responses from subjects who took part in the completion of the questionnaires. The percentage in this table shows that the allocation of questionnaires to various groups was in no way influenced by bias. It is a true reflection of the researcher's impartiality in the distribution of questionnaires. Table 1.1 presents the distribution of the demographic profile of the employees of fast-food restaurants in Pagsanjan, Laguna in terms of Age, Gender, Civil Status, and Income.

Table 1: Distribution of Demographic Profile of the Employees of Fast-Food Restaurants in Pagsanjan, Laguna in terms of Age

Legend: F=frequency and P=percentage

Age	F	P
18-22	64	43.54%
23-27	69	46.93%
28- above	14	9.52%
Total	147	100%

Table 1 shows the distribution of the demographic profile of the employees of fast-food restaurants in Pagsanjan Laguna in terms of age. The data reveals that ages 23-27 got the highest frequency of 69 with a percentage of 46.93. Out of 147 employees, 64 (43.54%) are aged 18-22. Ages 28 and above had a frequency of 14 or 9.52%. According to Yoon and Chung (2018), the restaurant industry's most influential group is those between the ages of 21 and 25. This was supported by the report of the Philippine Statistics Authority (2019) that ages 25 to 34 make up the largest group of employed people, accounting for 26.9% of the total. The second-largest age group was between 35 and 44 (23.2%), and the third-largest age group was between 45 and 54 (18.8%).

In terms of the data's findings, fast-food workers often fall into their early, mid, and late twenties. The majority of the workforce was between the ages of 18 to 22, indicating that the majority were in their early 20s. This group includes young adults in fast-food restaurants who have just graduated from high school and are looking for skilled work with fewer academic requirements. The restaurant of A, B, and C, has employees in each age group, indicating that its workforce is diversified in terms of age. In addition, the majority of its staff is under the age of 23 to 28, suggesting that they do not attend school and that they work longer full-time hours. In addition to the monthly salary but with fewer annoyance requirements,

the food service business is thought to be the greatest employer of people, thus many applicants choose to enter this field.

Table 2 displays the distribution of the demographic profile of the employees of fast-food restaurants in Pagsanjan Laguna in terms of gender. It shows that most of the respondents are male with a frequency of 76 and a percentage of 51.70 while females have a frequency of 71 which is equivalent to 48.30%. Philippine Statistics Authority reported that in the projected 40.6 million employed people in July 2018, six out of ten were men (Philippine Statistics Authority, 2019).

There isn't much of a gender divide among workers at fast-food establishments. Only time constraints interfere with the researchers' impartial data collection process. Gender should not be taken into consideration as a factor that could influence an organization's success in a service industry like fast-food restaurants. Technical expertise, knowledge, management prowess, and responsiveness are all necessary for fast-food restaurants; gender is unimportant. Similar to other service-based industries, gender roles are not necessary at dental offices and hair salons. The information led to the conclusion that there is no gender discrimination or problem in fast-food establishments.

Table 2: Distribution of Demographic Profile of the Employees of Fast-Food Restaurants in Pagsanjan, Laguna in terms of Gender

Gender	F	P
Male	76	51.70%
Female	71	48.30%
Total	147	100%

Legend: F=frequency and P=percentage

Table 3: Distribution of Demographic Profile of the Employees of Fast-Food Restaurants in Pagsanjan, Laguna in terms of Civil Status

Civil Status	F	P
Single	134	91.16%
Married	12	8.16%
Others	1	0.68%
Total	147	100%

Legend: F=frequency and P=percentage

Table 3 illustrates the distribution of the demographic profile of the employees of fast-food restaurants in Pagsanjan Laguna in terms of civil status. The result shows that most of the employees are single with a frequency of 134 or 91.16%. 12 out of 147 employees are married with a percentage of 8.16. 1 out of 147 or 0.68% answered others for their civil status (Amin, 2016). The implications of the information provided above regarding civil status have a substantial impact on the employee's ability to execute their job. The status of being single has the largest response

among the participants. It suggests that there might be less meddling, excluding for scholarly purposes. In addition, it will give them fewer social issues and distractions than being married, which has multiple goals. However, Fitzmaurice discovered that both the employee's level of performance and job satisfaction are influenced by marital status (Fitzmaurice, 2012). Married persons are seen as having a very special kind of organizational dedication since they are motivated and aspirational about providing a good future for their own family.

Table 4: Distribution of Demographic Profile of the Employees of Fast-Food Restaurants in Pagsanjan, Laguna in terms of Income		
Monthly Income	F	P
less than 6,000	65	44.22%
6,001 to 12,000	69	46.94%
Greater than 12,001	13	8.84%
Total	147	100%

Legend: F=frequency and P=percentage

The data in Table 1.4 presents the distribution of the demographic profile of the employees of fast-food restaurants in Pagsanjan, Laguna in terms of income. The data revealed that most of the employees have a monthly salary of 6, 0001 to 12,000 ($f=69, P=46.94%$) and less than 6, 000 ($f=65, P=44.22%$). 13 out of 147 or 8.84% of the employees have a salary of greater than 12, 0001. Indeed.com reported that the average monthly pay for McDonald’s service crew in the Philippines is about Php 10,348, which is 21% less than the national average; the average monthly pay for Jollibee service crew in the Philippines is about Php 11,533, which is 12% less than the national average; and the average Mang Inasal salary ranges from about Php 9,729 Php 20,000. The information shows the range of monthly revenue provided by those restaurants.

It indicates how the monthly income varies might because of certain circumstances. For instance, monthly income may vary due to different working schedule, which other restaurants has longer time compared to others; the employment status, regular employees have consistent

working time compared to non-standard employees such as part-time students; and the hourly rates of each restaurant could also affect the monthly difference in terms of income.

4.2 Hygiene Factors Affecting the Satisfaction of the Fast-Food Employees of Pagsanjan, Laguna

Herzberg’s two-factor theory proposed that an organization can change two factors to influence motivation at work. In addition, it identifies the elements that have an impact on a person’s level of satisfaction and motivation. This table provides the collected data from the respondents in terms of the variables of the two-factor theory with corresponding states an organization can identify according to the findings of responses. Table 5 reveals the mean level of the hygiene factors affecting the satisfaction of the Fast-Food employees of Pagsanjan, Laguna in terms of Company and Administrative Policies, Supervision, Salary, Interpersonal Relations, and Working Conditions.

Statements	WM	AR
1. The company and administrative policies manifested the importance of the employees to the organization.	4.70	Strongly Agree
2. The company and administrative policies are clear and can be easily understood.	4.79	Strongly Agree
3. The company promotes a positive, safe, and productive work environment.	4.75	Strongly Agree
AVERAGE WEIGHTED MEAN	4.75	Strongly Agree

Legend: 4.50-5.00 = Strongly Agree (SA); 3.50-4.49= Agree (A); 2.50-3.49= Slightly Agree (SLA); 1.50-2.49=Disagree (D); 1.00-1.49= Strongly Disagree (SD)

WM=Weighted Mean and AR=Adjectival Rating

Table 5 shows the mean level of the hygiene factors affecting the satisfaction of the Fast-Food employees of Pagsanjan, Laguna in terms of Company and Administrative Policies. The data shows that the statement “The company and administrative policies are clear and can be easily understood.” obtained the highest mean of 4.79 which can be interpreted as strongly agree. This was supported by all employees must have access to the organization’s policies because each policy created by a corporation has different terms and conditions (Elau and Prewit, 2012). Employers and employees both gain when a company has clear and understandable policies in place. The statement “The company and administrative policies manifested the importance of the employees to the organization.” obtained the lowest mean of 4.70 with an adjectival rating of Strongly Agree. This reveals that it is important to include employees in the formulation of company and administrative policies. The employees strongly agreed that hygiene factors in terms of companies and administrative policies affect the satisfaction of the fast-food employees with a weighted mean of 4.75. According to Hermawan’s research (2020), all employees must have access to an organization’s policies because each policy a firm creates differs according to its terms and circumstances.

satisfaction of the Fast-Food employees of Pagsanjan, Laguna in terms of supervision. The results show that the mean level of the hygiene factors affecting the satisfaction of the Fast-Food employees of Pagsanjan, Laguna in terms of Supervision got the average weighted mean of 4.76 which can be interpreted as strongly agree. Hawkins and Mc Mahon said that supervision is a collaborative effort in which a practitioner takes care of their customers with the assistance of a supervisor (Hawkins and Mc Mahon, 2020). as a component of the practitioner-client interaction as well as the larger ecological and systemic contexts.

The employees strongly agreed that the supervision that they receive pleases their work performance; their manager meets regularly and interacts with them to review the work and the supervision at their work provides emotional support and develops positive working relationships with a weighted mean of 4.83, 4.79, and 4.66 respectively. Van Dyk and Coetzee, who came to the same conclusion, said that supervision can be seen as a source of faith in a worker’s commitment to drive to be the best at whatever they do, providing support for the findings (Van Dyk and Coetzee, 2012). The importance of supervision in a company cannot be overstated because it helps employees feel less stressed out about their jobs and gives them a sense of belonging, both of which are good reasons for them to stick around.

Table 6 displays the mean level of the hygiene factors affecting the

Table 6: Mean Level of the Hygiene Factors Affecting the Satisfaction of the Fast-Food Employees of Pagsanjan, Laguna in terms of Supervision		
Statements	WM	AR
1. The supervision that the employee receives pleases their work performance.	4.83	Strongly Agree
2. Supervision at work provides emotional support and develops positive working relationships.	4.66	Strongly Agree
3. The manager meets regularly and interacts with staff to review the work.	4.79	Strongly Agree
AVERAGE WEIGHTED MEAN	4.76	Strongly Agree

Legend: 4.50-5.00 = Strongly Agree (SA); 3.50-4.49= Agree (A); 2.50-3.49= Slightly Agree (SLA); 1.50-2.49=Disagree (D); 1.00-1.49= Strongly Disagree (SD) WM=Weighted Mean and AR=Adjectival Rating

Table 7: Mean Level of the Hygiene Factors Affecting the Satisfaction of the Fast-Food Employees of Pagsanjan, Laguna in Terms of Salary		
Statements	WM	AR
1. The salary and benefits offered here can meet employees’ satisfaction.	4.31	Agree
2. The salary here is competitive compared to similar positions in other companies.	4.28	Agree
3. The salary received motivates the work performance of employees.	4.40	Agree
AVERAGE WEIGHTED MEAN	4.33	Agree

Legend: 4.50-5.00 = Strongly Agree (SA); 3.50-4.49= Agree (A); 2.50-3.49= Slightly Agree (SLA); 1.50-2.49=Disagree (D); 1.00-1.49= Strongly Disagree (SD) WM=Weighted Mean and AR=Adjectival Rating

Table 7 presents the mean level of the hygiene factors affecting the satisfaction of the Fast-Food employees of Pagsanjan, Laguna in terms of salary. The data revealed that the employees agreed that the salary they receive motivates their work performance with a weighted mean of 4.40. The statement “The salary here is competitive compared to similar positions in other companies.” got the lowest mean of 4.28 with an adjectival rating of 4.28. Maintaining competitive pay is vital to an employee. Although compensation is not an incentive for employees, Singh and Loncar said that receiving the money you worked for creates

enjoyment (Singh and Loncar, 2010). Nobody wants to be paid unfairly. For the employees, the mean level of the hygiene factors affecting the satisfaction of the fast-food employees of Pagsanjan, Laguna in terms of salary was interpreted as agreeing with an average weighted mean of 4.33 which is supported by Yuli Triana who discovered that compensation has a significant impact on employees' performance (Yuli Triana, 2017). This implies that to retain employees, keep them engaged, and boost morale, a corporation must offer competitive salaries to its workers and must pay them as much as or more than the competition.

Table 8: Mean Level of the Hygiene Factors Affecting the Satisfaction of the Fast-Food Employees of Pagsanjan, Laguna in terms of Interpersonal Relations

Statements	WM	AR
1. The existence of good interpersonal relationships inside the organization displays the importance of every employee.	4.60	Strongly Agree
2. Strong interpersonal relationship within the workplace helps individuals to fulfill their tasks.	4.64	Strongly Agree
3. It is manifested in the company that interpersonal relationship creates a healthy and positive ambience in the workplace.	4.65	Strongly Agree
AVERAGE WEIGHTED MEAN	4.63	Strongly Agree

Legend: 4.50-5.00 = Strongly Agree (SA); 3.50-4.49= Agree (A); 2.50-3.49= Slightly Agree (SLA); 1.50-2.49=Disagree (D); 1.00-1.49= Strongly Disagree (SD) WM=Weighted Mean and AR=Adjectival Rating

The data in Table 8 revealed the result of the mean level of the hygiene factors affecting the satisfaction of the fast-food employees of Pagsanjan, Laguna in terms of interpersonal relations gained an average weighted mean of 4.63 with an adjectival rating of “Strongly Agree” which is supported by Dugguh and Dennis, having social interaction with coworkers that gives them a reasonable amount of time to socialize is a big component of what makes an employee happy since it fosters teamwork and a sense of belonging (Dugguh and Dennis, 2014).

It also shows that the statement “It is manifested in the company that interpersonal relationship creates a healthy and positive ambience in the workplace.” got the highest weighted mean of 4.65 which can be interpreted as strongly agree. The statement “The existence of good interpersonal relationships inside the organization displays the importance of every employee.” obtained the lowest mean of 4.60 with an adjectival rating of strongly agree. Danish and Usman found that

employees' happiness is significantly impacted by interpersonal relationships (Danish and Usman, 2010).

4.3 Motivation Factors Affecting the Satisfaction of the Fast-Food Employees of Pagsanjan, Laguna

The goal of Herzberg's two-factor theory is to inspire workers. Herzberg claims that intrinsic job components are the main motivating drivers since they increase job satisfaction. While they may be in opposition to one another, hygiene factors (dissatisfiers) and motivation factors (satisfiers) operate in a cycle. For instance, if a person is dissatisfied with their position, they might put forth poor performance or even think about leaving the organization. Table 9 reveals the mean level of the motivation factors affecting the satisfaction of the Fast-Food employees of Pagsanjan, Laguna in terms of Work Itself, Achievement, Recognition, Responsibility, and Advancement.

Table 9: Mean Level of the Motivation Factors Affecting the Satisfaction of the Fast-Food Employees of Pagsanjan, Laguna in terms of Work Itself

Statements	WM	AR
1. The job and tasks appointed to every employee are interesting and rewarding.	4.57	Strongly Agree
2. The amount of work to accomplish generates the potential of employees.	4.49	Agree
3. The work itself provides sufficient opportunities to learn and grow.	4.59	Strongly Agree
AVERAGE WEIGHTED MEAN	4.55	Strongly Agree

Legend: 4.50-5.00 = Strongly Agree (SA); 3.50-4.49= Agree (A); 2.50-3.49= Slightly Agree (SLA); 1.50-2.49=Disagree (D); 1.00-1.49= Strongly Disagree (SD) WM=Weighted Mean and AR=Adjectival Rating

Table 9 presents the mean level of the motivation factors affecting the satisfaction of the Fast-Food employees of Pagsanjan, Laguna in terms of Work Itself. It shows that the amount of work to accomplish generates the potential of employees gained a weighted mean of 4.49 with an adjectival rating of Agree. The employees strongly agreed that the work itself provides sufficient opportunities to learn and grow with a mean of 4.59. This indicates that the workers are productive and happy with their jobs because it allows them to develop professionally. According to Aamodt, a company that fosters motivation within creates workers who are upbeat and willing to work hard and to the best of their abilities (Aamodt, 2012).

The overall weighted mean of the mean level of the motivation factors affecting the satisfaction of the fast-food employees of Pagsanjan, Laguna in terms of Work Itself is 4.55 which can be interpreted as strongly agree. Aamodt added that encouraging employees toward the potential success of their performance will help them work diligently and will be to their advantage (Aamodt, 2012).

It can be seen from table 10 that the mean level of the motivation factors affecting the satisfaction of the fast-food employees of Pagsanjan, Laguna in terms of achievement gained an average weighted mean of 4.65 and adjectival rating of Strongly Agree. Adkins and Naumann observed that the value of accomplishments will be positively correlated with job satisfaction and organizational dedication, supporting the findings (Naumann, 2016). This implies that the workers should be praised if they perform well. The data also reveals that the statement “The company's way of recognizing employees' achievements enables them to improve their work performance.” got the highest mean of 4.66 and verbal interpretation of Strongly Agree. The employees strongly agreed that company exhibits the achievements of the organization and presents the performance of employees gaining a weighted mean of 4.64. The outcome suggests that implementing performance reviews and highlighting employees' accomplishments are important in an organization. According to Hasibun, one of the goals of performance reviews is to increase employees' motivation to provide top-notch work (Hasibun, 2010).

Table 10: Mean Level of the Motivation Factors Affecting the Satisfaction of the Fast-Food Employees of Pagsanjan, Laguna in terms of Achievement

Statements	WM	AR
1. The company exhibits the achievements of the organization and presents the performance of employees.	4.64	Strongly Agree
2. The company's way of recognizing employees' achievements enables them to improve their work performance.	4.66	Strongly Agree
3. The recognition of employees' achievement could serve as motivation and drives individual work performance.	4.65	Strongly Agree
AVERAGE WEIGHTED MEAN	4.65	Strongly Agree

Legend: 4.50-5.00 = Strongly Agree (SA); 3.50-4.49= Agree (A); 2.50-3.49= Slightly Agree (SLA); 1.50-2.49=Disagree (D); 1.00-1.49= Strongly Disagree (SD) WM=Weighted Mean and AR=Adjectival Rating

Table 11: Mean Level of the Motivation Factors Affecting the Satisfaction of the Fast-Food Employees of Pagsanjan, Laguna in Terms of Recognition

Statements	WM	AR
1. The company regularly reviews the employees' achievements and provides equivalent rewards.	4.49	Strongly Agree
2. The company has effective recognition which makes the employees more creative, productive, and successful.	4.65	Strongly Agree
3. The company acknowledges employees' birthdays and recognizes achievements through social media.	4.70	Strongly Agree
AVERAGE WEIGHTED MEAN	4.62	Strongly Agree

Legend: 4.50-5.00 = Strongly Agree (SA); 3.50-4.49= Agree (A); 2.50-3.49= Slightly Agree (SLA); 1.50-2.49=Disagree (D); 1.00-1.49= Strongly Disagree (SD) WM=Weighted Mean and AR=Adjectival Rating

Table 11 displays the results of the mean level of the motivation factors affecting the satisfaction of the Fast-Food employees of Pagsanjan, Laguna in terms of recognition. The employees strongly agreed that their company acknowledges employees' birthdays and recognizes achievements through social media, has effective recognition which creates the employees more creative, productive, and successful, and regularly reviews the employees' achievements and provides equivalent rewards with a weighted means of 4.70, 4.65 and 4.49 respectively. The overall weighted mean is 4.62 with an adjectival rating of "Strongly Agree". Employees will remain motivated to complete their tasks and may perform better for the organization if their efforts, sacrifices, and efforts are recognized. The personnel and the company will develop a close bond as a result of the acknowledgment that will be provided to them.

Table 12 unveils the result of the mean level of the motivation factors affecting the satisfaction of the Fast-Food employees of Pagsanjan, Laguna in terms of responsibility. It shows that the statement "The work appointed to the employees reflects how dependable they are." got the highest weighted mean of 4.77 and an adjectival rating of strongly agree.

Table 12: Mean Level of the Motivation Factors Affecting the Satisfaction of the Fast-Food Employees of Pagsanjan, Laguna in Terms of Responsibility

Statements	WM	AR
1. The work appointed to the employees reflects how dependable they are.	4.77	Strongly Agree
2. The company appreciates the responsibility and professionalism of every employee.	4.71	Strongly Agree
3. The required work responsibility still protects the health and safety of the employees.	4.72	Strongly Agree
AVERAGE WEIGHTED MEAN	4.73	Strongly Agree

Legend: 4.50-5.00 = Strongly Agree (SA); 3.50-4.49= Agree (A); 2.50-3.49= Slightly Agree (SLA); 1.50-2.49=Disagree (D); 1.00-1.49= Strongly Disagree (SD) WM=Weighted Mean and AR=Adjectival Rating

Table 13: Significant Difference in the Level of Satisfaction of Employees when Grouped According to their Demographic Profile in terms of Age

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.512885	2	0.256443	12.62089	0.000135	3.354131
Within Groups	0.548611	27	0.020319			
Total	1.061496	29				

Legends: SS=Sum of Square; DF=Degrees of Freedom; and MS=Mean Square

The researchers tabulated the results for the significant difference in the Level of satisfaction of employees when grouped according to their demographic profile in terms of age. It can be seen in Table 13. that age has a p-value of 0.000135 which is less than the level of significance of 0.05. This means that the null hypothesis was rejected. Therefore, there is a significant difference in the Level of satisfaction of employees when

The statement "The Company appreciates the responsibility and professionalism of every employee." obtained the lowest weighted mean of 4.71 which can be interpreted as strongly agree. The mean level of the motivation factors affecting the satisfaction of the fast-food employees of Pagsanjan, Laguna in terms of responsibility got an average weighted mean of 4.73 with an adjectival rating of strongly agree. According to Knobe and Doris, managers respect employees who show responsibility since they can anticipate that the task given to them will be accomplished (Knobe and Doris, 2010). Because they are responsible, their employers will ultimately value their work, and because they enjoy their jobs, they will as well. The result proposes that appreciation must be given to every employee for doing their best in their organization.

4.4 Significant Difference in the Level of Satisfaction of Employees when Grouped According to their Demographic Profile

Table 13 unveils the result of the significant difference in the Level of Satisfaction of Employees when grouped According to their Demographic Profile.

grouped according to their demographic profile in terms of age. One of the widely studied factors that predicts job satisfaction is age. The study of Saner reveals that the job satisfaction levels of the older age groups of academics are on the whole higher than the younger age groups (Saner, 2012). Age disparities in the value of work and job rewards account for a sizable amount of these inequalities.

Table 14: Significant Difference in the Level of Satisfaction of Employees when Grouped According to their Demographic Profile in terms of Gender

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.011878	1	0.011878	0.439348	0.515836	4.413873
Within Groups	0.486633	18	0.027035			
Total	0.498511	19				

Legends: SS=Sum of Square; DF=Degrees of Freedom; and MS=Mean Square

The table above displays the results for the significant difference in the Level of satisfaction of employees when grouped according to their demographic profile in terms of gender. In terms of gender, it has a p-value of 0.515836 which is greater than the level of significance of 0.05. The result shows that there is no significant difference in the Level of satisfaction of employees when grouped according to their demographic profile in terms of gender. As stated in the study of there were no differences between women's and men's job satisfaction. They discovered that in a vast number of nations, men and women now experience comparable levels of overall job satisfaction (Andrade et al., 2015). Men and women still have different expectations for what they want from their work experiences, as seen by the variations in the factors that influence that fulfillment.

of civil status. It reveals that the p-value of civil status which is 0.220879 is greater than the significance level of 0.05. Based on the result, it can be concluded that the hypothesis was accepted. This implies that there is no significant difference in the Level of satisfaction of employees when grouped according to their demographic profile in terms of civil status. Relative to this, a group researchers said that employees' marital status is another important biographic factor that may have an impact on how satisfied they are with their jobs (Azim et al., 2013). They found out that marital status does not play any significant role in determining the level of job satisfaction in Bangladesh.

Table 16 displays the significant difference in the Level of satisfaction of employees when grouped according to their demographic profile in terms of income. The result shows that the p-value of income which is 0.004842 is lower than the level of significance of 0.05. This reveals that there is a significant difference in the Level of satisfaction of employees when

grouped according to their demographic profile in terms of income. In the study of Bakan and Buyukbese, they found that there is a significant relationship between employees' income level and employees' job

satisfaction (Bakan and Buyukbese, 2013). Employees may have reported higher levels of satisfaction probably because they are driven by obtaining high money for their job effort.

Table 16: Significant Difference in the Level of Satisfaction of Employees when Grouped According to their Demographic Profile in terms of Income

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.181686	2	0.090843	1.597842	0.220879	3.354131
Within Groups	1.535049	27	0.056854			
Total	1.716735	29				

Legends: SS=Sum of Square; DF=Degrees of Freedom; and MS=Mean Square

4.5 Significant Relationship Between the Extents of Job Satisfaction And Performance of The Employees

Table 17 presents the significant relationship between the employees' job satisfaction and performance.

Table 17 shows the results of a significant relationship between job satisfaction in terms of Hygiene Factors and Performance of the Employees working in a fast-food restaurant in Pagsanjan, Laguna. This research is conducted to determine if the extent of the employee's job satisfaction in terms of Hygiene Factors has no significant correlation with the performance of the employees working in a fast-food restaurant in Pagsanjan, Laguna. The chi-square test was used to test the formulated hypothesis. A p-value that is less than the significance value of 0.05 indicates that there is a significant relationship. On the other hand, the p-value which is greater than the significance value of 0.05 indicates that there is no significant relationship. Results show that Company and

Administrative Policies ($\chi^2=2.375$) have no significant relationship on Employees' Performance. Supervision ($\chi^2=6.360$), Salary ($\chi^2=12.779$), Interpersonal Relations ($\chi^2=25.932$), and Working Conditions ($\chi^2=2.375$) are significantly correlated to employees' performance since the p-values are less than the significance level of 0.05. Since most of the p-values are less than the significance level of 0.05, this means that the null hypothesis was rejected. Therefore, Hygiene Factors have a significant relationship with the performance of the employees working in a fast-food restaurant in Pagsanjan, Laguna. Taylor and Francis found a positive correlation between job satisfaction and some financial indicators of organizational performance (Taylor and Francis, 2013). A group researcher have explained the variance which described that six (hygiene) independent variables have explained 57.5% of the variation in the (employees' performance) dependent variable (Shaikh et al., 2019). This implies that hygiene factors (company policy, work security, relationship with supervision, working conditions, money, and relationship with peers) of Herzberg two-factor theory positively affect employees' performance.

Table 18: Significant Relationship of the Job Satisfaction in terms of Motivation Factors and Performance of the Employees

Motivation Factors	Performance	
	χ^2	p
Work Itself	20.959	<0.001*
Achievement	37.886	<0.001*
Recognition	9.702	0.008*
Responsibility	15.537	<0.001*
Advancement	11.321	0.023*

*Significant at 0.05 level

Table 18 reveals the results of a significant relationship between job satisfaction in terms of Motivation Factors and the Performance of the Employees working in a fast-food restaurant in Pagsanjan, Laguna. It was hypothesized that there is a significant relationship between job satisfaction in terms of motivation factors and employee performance. In testing the formulated hypothesis, the chi-square test was used. The results show that Work Itself ($\chi^2=20.959$), Achievement ($\chi^2=37.886$), Recognition ($\chi^2=9.702$), Responsibility ($\chi^2=15.537$), and Advancement ($\chi^2=11.321$) have a significant correlation with the employees' performance. Since all of the p-values are less than the significance level of 0.05, this means that the null hypothesis was rejected. Therefore, Motivation Factors are significantly related to the performance of the employees working in a fast-food restaurant in Pagsanjan, Laguna. This also implies that motivation factors affect the performance of the employees. As said by Aziri one of the factors that influence job satisfaction is motivation (Aziri, 2011). The preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity. This result was supported by who found that motivational factors have a strong positive impact on the performance of workers (Shaikh et al., 2019).

5. CONCLUSION

The collected data revealed details about the performance and satisfaction of one fast-food restaurant employee as well as their demographic profile. Results showed that responsibility got the highest weighted mean of 4.73 while work itself got the lowest weighted mean of 4.55. The overall weighted mean of motivation factors is 4.62 with an adjectival rating of "strongly agree". Herzberg contends that hygiene considerations cannot be viewed as motivators. Positive satisfaction is produced by the motivating factors. Through the test of significance, the researchers formulated a hypothesis; There is no significant difference between the Gender group of employees and their job satisfaction. The demographic profile was calculated to test the hypothesis. In terms of age, the p-value is p-value of 0.000135 which is less than the level of significance of 0.05. This signifies that the null hypothesis was rejected; in terms of gender, it has a p-value of 0.515836 which implies no significant difference; in civil status p-value is 0.220879 which implies there is no difference; there is a

significant difference in the level of satisfaction, as indicated by the fact that the p-value for monthly income is 0.004842 less than the level of significance of 0.05.

The findings indicate that there is no significant relationship between Company and Administrative Policies ($\chi^2=2.375$) and Employees' Performance. Since the p-values are below the significance level of 0.05, it can be concluded that the following variables significantly correlate with employees' performance: supervision ($\chi^2=6.360$), salary ($\chi^2=12.779$), interpersonal relations ($\chi^2=25.932$), and working conditions ($\chi^2=2.375$). The null hypothesis was rejected since most of the p-values are less than the significance level of 0.05. The motivation factors indicated the results of a significant relationship between job satisfaction and the performance of the employees working in a fast-food restaurant in terms of motivation factors. The findings indicate that the following variables significantly correlate with employee performance: Work Itself ($\chi^2=20.959$), Achievement ($\chi^2=37.886$), Recognition ($\chi^2=9.702$), Responsibility ($\chi^2=15.537$), and Advancement ($\chi^2=11.321$). Since all of the p-values are less than the significance level of 0.05, this suggests that the null hypothesis was rejected. As a result, the performance of the staff members working in a fast-food restaurant in Pagsanjan, Laguna, is significantly influenced by motivation factors.

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