

Determinants of Employee Performance and Job Satisfaction in Selected Fast-Food Chains: A Literature Review

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Abstract—The aspects on the performance and job satisfaction in fast-food establishments, particularly Mang Inasal and McDonald's, are diverse and interrelated. Training and development opportunities, recognition and rewards, and healthy balance between professional and personal responsibilities were also identified as key elements impacting employee satisfaction and performance. Analyzing this data highlights the significance of taking a comprehensive approach to employee well-being. Organizations that prioritize employee empowerment, clear career growth paths, and positive relationships among colleagues and supervisors are more expected to produce above level of job satisfaction performance. Importantly, compensation, benefits, and job security were highlighted as foundational factors influencing overall satisfaction. Interpreting this study emphasizes the significance of recognizing the interconnected nature of these factors. It suggests that organizations aiming to enhance employee performance and job satisfaction should focus on a combination of cultural, structural, and interpersonal elements. An outline of the study of historical framework and particularly its business setting under investigation is given in this study. It looks at the relevant issues surrounding workplace satisfaction and work performance in relation to business learning and aims to build a meaningful bond between employers and employees through their active involvement in the organization. The literature is organized into four major subject areas to aid in this analysis. Each segment is supplemented by several subtopics designed to further the researchers' comprehension. The study focuses on five key areas: employee performance, factors of employee performance; leadership and management; training and development; feedback and recognition; compensation and benefits, and the factors affecting job satisfaction; overall satisfaction with working conditions, work environment and satisfaction with salary. The final section explores the potential effects of these factors on the employees' performance.

Keywords— Employee Performance, Job Satisfaction, Fast Food Industry, Workplace Motivation Employee Experience.

I. INTRODUCTION

Employee performance and job satisfaction play a vital role in the success and long-term sustainability of any organization—especially in the fast-paced, often high-turnover world of the fast-food industry. In such a dynamic setting, it becomes essential to understand what truly drives employees to perform

well and feel satisfied in their roles (Chen & Lee, 2024). This study sets out to explore the key factors that shape both performance and satisfaction among staff working in selected fast-food chains, taking into account the unique pressures and possibilities that come with this line of work (Davis, 2023; Kim et al., 2025). By identifying these influences, the research hopes to offer practical insights that can help fast-food managers create a more motivated, engaged, and satisfied workforce—leading not only to better employee well-being but also to improved service quality and business success.

Grasping the various factors that impact employee performance and overall well-being is essential in today's ever-evolving business environment. Numerous key elements shape the employee experience, directly affecting their performance and overall welfare. This literature review offers an in-depth analysis of the core concepts that drive the factors influencing employee satisfaction and work performance at McDonald's and Mang Inasal. This review aims to clarify the complex dynamics at work by thoroughly analyzing pertinent academic research. It does this by looking at the various extrinsic and intrinsic factors that influence the connection between job satisfaction and employee performance in particular setting of its business. Through an exploration of the subtle relationships among the variables above, this study intends to present a complete overview of how these factors interact and affect workers' experiences at work.

II. DISCUSSION

Employee Performance

The outcome or degree of success of a person in executing tasks over a specified period in relation to various options, such work standards, goals, or predetermined criteria that have been mutually agreed upon, is what Al Mehrzi and Singh (2016) define as performance. It refers to the extent to which an individual completes their tasks in accordance with established standards, objectives, or expectations within a set period. It's about measuring someone's success in completing their duties as expected. Yang et al. (2016) also stated that

performance is basically what employees do or do not do. It essentially encompasses the actions and behaviors of employees on what they actually do or don't do while carrying out their responsibilities within an organization which reflects their level of productivity, efficiency, and effectiveness in fulfilling their duties or tasks assigned to them. Moreover, employee performance is an important part of the company to improve the effectiveness of human resources (Snell & Bateman, 2018). It refers to how well employees carry out their tasks within an organization and how well they support in achieving its organizational objectives. The productivity of the employees directly influences how much work gets done, how satisfied the team feels, and the overall results a company achieves. When employees perform well, they become more efficient, experience greater satisfaction, and make valuable contributions to the company's bottom line (Tinapay et al., 2021)..

The measures of success are focused on productivity, efficiency, effectiveness, quality, and attendance of work (Arinanye, 2015). When employees really believe in what their company stands for, they tend to work harder. It's like they put their heart into their job because they care about the same things the company cares about. This makes them do better work, be more productive, and feel more connected to the company, which helps the company succeed too.

Factors of Employee Performance

Work performance is affected by several factors that determine how competent individuals are in carrying out their responsibilities. These factors can include the experience and skills use in their jobs, the support and resources provided by the organization, the clarity of communication, and the work environment. Overall, a worker's performance is affected by various factors including their competencies and capabilities, environment at their disposal, and the culture of the entire organization. It is essential for employers to consider these factors in order to improve employee productivity and overall job satisfaction.

Their behavior and job performance can also be impacted by a bad workplace environment. Bad environmental factors at the workplace and weak leadership from supervisors can cause significant variations in reaching goals. Thus, making it hard to achieve and at times impossible to meet those objectives in the worst conditions (Okasheh, 2017). An unfavorable work environment may negatively impact the behavior of workers. Employee disengagement and decreased productivity may result from unclear roles and duties, poor communication channels, or an unwillingness to recognize contributions. Stress, annoyance, and a general drop in employee morale can result from a toxic environment, which can negatively impact both personal and team performance.

Leadership. One issue that arises in an increasingly competitive environment is how to support and improve leadership inside an organization. According to Jussi et al. (2019), leadership has been developed as an important aspect of leader-member interaction. Since managers are leaders of organizations and employees are its members, both should cooperate and communicate with each other. According to

Thanh et al., 2020; Nguyen et al., 2019; Suong et al., 2019; and Yang & Kim, 2018, leadership is essential for the accomplishment of organizational activities. It is a continuous process in which a person evolves into a leader by actively guiding others to accomplish the organization's goals. In areas like productivity, inspiration, communication, and decision-making, leaders are vital. They communicate effectively with the others to make sure everyone is aware of their duties and responsibilities, and they make strategic decisions that support the company's objectives and core standards. Good superiors encourage and inspire their team members to give their all by giving them the tools, encouragement, and feedback they need (Tirol, 2021; Grageda et al., 2022; Dugenio-Nadela et al., 2023).

Researchers discovered that leadership is one of the basic means used in the attainment of organizational goals/objectives, every organization should ensure that the right leader man their organization to achieve their set goals and or objectives (Ibrahim, A. U. and Daniel, C. O. 2019). Effective leadership is essential for organizations as it ensures alignment of individual efforts with the overall organizational strategy, enhances motivation and commitment, fosters a positive work environment, and promotes innovation and adaptability (Tinapay & Tirol, 2021).

The right leader is crucial for an organization's success. Leaders must have the right expertise and experience to effectively lead their team. They should be capable of clearly communicating, actively listening, and providing constructive feedback (Tirol, 2023). They should also be able to manage conflicts and inspire trust and respect among their team members. Leaders should be flexible enough to change their style to match the team's needs and the organization's values. Simsek and Ozturk (2018), there's a strong and positive effect of leadership style on the organization's success and employee performance.

The research emphasizes that strong leadership can inspire and encourage the team, establishing a positive environment that helps them work better and come up with innovative ideas. Leadership styles that prioritize communication, support, and empowerment can establish a culture where employees feel appreciated and involved. By providing clear direction, setting achievable goals, promoting cooperation makes it easier for employees to thrive in their positions (Tirol, 2021).

Management. Good management can foster a relationship of mutual trust and loyalty between management and employees (Hatter, 2016). A strong organizational structure relies heavily on the connection between employees and managers. Workers often turn to their supervisors for guidance on career growth and skill development. Establishing a productive manager-employee connection depends on trust. When trust is strong, it boosts other areas of productivity in the workplace. Employee development requires many layers of trust (Tinapay & Tirol, 2022).

A growth plan is created by the manager after carefully considering the employee's performance. The employee has confidence in the manager's direction. If the employee's skills are not adequately developed, it could harm their career

progression. The manager trusts the employee's capability to adhere to the training plan and engage in regular program enhancement sessions.

Both employees and managers need to be dedicated to the employee development plan. When there is a strong level of trust, both employees and managers are more loyal to each other. For example, if a manager asks an employee to put in extra effort to complete an important project, the employee believes in their skills and agrees to work harder. In return, a manager might grant the employee extended time off to handle a personal issue, hoping the employee stays connected and eventually returns to work.

Training. According to Suparyadi (2015), businesses can train employees on their own or send them to outside training facilities that specialize in teaching particular skill sets in order to enhance their skill sets. This is because training is vital for employees as it provides necessary tools and techniques to develop their job performance in a better and more efficient way. It helps employees to understand their duties and obligations. Training empowers staff to learn new things and explore ideas on how to handle difficult tasks and bigger responsibilities.

As a result, job satisfaction goes up as employees feel secure and confident in their abilities. This helps them identify areas they could improve on and gives employees the resources they need to address weaknesses actively. Employees gain technical, interpersonal, and thorough knowledge during the training process in order to carry out their duties effectively and efficiently in the workplace. However, the absence of continuous training programs results in subpar employee performance (Nawaz, Masoodul, & Saad, 2014). Ongoing training programs are essential for fostering employee growth and performance, as they offer valuable chances for learning new technical and interpersonal skills and acquiring solid knowledge. Without these programs, employees may remain stagnant in their positions and lack the skills needed for their tasks. This can ultimately result in decreased performance, as employees may struggle to meet the demands of their roles or fail to adjust to changes in the workplace.

Additionally, continuous training enables employees to stay current on industry developments and adopt best practices, which is especially vital in the ever-changing landscape of today's business world. Organizations can improve their employees' critical and creative thinking skills by offering opportunities for growth and learning. This well-planned investment enables individuals to sharpen their problem-solving abilities, create innovative solutions, and make well-informed decisions. In the end, this may boost productivity, make processes more efficient, and enhanced performance. Organizations must give priority to training programs that encourage critical thinking and creativity in their employees, as these qualities are essential for achieving success.

Development. According to (Genzorová, 2017), development is referred to as the growth level of individuals and their self-realization. The concept goes beyond just physical development and includes the mental, emotional, and

social aspects of a person's growth. It involves gaining new skills, knowledge, and values, as well as the ability to adjust and react to changing situations. Development is a continuous process that continues throughout a person's life, following established standards. Developing is known as core competencies improving and grooming employees to meet future demands to adapt to new environments and meet challenges (Ali, 2016).

Organizations need to adapt and overcome new challenges. One key way to achieve this is by prioritizing the advancement and progress of their employees. By providing opportunities for their employees' development, firms ensure that they have a highly skilled workforce capable of handling future demands and thriving in a changing environment. In addition to increased output, this improves job satisfaction.

Development is, therefore, crucial for organizations to stay ahead and succeed in a quickly changing business environment, improving worker output is advantageous for both the organization and its team members. Because good performance theoretically can achieve a better level of employee career development (Siahaan et al., 2016). When employees excel in their work, they become more valuable to the company. This can open up opportunities for career growth because companies are more likely to promote employees who consistently perform well and help drive the organization's prosperity.

Feedback. Feedback has long been a widely used organizational approach for enhancing employee performance, fostering education and development, and improving job satisfaction (Andiola, 2014). Within a company, feedback functions as a compass, pointing staff members in the direction of improved performance. Employees accept targeted assessment on their task, highlighting their strengths and weaknesses through an organized information exchange. This method is about fostering growth by recognizing strengths and promoting ongoing improvement, not merely pointing out shortcomings. It fosters a nurturing atmosphere where workers learn about their performance and have a sense of advancement in their positions. People who have a positive self-image are the ones who achieve positive results, which are a reflection of their performance, according to Blanchard and Johnson (2015). When people have a positive self-perception, it tends to enhance their performance, thereby leading to successful results (Tirol & Cortes et al., 2022).

Recognition. Timely and formal or informal acknowledgement of an individual or team's behavior, hard work, or business result that supports a company's goals and principles and exceeds expectations is considered employee recognition (Hedger, 2017). Employee recognition means giving praise or appreciation to a person or a team for doing something well at work. It can be done formally, like in an awards ceremony, or informally, like a quick thank-you email. It's all about acknowledging their hard work or achievements that go above and beyond what's normally expected, and it helps to show how their actions align with the company's goals and values. Organizations put great importance on employee recognition, a management technique that is often used as an incentive approach. Unlike other forms of incentive

approach, employee recognition recognizes employees for their accomplishments and workplace values rather than focusing on monetary or material gains (Tianfei Yang, Xia Jiang, Huan Cheng 2022).

Compensation and Benefits. Milkovich and Newman (2021) found that employees who perceive their compensation to be fair and competitive are more motivated and have higher job satisfaction, which leads to higher levels of performance. Employee motivation and work contentment are completely influenced by perceptions of equality and fairness in compensation. A sense of equity and appreciation for their contributions arises when workers feel that their pay is reasonable. This perception fosters a good Intangible agreement between the employer the employee, establishing a foundation of trust and commitment. Company that set a high value on just and fair compensation are better positioned qualified workers in competitive to captivate and maintain in the labor market, which improves the standard of their workforce as a whole.

Mulyani et al. (2019) found that compensation is positively related to employee motivation. Employee motivation is significantly influenced by compensation, which also has an influence on their level of loyalty and dedication; general job engagement. Financial compensation owes higher satisfaction to job satisfaction and employee performance (Thapa, 2020). Employees feel appreciated and recognized when they believe their salary reflects their skills, efforts, and contributions. Employees are therefore motivated to take more time and effort into their work with a stronger feeling of purpose as a result of this appreciation. In addition to recognizing individual efforts, a competitive and fair compensation package upholds the concept that hard work is properly reward.

Job Satisfaction

According to Armstrong et. Al (2014) explained Job Satisfaction as “the attitudes and feelings people have about their work”. He stated that an individual’s satisfaction or dissatisfaction is determined by their attitude toward their job; if a person perceives and believes positively about their work, they are satisfied, and the opposite holds true for dissatisfaction. When someone generally feels good and positive about their job, they’re satisfied. This satisfaction depends on their attitude. If they view their job in a positive light, they’ll likely feel satisfied. Conversely, if someone holds negative thoughts or feelings about their job, they’re likely dissatisfied. So, job satisfaction boils down to the attitude a person has toward their work. If it’s positive, they’re satisfied; if it’s negative, they’re not.

According to A Raziq, R Maulabakhsh (2015), a conducive and supportive workplace is vital for ensuring employee satisfaction. When companies emphasize creating a positive and wellness-oriented atmosphere, it boosts the drive and dedication of their workforce. As a result, employees tend to produce superior outcomes when they work in a relaxing and uplifting setting. Providing a healthy work environment is a significant advantage for both the organization and its staff.

Factors Affecting Job Satisfaction

Organizations looking to recruit, retain, and inspire employees must have a thorough awareness of the factors that enhance or diminish job satisfaction in the current fast-paced, highly competitive business landscape. Several factors impact the level of job satisfaction individual experiences, from the type of work itself to the level of significant connection between coworkers and the organization.

Overall Satisfaction with Working Conditions. Having a good working condition can increase productivity and satisfy the majority of the employees. The link between the work environment of employees and their contentment on the job is essential for the prosperity of business enterprises. To understand that link between employees’ high satisfaction in working conditions would have a positive relationship with their high productivity, willingness to serve customers with high service quality, and the level of happiness in the workplace (Weerayut Darachart & 4. Miss Narumon Chomchom, 2019).

Decent working conditions include their security, working environment, compensation and benefits, etc. Employees that have decent working conditions will have better resources, facilities, and work environment, which likely increase their level of satisfaction. With those resources, the employees will feel valued and cherished by their employer, resulting in high satisfaction. When the employees are contented the working conditions, they are willing to be productive at their work, which can result in a positive outcome.

Also, they will be more dedicated, which can create a strong relationship with their customers that can help the business prosper. In order to increase efficiency, effectiveness, productivity, and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions (AAbdul Raziq & Raheela Maulabakhsh, 2015). On the other hand, workers in demanding settings could face obstacles including limited resources, lengthy workdays, and safety risks, which would adversely affect their overall satisfaction with the job. As a result, to boost employee morale, companies need to focus on cultivating a healthy and encouraging workplace.

Work Environment. The work environment, which emphasizes productivity and efficiency, has an impact on employee conduct (Bushiri, 2017). A well-structured and motivating workplace has a beneficial effect on employee performance. When the environment is both encouraging and efficiently arranged, it boosts employees' productivity and effectiveness. When the workplace has clear communication and good leadership the employees are possibly to feel motivated and committed to their tasks. This positive work environment can contribute to having an effective and efficient employee.

Employees who work in a systematic and upbeat atmosphere are self-assured in their job and believe that their workload is not excessive, they are not using up their family time at work or other non-work meaningful activities and roles they have for achieving the work targets they have (Stalmašeková, 2017). Employee confidence is greatly enhanced by an organized and positive atmosphere. Employees are possibly to feel confident in their roles when

they work in an environment that values open communication, respect for one another, and well-defined expectations. This self-assurance comes from the understanding that their efforts are acknowledged and appreciated, fostering a favorable workplace atmosphere that enhances a feeling of career achievement.

Satisfaction with Salary. According to Salleh and Memon (2015), salary is frequently used as a tool to influence employee behavior, hence businesses need to be able to guarantee that workers are happy with their pay. Employees will be more driven to do well in their tasks if they are happy with their pay. Salary is widely used as a primary tool to inspire employee behavior. In addition to ensuring that workers are happy with their pay, the company should encourage a joyful and industrious labor setting. The loyalty of employees to the company rises when they feel motivated and acknowledged for their contributions, which is reflected in their pay.

Peluso, Innocenti, Pilati, and colleagues (2017) carried out research that revealed a strong link between salary satisfaction and a positive workplace environment. Their findings emphasized that fair and rewarding compensation contributes to greater job satisfaction. Personnel who feel adequately compensated are more probable to be emotionally to their jobs. This sense of fairness in pay also fosters a better overall workplace atmosphere. Workers tend to stay motivated when they believe their salary aligns with their efforts. The study suggests that good pay not only helps retain employees' but also increases their loyalty. A positive work environment, influenced by fair compensation, creates a more productive workforce. Additionally, employees who are pleased to pay are more likely to have a deeper emotional connection to their business. Lastly, the research emphasizes that remuneration is a key element in fostering an encouraging and motivating work atmosphere.

III. CONCLUSION

In conclusion, this study suggests that a comprehensive approach is necessary for understanding and improving employee well-being in fast-food chains. By considering the multifactorial nature of job satisfaction and performance, organizations can tailor strategies to create a workplace that not only meets the operational needs of the business but also prioritizes the satisfaction and growth of its employees. This approach tends to result in a more engaged, motivated and high-performing employees within the fast-food industry.

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