

A Study on Impact of Motivation on Employees' Performance in Fast Food Industry

MIR ASFAND Y. B. ALI
Dublin Business School
Dublin - Ireland

Abstract

Employees are the main assets for any organization. Especially for a fast food industry, employees play a vital role for their production as well as for the communication with their customers. Since they are the back bone of the organizations, employers pay more attention to their motivation. Many researchers have conducted studies regarding this critical issue. Studies have found that motivating employees enhances individual and organizational performance. An assessment was conducted on employees' behaviour and their motivation levels. Four main points were discussed in this research paper. They are: the impact of motivation, relationship between employees' performance and motivation, factors of motivation, and the reasons for high turnover in fast food restaurants. The findings of this work will assist in developing and implementing ways through which fast food employees can be motivated to perform a better job in order to achieve organizational goals. This paper will not only help top management of a food industry business but also helps manager to identify the importance of employee's motivation and also find possible ways of motivation and its effects which may decrease high turnover.

1. Introduction

Doing business is becoming more challenging day by day. Internal and external factors are the challenges for the corporate performance and revenue growth.

There are many factors like material, production, machine and men are highly challenging to compete in a global market in a profitable way but the most important challenge is human resource management. (Nurpur, Chaudhary. Dr. Bharti Sharma. 2012).

For any business it's not important that the number of people working, even their ability, experience and qualification but the key factor is rewarding them. Employees must be highly motivated to get the best performance. Business wants success and to improve its performance in the market. Now a day, the competition is very high and it is not only important for any organization to just focus on technology or size the key challenge is employee retention. Employees are the most important part and the key asset for any organization performance and its success. Organization has to maintain and manage strong relation with employees. Organizations have to influence them to achieve the organization goal. Very few organizations believe that the employees are the main asset of an organization which can help them to achieve organizational goal and success. If the employees are not motivated or satisfied it will decrease the performance of an organization (Quratul-Ain Manzoor, 2012).

According to many managers and leaders, Motivation is the key element to improve employee performance and productivity. Motivation is the force which boosts the employee's effort to achieve the goal. A highly motivated person will give better input to achieve the organizational goal and performance. Today, it is a biggest challenge for any management to manage the motivational programs which help employees to improve their job performance and increase productivity. Many organizations all over the world they are adopting motivational programs not just only to motivate employees but it is also helping them to compete and survive in the market in a profitable way (Quratul-Ain Manzoor, 2012).

Previous research of Ramesh Kumar, Charles Ramendran, Peter Yacob (2012) analyzed that the annual turnover rate were 90% for employees whereas the rate for managers was 30%. This research will help top management as well as the managers of any food industry to reduce the level of high turnover. In addition this study can also help employee's to recognize and help them to learn more about how they can be motivated, In future, it will give them a better idea to manage and keep their employees in an organization through motivation in effective and efficient way (Ramesh Kumar et al., 2010). Motivation is something that develops a movement in an employee by which he directs himself towards achieving his and organization's needs and goals. So, we can say that, motivation gives energy to the fast food employees that lead them towards achieving their goals and to achieve an experience that directs behavior of human beings (Marko Kukanja, 2018). The support of behaviors that are directed towards goals, are supported by the motivation level. It is an internal support that persuades employees to direct their actions toward personal and organizational objectives (Quratul-Ain Manzoor, 2012).

The focus of this work is on the motivation level of fast food employees. This research helped in finding the behaviour of fast food employees and the reason for their behaviour. Rest of this paper has been organized as follows. In section 2. Literature review has been presented followed by discussion and analyses in section 3 whilst conclusion and future work is given in section 4.

2. Literature Review

More than a decade the functions of human resource management has get nearer below pressure to exhibit its involvement to organizational performance. As a consequence, study in strategic HRM has made substantial development in

manuscript the linkage among organizational presentation and HR strategies that spend in the human assets of the labour force. These approaches frequently used to as high-involvement HR system, which commonly comprise logical positions of HR traditions that improve the employees' skills, enthusiasm and prospects to put onward unrestricted endeavour. Even though high-involvement HR systems come out to be associated to enviable performance conclusions, there is no consent on the fundamental systems during these HR customs guide to enhanced firm performance (Isabel M. Prieto 2012). Furthermore, the researchers and scholars have been studying closely the connection between an organisation's practice of Human Resource and its performance.

Huselid and Becker (1998) have discussed in their research that there is a close relationship between a firms HR policies and practices and its performance. This close relationship gives a firm competitive advantage in the market. Under this Human Resource management, a system was identified by the help of these studies that is commonly known as high performance work practices. The firms that are internally using such systems in their HR policy have been seen showing great increase in the human assets value and a great increase in their business growth. These firms are able to give a great competition in market and can produce a great profit in their business. The theories described in past have mentioned that HR has a function of implementing the strategies in business. But the current studies have argued that it is firm's HR policies and planning that gives the firm a competitive advantage (Kevin Murphy, Michael Olsen, 2009). The major purpose of internal growth employment form is to organise and manage high value of human resource management with unique way, and to maintain high level of organisational commitment with prolonged relationship. This goal, when achieved, will give competitive advantage to the organisation.

This employment mode in relationship with the employees can be known as relation oriented (Ling Zhang et al., 2009).

Human resource managers in a food retailing industry realised the importance of the performance of business and the strategies related to HR. The employers of the fast food industry and the trade associations examined with the help of surveys related to the employment in terms of hiring to identify the suitable way of "training, compensation, benefits, recruiting and controlling costs of turnover" (Timothy A et al., 2011). Zemke (1999) discusses that the work for Human Resource management has become more challenging, since the workforce has been diversified into gender, generation, race and ethnicity (Po-Ju Chen and Youngsoo Choi, 2008).

The interest has increased after the study of new changes in the fast food industry and the impact of HR on the business performance. In an old traditional food retail industry were operated with "hierarchical and centralized HR practices while single unit establishments have the leeway to pursue a variety of alternative staffing and management practices". But now the fast food industry has changed, they are offering labour and training intensive facilities. (Timothy A et al., 2011). DiPietro and Murphy (2005) argued that the HR management of fast food industries have poor practices with their human capital and this is something that has resulted high level of turnover of employees and retention. This employee's retention has resulted the loss of their quality of service, their employees' skills, knowledge, and the cost of replacement (Kevin Murphy, Michael Olsen, 2009).

The fast food industry has a remarkable record for creating largest number of jobs in the society and it has eased future leader of business to start their career. But since these largest business leaders are dependent upon low salaries for its employees, there would be a problem for whole society. Fast food

managers were not able to feel any kind of sympathy for their fast food employees (SMITH. S, 2013). There are not career growth opportunities for the employees (Thomas R. Tudor, 2011). Now, fast food industry is considered as one of the largest job provider in the world, and this industry has the companies, that have made profits by paying less to their employees (SMITH. S, 2013). Employers of the fast food industry keep making changes in the pay of their employees, and due to this, the employees remain alert for such changes, because these changes show that how their employer regards them and these changes depend upon their past relationship with the employers and their performance (Sara L. Rynes et al., 2004).

The major problem with the fast food organisations is their large structural problem with the economy of the nation. And the solution is not only dependent on the fast food restaurant (SMITH. S, 2013). The HR management of fast food industries has to change their policy and procedures, if they want to achieve full potential of their employees in their work. They can achieve this by building a strong understanding level of the association between work practice of high performance and the continuous competitive advantage. Those fast food firms that gain progressive practicality to construct a good human relationship between the management and its employees are able to gain the competitive advantage. These advantages and benefits depend upon the balance that is generated between the interests and goals of the company and its employees' interests (Kevin Murphy, Michael Olsen, 2009).

3. An Assessment of Employees' Behaviour and Motivation Levels

The word motivation is "derived from the word 'motive' which means needs, desires, wants or drives within the persons". It is the development that helps people to adopt actions to fulfil the requirement or to achieve the goals. In the

terms of work motivation, the employees can be motivated by Job-Satisfaction, Achievement, Suitable Working Environment, Working Conditions, Term Work, Monetary and Non-Monetary Rewards. (Nurpur, Chaudhary. Dr. Bharti Sharma. 2012). Marko Kukanja, (2013) identify "One should always have in mind that what motivates some does not necessarily motivate all others".

Many studies exist that tried to answer with the help of different theories and the process how motivation process introduced (Marko Kukanja, 2013). Motivation has been a fascinating part of the research in human resource management it pushes individual to select a particular job and to try hard to stay with the job. Significantly one approach that facilitates to hold on creative and useful employees in an organization is motivation (Hailin Qu et al., 2001). Greenberg and Baron (2000) define motivation as something that forces and persuade the employees' behaviour to be modified according to the goals (Lukumon O. Oyedele 2010). Motivation is the force that influences people to achieve goals according to the human behaviour. It is a bunch of influences that helps us to start work and force people to stay in the organization and also helps them to achieve their personal needs and goals. Motivation is directly related to the work and the effectiveness of the organization.

Now, in fast food industry, the topic of motivation has become more important, it has become an important issue, so now there is a requirement for a structure that can define flatter management and quality management in this industry, and these kinds of managements will start a system for employee reward management that can help them to motivate fast food employees. "The fast food workers are unique and have their individual needs, potentials, values and goals. Job satisfaction leads to job motivation. Therefore, when workers are satisfied, they tend to be motivated to work. The study points out the strategies that could be used to improve the level of motivation of the fast

food workers and also discusses the causes of low employee motivation within the organization. This will also assist the management of the fast food industries in improving the performances of their employees" (Nnenna E. Ukandu, Wilfred I. Ukpere. 2011). The motivation level of employees can be increased by associating organizational goals with some suitable rewards and asking clients to achieve those goals for the rewards (Scott S. Wiltermuth, Francesca Gino, 2013).

Campbell (2008) has discussed the innovations regarding a classical issue that is learning or human capital. According to him, when an employee is motivated, he not only tries to do more efforts but also he tries to learn more about his job for future better performance. An organisation can take a good advantage of performance that is motivated by learning. The learning of employees forced by the motivation is complex. An organisation can offer good incentives for good learning in starting, and then it can decrease the level of incentives slowly as the level of learning increases for the employees. Learning also affects the incentives concerning career. In the initial levels, for better growth in the organisation, an employee works harder (MICHAEL GIBBS, 2008). Stodnick (2005) "emphasises the importance of employee reward and incentive schemes, employee training programmes, levels of employee empowerment (ability to make own decisions) are they key elements in fast food employees motivation (M Vleggaar and EvdM Smit, 2012). The motivation is related to the performance of fast food employees if the performance level is poor so the motivation also decreases (Ramesh Kumar et al., 2012).

3.1. Motivational Theories

According to Marko Kukanja (2013), there are many theories exists related to the motivation. *Maslow* suggested that the people are motivated when the meet their desire needs. Which are divided into different level from lower (basic)

needs to the higher levels of need. A two factor theory presented by *Herzberg*, argues that there are two different features that affect work and motivation level of employees. An employee gets jobs satisfaction through appreciation, promotions, prospects, his career growth, importance at workplace and his achievements. While on the other hand, these employees get job dissatisfaction through some hygiene factors such as, poor incentive system, no or poor policies of the company, non-suitable working conditions, poor working hours, and lacking in job security (Lukumon O. Oyedele 2010). *McGregor's*, introduced theory x and y, which are based on human behaviour and their motivational level. *Porter-Lawler's*, presented model that "combines content and process theories" (Marko Kukanja, 2013).

There is another theory names *Equity Theory* that focuses on the cognitive approach of employees. According to this theory, employees try to find and maintain a ratio between the benefits that they get as outcome to their offerings equivalent to the inputs and outputs ratios of those employees with whom they evaluate themselves (Lukumon O. Oyedele 2010). *Attribution theory*, "helps to explain and control potentially predictable psychological states of satisfaction, which take place in the working environment and that influence the motivation of employees. *Glasser's Theory*, suggested that the what every the people do, they are doing according to their personal needs, As motivation is related to fulfilling the individual needs which are not relate to the hierarchy of needs in fact it is not affected by the external motivators (Marko Kukanja, 2013). The third theory that is, The *Expectancy theory* indicates that the motivation level of employees is associated with the results that the employees are expecting from their actions (Lukumon O. Oyedele 2010). Vroom (1964) developed a theory named Expectancy theory of

motivation, which discusses the various processes that an individual follows to take decisions in his job under different behaviours.

This Expectancy theory of motivation explains that, the behaviour, movement and work are motivationally forced by three different factors, expectations, instrumentality and value. Heneman & Schwab 1972 say that, this Expectancy theory is one that is commonly used and it has been proven with different evidences (Bill Buenar Puplampu, Samuel Adomako, 2014). Vroom (1964) defines that, motivation is the sum of three variables. These three variables are, the expectations of the employee that he has with the positive return of his performance, the belief of employee that he would be rewarded for his good performance, and the importance the employee gives to the rewards he is expecting to receive from the organisation (Lukumon O. Oyedele 2010). This is the theory that says that employees' expectations of achieving goals also motivate them. It says that employees behave in such a way that is required to get outcomes. This theory is based on some factors, such as, the employee's approach of putting positive efforts towards their goals, and the value, the employee gives to the results of their efforts. These factors of Expectancy theory build the level of motivation (Bill Buenar Puplampu, Samuel Adomako, 2014).

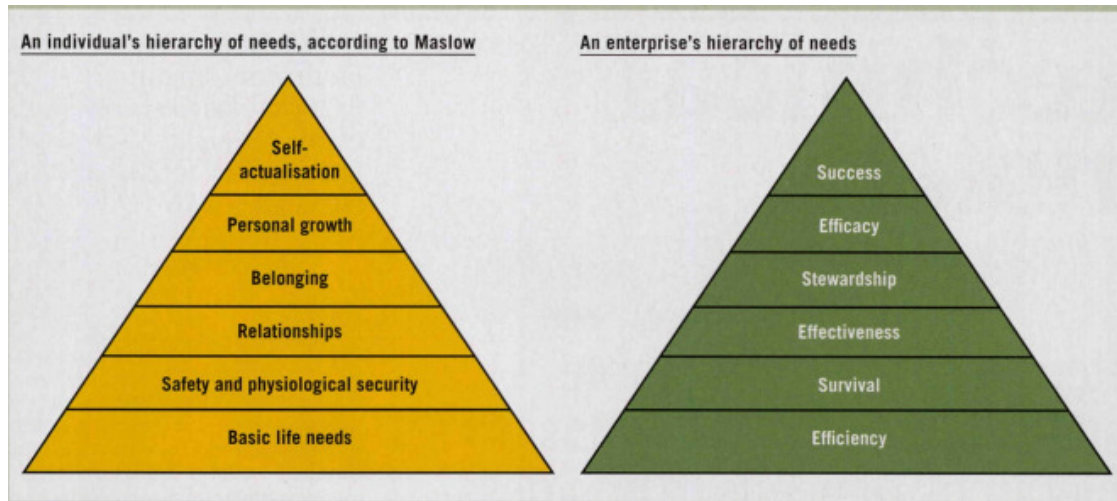


Figure 1. Maslow's hierarchy of needs to business. (Bull, R, 2014)

Siu et al., (1997) identified that Maslow's need hierarchical theory and Herzberg's motivation hygiene theory are the theories in motivation which supports by accepting employee intention or desires and the activities, action, and job presentation of an employee. If the requirements of an employees are full filled they further expected to continue the job and be more devoted to improve their performance and also helping their colleague or clients it is the fundamental basis to motivate employee's desires (Siu et al., 1997 cited in Hailin Qu et al., 2001).

3.2. Factors to Encourage Motivation

There are some aspects that persuade inspiration. Organization and leadership deeds that permit employees to trust on employees' potency, to find out about what employees wish for, edify employees to assess their personal achievements, obvious and usual communication regarding essential aspects to employees, admire employees with delegacy, giving normal respect to employees, give advice and guidance from managers and leaders, industry-average payback and reward, transmit an suggestion that describe incentive system, ask employees for information about their recital, exchange a few words , impede

disturbing employees. (Nurpur, Chaudhary. Dr. Bharti Sharma. 2012). Whereas Nnenna E. Ukandu, Wilfred I. Ukpere (2011) identified that At a particular workplace, where different workers from different groups work, their performance level and commitment with the workplace can be increased and improved by motivation. That is why, for any organization, motivation plays very important role. From other workplaces, the workers of any fast food chain are different and unique. These workers have their own requirements, values and goals (Nnenna E. Ukandu, Wilfred I. Ukpere, 2011). The arguments of Uhan (1999) explain that, motivation is affected by a number of set of factors. He says that, studies have shown that there is a great impact on the employees, when the economic motivational factors are put together with the great number of internal and external factors of motivation. The motivational factors can be divided into four categories. These categories are personal characteristics, characteristics of a particular designation, organizational characteristics, and the outer environment.

Many authors have studied the subject of employees' satisfaction, and they have found that the outer world's environment have a great significance on the values and preferences of the employees (Marko Kukanja, 2013). Job resources also work as intrinsic motivators in satisfying employees' needs such as need for belongings. These job resources enhance employees' development. By performing as extrinsic motivators, these resources persuade employees to show their efforts towards the goals. In both of these cases, employees get more associated with their jobs, because they get satisfaction from it and as a result they improve their performance (Despoina Xanthopoulou et al., 2009).

3.3. Impact of Motivation On Employees Performance

According to the J.W. Marriot, said that "you can't make happy guests with unhappy employees" Silvestro & Cross, (2000) cited in Timothy A. Park, Elizabeth E. Davis (2011). The 'satisfaction mirror', presented that the "happy employee reflected in the happy customers" (Marko Kukanja, 2013). "Happy employees create happy customers".

The satisfaction of employees makes them more productive, loyal to the organization and increase the level of quality. The loyal employees help organization to decrease the costs in the food retail industry. Whereas the service quality increased by the internal feeling that the employees have with the organization and their co-workers. It is also increase with the support of the organization that supports them to feel free and serve customers in terms of fulfilling their needs. This support includes the training, decision making power, feedback and rewards that motivate employee (Marko Kukanja, 2013). Psychologically, the motivation levels and its factors are mostly common among employees (Sara L. Rynes et al., 2004).

Motivation in an organization influences the employees to start working with a great passion and keep doing the job with the same pace inside the organization. The efficiency in organization and the work related to organization is more linked to motivation. In organizational terms, Motivation is defined as proper guidance for the employees that helps them to achieve and satisfy their own personal needs as well as the organizational needs (Marko Kukanja, 2013).

The researchers found that employees in a food retail industry enjoy their work because of the HR managers who were paying great attention to make the employees happy. On the other hand, some food retailers offering poor wages, and lack of training and development. Many employees stayed at the same work

because of some social attachment with their co-worker, customers and suppliers (Timothy A. Park, Elizabeth E. Davis, 2011). In all places, Job motivation is lead by Job satisfaction. That is why, workers work more intentionally and happily with their own will, when they get their required satisfaction from the job.

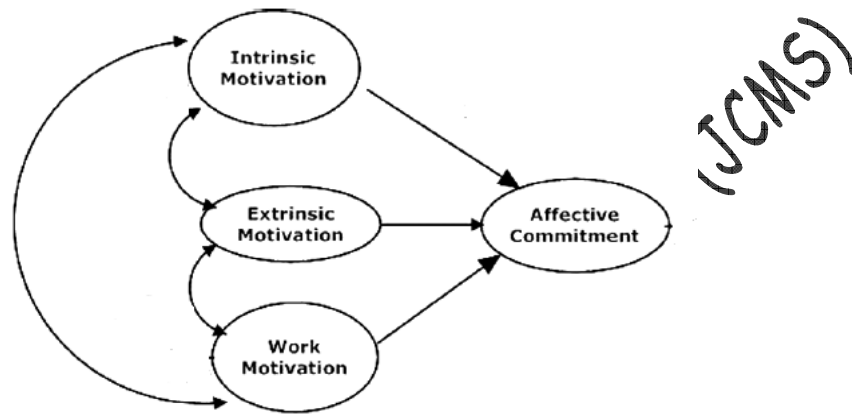


Figure 2: Theoretical Motivation Model (ALI S, U" KRU" C, ETINKAYA, 2013)

Researchers point out that there are certain strategies that can be used to increase the level of motivation of workers of fast food, and they describe certain reasons that decrease the motivation level in any organization. These points can help fast food management to improve their worker's performance (Nnenna E. Ukandu, Wilfred I. Ukpere. 2011). According to Lindenberg (2003), when an employee is explicitly rewarded in terms of finance due to his good performance in the organisation, the firm starts gaining its objectives (Margaret H. Christ et al., 2012). "Satisfied, loyal, and productive employees create value. Employee satisfaction, in turn, results primarily from high quality support services and policies that enable employees to deliver results to customers" (M Vleggaar and EvdM Smit, 2012).

According to Fisher (1986), the new employees who join a fast food organisation, they are more worried about the organisational expectations that

the organisation has with them for the achievement of organisational goals (Terry Lam, Hanqin Qiu Zhang, 2003). Employees preferred "good wages, security and opportunity for development". Organization should provide opportunity to the workforce especially young workers and they have to provide job security and good working environment to the older workers to motivate them (Hailin Qu et al., 2001). Whereas, women consider some other factors for their employment, such as the type of company, its security and the type of job. By these factors women decide whether they should do the job or not (Pragya Sonawane, 2008). Side by side with the monetary help, career growth, training and education, the fun and manageable working hours are also the key factors for motivating the employees (Marko Kukanja, 2013).

Salmon (1989) cited in Timothy A. Park, Elizabeth E. Davis (2011), argued that effective execution is related to the skills & knowledge, and the level of the motivation of the employees. Which successfully deliver competitive advantage in a fast food industry. The main focus of the food industry is to focus to motivate the lower employees and increase their productivity. Which help employee to be punctual at work, enjoy working in a team, play a role to satisfy customers, and increase the loyalty to the jobs (Timothy A. Park, Elizabeth E. Davis, 2011).

According to Wallace, the customers have noticed and mentioned that, the fast food outlets where the coordination between employees is good, they provide best customer service, and this is made possible a good working environment. In the same way, Leong (2001) has discussed that, those employees who are give freedom to work, they provide good customer services and the target greater customer satisfaction, build relations, and enhance customer loyalty. Mehmetoglu and Slattan (2011) have mentioned that, employee's creative efforts and their productivity is associated with their empowerment

(KIMBERLY MATHE, SHEILA SCOTT-HALSELL, 2012). When the employees are satisfied and motivated, this motivation and satisfaction shows a great reflection on the productivity and on business growth of the industry. There is a very complex connection between the employees' satisfaction-motivation and the growth of fast food industries' business (Marko Kukanja, 2013).

According to studies conducted by Locke and Latham (2004), Clarke, Flaherty and Mottner (2001) and Vroom (1964), when the employees are given their satisfied level of motivation by the management, the value of job increases and their behaviour with the management becomes more supportive. They start behaving according to the level set by their management. (Michael A. Levin et al., 2012). An organization achieves its targets with the help of all employees who are connected with it.

Since fast food employees have more direct concern with the customers and they are constantly giving customers their services that help fast food industry to gain its name in the market, so fast food employees contribute more in the success of fast food industry (Evelyn Lim, 2008). According to Sekaram (2004), as compared to less motivated employees, the motivated employees are more involved in their jobs. They show good satisfaction and their performance level is also high. Their retention is high; they remain less absent and do not show tiredness (Bill Buenar Puplampu, Samuel Adomako, 2014). Some researches, conducted on employee's behaviour, shows that when the employees are given chance to take decisions for their organisation, they find their importance, and their performance for the organisation increases. They do good job, when they are given power. This thing psychologically affects the behaviour of the employees.

Buford, Bedeian and Linder (1995) discuss that, this approach to give importance to the decisions of employees, give purpose to the behaviour of

employees and it helps to meet their targets and needs (Muhammad Ikhlas Khan, 2012). The good quality of work that the employees perform, majorly affect the motivation level of these employees. If there is any drop in motivation, there will a direct impact of this on the productivity of employees (Marko Kukanja, 2013). Now there is no room for the question that whether the fast food industries should their compensation given to the employees or not to motivate them. Even it is beneficial for the industry to give good compensation to its employee's motivation since the studies show that money helps in enhancement of commitment by the employees (Terry Lam, Hanqin Qiu, Zhang, 2003). According to Carleton (2011), the involvement of employees in the decision making processes, results can increase in the motivation level of employees and it increases their performance. The employees' confidence can be motivated by the recognition of their work performance. An employee's decision making is affected by the motivation and acknowledgement that he gets from the organization (Davis TL, 2013).

Many journals written by practitioners and many other evidences show that money play a very important role in motivation. It is very good motivator. Many research results have shown that no other motivational factors work as efficiently as money does. It motivates employees to attain their higher performance level at all levels (Sara L. Rynes et al., 2004). There is a perspective of mistreatments of four kinds of possible reactions that the employees may have towards their job, these are, leaving the job, tension, propaganda and compatibility. Only time decides the difference between the suitable and non-suitable employees.

There is another point of view that goes negative to the fast food employment. This is called stop-gap perspective. This perspective shows that the employees' jobs have scientific management features. This point of view suggests that the

work in fast food industry is the personification of a trade-off between the repetition of some ordinary work and employee's instant factual needs and wants. The authors, in contrast to these above negative points, have emphasized more on the perspective of employer and commercial improvement (Anthony M. Gould, 2009). Any measures that are taken by the fast food industry should mainly focus on the improvement of their employee's motivation (Marko Kukanja, 2013). Some studies on the general behaviour of employees have shown the difference between different employees and their performance. According to such studies, the productivity of employees is associated with the employees' happiness and satisfaction with the job. This happiness and satisfaction come from overall positive work motivation and attitude (Despoina Xanthopoulou et al., 2009). Milman (1999) suggested in his studies that the employees' plans to stay with the organisation are motivated by the flexible working hours, good managers and good and friendly colleagues (Jill M. Poulston, 2009). Another study shows "if indeed leadership is influencing in a significant way (positive, negative) the employees' individual performance taking into account the dynamic environment of hotels' activities" (Ispas Andreia, 2012).

Weiss (2002) defines the concept clearly that the employees' satisfaction from his job affects a lot. Researchers have proved that, good and positive moods affect the environment and this mood is transferred from one employee to another. Furthermore, when all employees are in positive and good moods, it creates a fun mood which enhances the job satisfaction of the employees. This thing boosts the abilities and skills of the employees and they take more interest towards their work. Moreover, the fun related activities are helpful, in reducing the stress related to work and the tension, which make employees feel bad. These things are positively eradicated by the fun related activities (Young Gin Choi et al., 2013).

3.4. Motivation By Non- Motivation Rewards

Generally we can divide the rewards into two types, monetary rewards and non-monetary rewards (Kevin Murphy, Michael Olsen, 2009). Hailin Qu et al., (2001) found that the motivation from side to side non-monetary rewards like ("recognition, feedback, autonomy, responsibility, security, growth and sense of achievement") have a significance importance on workforce performance. Keller (1965) studied the factors that are important in job for employees. He said that there are eight rewards that can be effective for the motivation of employees. These eight rewards are pleasure in work, work satisfaction, environment with followers, relation with management, dealing, freedom of using ideas, freedom of sharing ideas, and appreciation (Pragya Sonawane, 2008). According to Mogliner (2008), the implications of different categories of rewards are important for creating ability of decision making and motivation of employees (Scott S. Wiltermuth, Francesca Gino, 2013). Other studies have also pointed out three main non-monetary rewards.

These rewards are improvement in opportunities, flexible and affordable schedule of work and chances to learn new abilities. An organisational system of rewarding their employees affects the thinking and preferences of employees regarding non-financial rewards. All non-financial incentives are helpful in strengthening the values of organisation in employees' mind and create pleasant working environment for them. These incentives give chances to the organisation to create environment that could develop good behaviour of the employees. These recognitions make employees feel that the organisation care for them, their efforts are noticed. According to the managers of fast food employees, only non-financial reward can develop such feelings of the employees (Pragya Sonawane, 2008).

3.5. Manage and Supervise for Motivation by Management

Now days, it is very common that the management abuse employees and they react at a same time without tolerating. The problematic area in the food industry is they don't provide environment that support employees where they can share idea's and participate with co-workers. They don't give decision making power to the employee. Whereas the organization in a food industry that has better HR practise they are happy with the employees, as it increases employee commitment, job satisfaction and motivation and decrease resistance to change. It will also create a better relationship between management and the employee, and a better communication as well.

Some organization in a food industries, are not providing better communication, no proper rewards, in complete pay details etc which are causing that the employees are becoming resistant against management power. Some food industry management found that the employees are dissatisfied with the working condition, they don't have suitable shift, for example night shift creates a problem for female staff, and it is one of the main problem in the fast food industry. Research has proved that, employees at all levels are required to play their own leadership role in any kind of situation for decision making, this positive attitude of employees grow the business in the competitive market. Furthermore the leaders should be well trained, so that they would be able to motivate their sub-ordinates at all levels, when the support is required from them (Evelyn Lim, 2008).

When employees are informed about their performance by their managers, and when they are told more effective ways to perform their tasks, they feel their importance in the organisation and as a result they become more concerned with their work and organisation (Despoina Xanthopoulou et al., 2009). Furthermore, Ballentine (2003) and Newcomb (1999) have confirmed that managers play a

vital role for the motivation of employees, by emphasizing their behaviour with the help of non-monetary rewards such as admiration and feedback. These non-monetary rewards are most important for controlling turnover of the employees (Pragya Sonawane, 2008). Since the turnover in fast food organisations is high the positions are always vacant for new employees. So, to motivate employees with limited pay, the managers use equity theory to motivate employees at work (Thomas R. Tudor, 2011).

The motivation factors can vary from post to post. There would be difference in motivation factors between managers and workers. Similarly, the motivation factors may vary from gender to gender. The factors of motivation for the younger may be different from the elder (Bill Buena Puplampu, Samuel Adomako, 2014). Rather than financial incentives, if the management focuses more on the personal needs of their employees and on the working conditions that are applied to their employees, the retention rate of employees will remain constant. However, monetary benefit is one of the oldest and good ways for motivating the fast food employees (Marko Kukanja, 2013). Those workers who have low pay and have low skills, they also want to work. For maintaining and developing the self-esteem of employees, the slavery language and attitude should be changed.

Many fast food industries still do not accept the fact that employees' empowerment can give a competitive advantage to them as well as to the industry (Thomas R. Tudor, 2011). Researchers suggest that, three main reasons are there that are important from the management for employees to get good appreciation to fit themselves with the fast food industry jobs. First of them is that, this appreciation helps managers of fast food industries to make appointment and promotion policy better and practice in a better way. This is true because managers and supervisors of these fast food industries mention

that their major relationship concerns with the employees are employees' turnover, and the de-motivation of their employees. The second thing is that, the sound knowledge of fast food works and employment will direct the employees in a good way that whether they will be able to do this job in a good way or not or whether they will find this job worth doing or not. This knowledge helps people to take decisions regarding the proper allocation of their time management between their social life and the job life. The third thing is that, in the view of scholarship, the discussion regarding fast food work suitability is somehow weak (Anthony M. Gould, 2009).

It's a manager's job to find out what their workers wish for and discover a mode to give it to them or to be paid it is an enormous position to initiate. Manager's has to work on providing feedback on a regular basis which will help them to motivate the employees. Facilitate links to develop within an organization, "Paying tributes for doing things fit and beneficial feedback when enhancement is required set obvious prospects" (Susan Enfield, 2013). For the management, motivation of their employees is always a big and critical issue. By providing increased salaries, offering opportunities for education and some other strategies, the employees can be motivated, but the management should keep this issue in mind that all individuals are motivated in different ways, so they should know that who is motivated by what (Bill Buenar Puplampu, Samuel Adomake, 2014).

According to Usman and Malik (2011) an organization needs to grow sustainably, the motivation level and the retention level of the employees. Since these two are the main factors of organizational growth. Carleton (2011) says that, when employees get no concern from their employers, their motivation level goes down. Since the employees feel that they are disconnected from the organization. And this scenario decreases their motivation level that causes an

increase in turnover. In contrast, the studies have shown that, when employees feel connected with the organization, it increases their motivation. This can be done by involving employees in organizational decision making processes (Davis TL, 2013).

A particular system for the evaluation of performance should be planned. The promotions and pay increment should be associated with the performance and the contributions that the employees give to their job, and they should be informed about it (Terry Lam, Hanqin Qiu Zhang, 2003). Studies in fast food restaurants have shown that, good and supportive behaviour of supervisors and managers improve the performance of employees and increase their motivation level that helps reducing tension and growing the organization. Employees' work is affected by four factors, (a) their motivation (b) management support, (c) stress in role and (d) the behaviour of colleagues.

The management should support their employees, especially in critical situations, so that the employees would find the solution of their work problems easily. These researches have indicated that the motivation level of those employees are high, who are given freedom to work and no strictness is imposed on them, so they are able to cope with the situations themselves (Evelyn Lim, 2008). According to Wal Yukl and Lepsinger (1990) there are around 14 different categories of management behaviour that can help to motivate employees. These categories are: updating, discussing, preparing and systematizing, providing solutions, illustrating, examining, attracting, recognizing, following, conflict management, building a team, associating, farming out, satisfying, and guiding (ONNE JANSSEN, 2001).

Organization should be a **great communicator**: Staff members motivate and experience cherished and enfranchised from unwraps and common communication (Susan Enfield, 2013). Majorly the focus is given in organisations

on the horizontal part of communication and on the encouraging extent that eases permeable limits. For the acceleration and enhancement of the relationship with the stake holders, the learning organisations stress upon share-ware products (Fredrick M. Nafukho et al., 2009). The organisational commitment and employees' job satisfaction are affected by the work conditions and the training given to them by the organisation. The fair policies and rewards bring improvement in this commitment but they do not bring satisfaction. To bring socialisation factors in the employees, training sessions are important (Terry Lam, Hanqin Qiu Zhang, 2003). Studies have found that for improving employees' performance, their satisfaction and job security and to gain the growth in competitive market, a positive way of communication and motivational statements play a vital role (Evelyn Lim, no date). Employees should be given right to raise their thoughts and voice in certain decisions of the organisation. By this participation, they feel their belonging with the organization and they create a better relationship. This thing creates better commitment with the organisation (Ling Zhang et al., 2009).

Sharing of wealth in fast food vendors mainly decide to deal out incentives to teams and execution of yearly evaluation and set objectives with individuals and also share a part of after tax earnings for motivating the employees (Susan Enfield, 2013). According to Babin & Boles (1996), the fast food employees are hard to be motivated, because their job is considered to be more stressful and not exciting. Managers have to demonstrate positive attitude before their employees so that they will be able to give good customer services (Evelyn Lim, 2008).

According to Muhammad Ehsan Malik (2011), the responsibility of achieving goals and targets, lie equally on both, male and female. Their importance should be equally judged in the organisation. They should be motivated equally. In an

organisation, for attaining positive environment of work, the inequality should be eliminated; rather both genders should be given equal importance. When the employees are given chances to take decisions for the organisation, their performance increases (Muhammad Ikhlas Khan (2012)). In fast food chains, those employees can also be motivated and satisfied who are at low pay scale, by good and friendly culture of the organization. According to Glisson and James (2002), the Organizational culture is basically the organizational norms and people's expectations from the organizational behaviour and how the things are done in it (Evelyn Lim, 2008). Steve Calderia discussed that, those who are in favour of high wages say that, when the industry is making higher income, then it should increase their workers' payments. Because people always prefer to earn more and more (Wong, Venessa. 2013). According to many researchers, such as Abelson and Bay singer (1984), Staw (1980), and Mowday (1982), the new workers who enter in this industry bring new innovative ideas and thinking with their motivation, and this innovative thinking can benefit the organisations (Zeynep Ton and Robert S. Huckman, 2008). A proverb defines how a policy should be managed by the managers. **"Happy customers are achieved by happy employees"** (Young Gi Choi et al., 2013).

The new comers should be motivated by the fast food management as they are getting new employees, so that they would take more interest in their job and they would stay more in the organisation and would work with their interest by providing better services to the customers. For the motivational growth pays should be increased (Terry Lam, Hanqin Qiu Zhang, 2003). Today fast food organisations are facing a challenge that is to be presented before the customers in a way that could make them different from each other. McDonald has tried to create a fun environment in its outlets. According to Fairhurst and Shaw (2008), McDonald recruits Millennial who were born in the years between

1982-2000. Their purpose is to show their rewards by fast growing career. 62% of the McDonald's workers have highlighted that their promotion ratio is better than their friends'. According to a research by Furnham (2006), more than 90% of the employees of McDonald remain busy in their work (Kimberly Mathe, Sheila Scott-Halsell, 2012).

4. Conclusions and Future Work

This research paper shows that employees believe that there is lack of rewards in the fast food industry which is the main factor of the motivation and increasing turnover. Many employees are happy with the working environment of the fast food industry as many employees are young they prefer friendly environment. Employee's relation is also playing a vital role to motivate employees that also encourage employees to perform better. Furthermore, employees are not happy with the policies of the management that are related to employees. If management wants they can make policies according to the needs and want of employees. This step can help fast food to reduce high turnover, motivate employees and the expansion of the industry as well.

In this crisis time, there is no doubt that the fast food industry is in better situation as compare to other industries and it has been growing day by day specially in the US and Europe. Employees believe that industry is not investing in the motivation of employees through training, incentives, bonuses or other rewards which is significantly increasing turnover. The future research will investigate some of the other factors which are known to impact employments behaviour's and performance in a food industry.

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