



**Mansoura University**  
**Faculty of Tourism and Hotels**

# **ASSESSMENT OF MOTIVATION STRATEGIES AND ITS IMPACT ON EMPLOYEES' PERFORMANCE IN QUICK SERVICE RESTAURANTS**

Extract of Master Thesis

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in Quick Service Restaurants** —

## ASSESSMENT OF MOTIVATION STRATEGIES AND ITS IMPACT ON EMPLOYEES' PERFORMANCE IN QUICK SERVICE RESTAURANTS

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### **Abstract**

Motivation is an essential part of the hospitality organization policy. This study aims to investigate the subject of motivation policies in the hospitality industry and explore its impact on employees' performance in quick service restaurants. In order to achieve this objective, two questionnaire forms were developed and directed to a random sample of employees and managers. A number of 400 forms were distributed to employees and only 377 forms (94%) were returned and were valid to analysis. A number of 100 forms were distributed and only 96 forms (96%) were returned and were valid to analysis. The obtained results indicated that financial motivation ranked as the first factor which effect on employees' satisfaction, then moral motivation was ranked as the second factor. All of investigated restaurants applied motivation methods and the majority of them (88.1%) used financial and moral motivations. Good salary is the most factor (42.2%) that effect on employees. International restaurants apply financial and moral motivation more than local restaurants. Based upon the findings, some recommendations were suggested to improve motivational strategies and then improving employees' performance.

**Keywords:** Motivation, Quick Service Restaurants, Employees' Performance.

## تقويم إستراتيجيات التحفيز و أثرها علي أداء العاملين في مطاعم الخدمة السريعة

### ملخص

تهدف هذه الدراسة إلى التعرف على استراتيجيات التحفيز في صناعة الضيافة وتأثير تلك الاستراتيجيات علي أداء العاملين في مطاعم الخدمة السريعة. تم توزيع نموزجين من إستمارات الإستبيان إحداهما للعاملين و الأخرى لمديري المطاعم عينة الدراسة. تم توزيع (٤٨٠) إستمارة علي مجموعة من العاملين بمطاعم الخدمة السريعة، منها (٣٧٧) إستمارة صالحة للتحليل بنسبة ٩٤% من إجمالي عدد الإستمارات التي تم توزيعها. كما تم توزيع (١٠٠) إستمارة علي مجموعة من المديرين بمطاعم الخدمة السريعة، منها (٩٦) إستمارة صالحة للتحليل بنسبة ٩٦% من إجمالي عدد الإستمارات التي تم توزيعها. أظهرت النتائج أن التحفيز المادي هو أول العوامل المؤثرة علي رضا العاملين، يليها الحوافز المعنوية. جميع المطاعم عينة الدراسة تطبق أساليب مختلفة للتحفيز، كم أن أغلبية تلك المطاعم (٨٨.١%) تطبق كلا من التحفيز المادي و المعنوي. يعتبر عنصر الأجور و الرواتب هو الأكثر تأثيرا علي إرضاء العاملين، كما أن النتائج أظهرت أن سلاسل المطاعم العالمية تطبق سياسات التحفيز بشكليه المادي و المعنوي أفضل من المطاعم المحلية ولذا فلا بد من إهتمام مطاعم الخدم السريعة بتحسين إستراتيجيات التحفيز من أجل تحسين أداء العاملين.

**الكلمات الدالة:** التحفيز، مطاعم الخدمة السريعة، أداء العاملين.

## **Introduction**

According to Kim (2006), Motivation plays an important role in increasing employees performance and enhancing their commitment in the organization. Employee motivation is a very complicated subject; however, recent managers should face and deal with this subject to obtain successes in their organizations. To understand the employee motivation, managers must realize the imperativeness of motivation to improve employees' performance.

Employee's motivation comes from their feelings of achievement rather than from the environmental work condition. Motivators encourage employees to pursue for acting the best performance in their jobs as reported by (Allen, 2002). This study was designed to investigate the subject of motivation policies in hospitality industry and explore its impact on employees' performance in quick service restaurants.

## **Research aim**

Due to the lack of information about motivation policies of Egyptian quick service restaurants and its impact on employees' performance, this study set main aim that determining motivation policies in quick service restaurants and its impact on employees' performance.

## **Research questions**

- 1) What are employees' motivational methods that are applied in local, Regional, international OSRs?
- 2) which type of motivational factors is the best for employees to perform their jobs?
- 3) To what extent employees satisfies on motivation types that applied in their Restaurants?
- 4) what are the major reasons for them to continue working in their Restaurants?
- 5) what is the effect of motivation on employees' performance and productivity?

## **Review of literature**

### **An overview of human resources in the hospitality industry**

Walker (2006) agreed with Ranjan (2005) in that one of a human resource manager's responsibilities is relevant to ensuring employees' motivation in the workplace. Human resources management's mission is to help the general manager of the organization in keeping the employees satisfied with their performance and jobs. If employees are unsatisfied, they will not achieve the expected norms.

Armstrong (2006) noted that a human resources cycle includes four general functions or processes that are performed in almost all organizations. These are as following below:

- Selection: Matching available employees to existed jobs.
- Appraisal: (Acting performance management).
- Rewards: "The reward system was mishandled managerial tools for improving organizational performance'; it should apply reward on short- as well as long-term achievements, taking in consideration that 'business should accomplish in the present to provide successes in the future"
- Development: Developing high-quality employees.

### **Human Resources Management (HRM) as a Competitive Advantage**

Rutherford and O'Fallon (2007) described human resource management as the operation of achieving organizational objectives by earning, retaining, developing, terminating and properly using the employees in an organization. The conquest of talented, skilled and motivated employees is a significant part of HRM.

Storey (2001) claimed that hospitality establishments often provide a very similar service, thus it is in many cases the human resources that capture success for one establishment compared to another and gives that crucial competitive advantage. In this case,

human resources management is seen as an investment, not a cost.

Boella (2005) stated that HRM should be seen as a development in approach from the traditional concept of employees' management and it demands that employees are considered as a key asset to a business. The organization should motivate their employees to learn and improve themselves by actively engage in the process of organizational learning. Go et al. (2003) proposed that the process of organizational learning is important in building competitive advantage in the hospitality industry because it is the tool by which managers obtain a new behavior, knowledge, and values to assist employees to enhance their skills and herewith improve service quality.

### **Motivation in the Hospitality Industry**

Daft and Marcic (2004) stated that motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. Motivation is the factors and elements which urge staff to pursue and accomplish job goals and be the reason why staff act and behave in a certain way which could be influenced (Heathfield, 2015).

Motivation has two important characteristics as a form of energy which directs and determines human behaviors. Firstly, motivation is a form of energy that directs people to behave in a certain way. Secondly, motivation is effective in inclining towards aims (Lundberg et al., 2009). Rudez and Mihalic (2007) reported that motivation is comprised of needs and expectations, behaviors, aims and feedback.

Tesone (2007) stated that motivation may be described as a willingness to make something. Managers are interested in motivation implementations because they need employees to be willing to perform missions and functions aimed at the achievement of the objectives of the institution. Employees whose are willing to perform the work perform better jobs.

Willing employees also permit the manager to seem as leader instead of a manager. Motivated employees do not need to be managed; They simply require leadership to remain concentrated on the collective achievement of objectives.

According to International Development Ireland (IDI) (2008), competition among stakeholders to attract and motivate efficient employees has made them have to seek methods to make the total package more attractive as well as creating methods to motivate employees to work. Various managers believe that money can buy anything (including status and security), as well consider as a major motivator. Others managers tend to believe that employees work for a combined package, including self-esteem, security, money, and job satisfaction, etc.

Thompson (1999) stated that the shortage of employees' motivation in hospitality organizations will cause a higher turnover, lower service, absenteeism, higher operating costs for recruitment, training and finally resulted to poor performance.

Petcharak (2002) reported that almost all managers realize that motivation is important and if employees are passionate about task achievements, try to do their jobs in the best way, the organization will gain success. The same researcher also recognized that organization goals cannot be achieved effectively unless employees cooperated together in performing the work, so it is clear that the need for creating teamwork in the hospitality institutions is fundamental. One thing that managers should understand is their task is not just to “motivate an employee”. Almost all employees come to a work motivated to achieve personal goals which they have formed before. One mission of the service manager is to prompt motivated employees and raise their morale about their work as mentioned by Armstrong (2006). Meanwhile, Gomez-Mejia et al. (2007) added that a critical feature of motivation is that it is attitude directed toward a goal. It is fundamental that managers have a basic perception of work



motivation in order to highly motivated staff are more likely to high performance or service and produce a superior-quality product than employees who lack motivation.

### **Types of employees' motivation**

Armstrong (2006) reported that work motivation can take place in two main ways. Firstly, by employees, while they can motivate themselves this way called (self-motivation) by searching, finding and carrying out work that meets their needs or at least leads them to achieve their goals in the future. Secondly, by management, the employees can be motivated by such methods as promotion, pay, praise, etc.

Wright (1999) recorded that there are two essential types of motivation by management. These two types are internal motivation; It is the self-generated elements that affect employee to behave in a specific direction. These elements include; feeling that the work is important, and autonomy (freedom to act). It relates to internal feeling and "Psychological" rewards such as the feel of personal satisfaction from the job. External Motivation; It is what is done for employees to motivate them? This comprises remunerations, such as increased wages, promotion, praise, and punishments, such as withholding pay, and disciplinary actions. It relates to "tangible" remunerations such as pay and fringe benefits.

### **Motivation in fast food industry**

Employees motivation in the fast food industry is influenced by the environment of work (Smithers and Walker, 2000). Research published proved that employees' environments impact on their level of motivation, for example, non-recognition for work done, long hours of work, and colleagues' aggressive management manner. In order to motivate workers to act their best, there is a require to provide a work conditions that provides recognition, meaningful work, achievement, advancement and growth (Musselwhite, 2007).

Fast food employees need some resources such as, money time and equipment to do their work effectively. However, resources are rare, which means that decisions must be made to distribute them in a fair way (Nel et al., 2004). Most jobs at fast food industry have poor working conditions, long working hours, reflected abusive working relationships, reduced wages, and less participation in the decision making of the institutions, particularly in areas that concern employees (Ukpere, 2007).

Employees learn a routinized work in a day without the need for previous experience or even the minimum of training (Royle, 2004), which results in routine. Hence, employees in the fast food industry tend to leave the work after a short term from their orientation (Thoms et al., 2004). There are times when employees need to join a union to negotiate with the organization in which they work, but are not permitted to do so because the fast food industry employees under a policy of anti-union, which means that they do not permit their workers to join unions. (Harikripahai Organization, 2007).

Workers are pushed to long hours of work, and have enough breaks. Furthermore, their pay barely meets their minimum needs. A reason for this is that almost workers have a low level of education and some of them are foreign immigrants and high school students (Reischman, 2003). According to Ukpere (2007), outsourcing is a cause of the decline in the demand for wages of unskilled labor. Their workers are treated poorly particularly in pay, which leads to the fact that an average employee that want to make a living by supporting his family, cannot do by the low wage that is given to him (Harikripahai Organization, 2007).

Almost, in the workplace, recognition is the most powerful method for employee motivation (Robbins, 2003). Fast food employees need to be recognized. They need to know that their extraordinary appreciate their work in the industry. Most of the fast food outlets value 'social responsibility' and 'people

principles'. People principles indicate to the relationship between management, the employees and the treatment of employees. The fast food industry holds five basic ideas: Values and Leadership, Pay, Respect and Recognition, Growth and Resources, Learning and Developmental (Harikripahai Organization, 2007).

Employees need promotion to be given fairly. Fairness means a promotion for the most deserved employees, although little workers who are qualified may not have suitable managerial training or skills that will qualify them to manage employees (Grobler et al., 2006). research has shown that management gives false promises of job promotion that never happens. This leads to the downsizing of the motivation of employee, thus the inability of management to pay employees when promoted (Inglish, 2010).

Management at fast food industry do not implement participation of employees in decision making, particularly regarding issues relating the fast food industry. Participation can enhance job satisfaction and motivation, workers' commitment, and minimize resistance to change. It will also improve consultation and communication between both management and employees (Butod, 2009).

### **Research methodology**

In order to investigate the subject of motivation policies in hospitality industry and explore its impact on employees' performance in quick service restaurants, employees and managers in local (Weleten, Cook Door, Pizaa Party) and international (KFC, BK, Hardeez) fast food restaurants in Greater Cairo, Tanta, and Damietta were surveyed. A number of 400 forms were distributed to employees and only 377 forms (94%) were returned and were valid to analysis. A number of 100 forms were distributed and only 96 forms (96%) were returned and were valid to analysis. The questionnaire consisted subjects and terminology of restaurants industry, fast food, motivation, types

of motivation, the importance of motivation on employees' satisfaction and performance, relevant demographic and statistical data of employees and managers in all investigated quick service restaurants, and finally motivational factors that influencing on employees' performance.

The respondents were asked to answer the questions by using a five-point Likert-type scale (Strongly agree = 5, agree =4, neutral = 3, disagree = 2 and strongly disagree = 1) to determine the levels of agreement with the statements investigated. The Statistical Package for the Social Sciences (SPSS) version 24.0 was used to analyze and compute the collected data. The range of each level of agreement was calculated as follow:  $\text{Range} = \frac{5 - 1}{5} = 0.8$

- Never use/weak = 1 to 1.80
- Little/acceptable = 1.81 to 2.60
- Sometimes/good = from 2.61 to 3.40
- Frequently/V.G= from 3.41 to 4.20
- Always/ Excellent = from 4.21 to 5.00

### Results and Discussion

This part is divided into two main parts [the results of hotel manager's questionnaire form] and [the results of hotel employee's questionnaire form]. In each section, validity and reliability issues are first addressed. This part reports the results of the analysis, which include demographic characteristics of the sample, descriptive statistics of the variables.

#### Restaurants' Managers Questionnaire Analysis

##### Demographics Profile Analysis

**Table (1):** Respondents' demographic profile analysis

No	Variables	Frequency	Percent	Rank	
1	Age	From 20 to 34 years	17	17.7	2
		From 35 to 45	64	66.7	1

		years			
		More than 45 years	15	15.6	3
		Sum	96	100%	
2	Educational level	Two-year institute	30	31.3	2
		University education	66	68.8	1
		Sum	96	100%	
3	years of experience	From 1 to 3 years	27	28.1	3
		From 3 to 5 years	38	39.6	1
		More than 5 years	31	32.3	2
		Sum	96	100%	
4	years of experience in	Fast food restaurants	82	85.4	1
		In hotels previously	1	1.0	3
		Both of them	13	13.5	2
		Sum	96	100%	

As it can be observed from the previous table (1) that, among the 96 respondents, (66.7%) fell into the age group 35-45 years; this was followed by age group 20-34 years' age group by (17.7%), the age group between more than 45 years was the smallest group and presented by (15.6%). With respect to the educational level variable, a high proportion of the tested sample (68.8%) have a university education, and (31.3%) were a Two-year institute degree.

According to the categories related to years of experience variable, the vast majority of the managers (39.6%) have an

experience from three to five years, followed by (32.3%) of the respondents were more than five years, and finally (28.1%) of the respondents have experience from one to three years. married with children and will be a small proportion of the hotel customers. With respect to the previous experience variable, a high proportion of the tested sample (85.4%) was at fast food restaurants only, and (13.5%) was in hotel and restaurants, and finally (1%) of the respondents have previous experience in hotels only.

Validity and Reliability of the survey

**Table (2)** Measuring reliability degree for the questionnaire

Alpha Cronbach's	N. of Items
.969	22

Table (2) indicates that Alpha Cronbach's greater than 0.50 ".969", which shows that the internal harmony in the questionnaire and correlation coefficient between every section of questionnaire and other sections is extremely reasonable. Therefore, the researcher has been ensured that all statements in questionnaire are reliable and suitable to analyze.

Managers Responds about Employees' Performance

**Table (3)** Manager's evaluation for employees' performance.

N	Variables	Mean	Std. Deviation	Rank
<b>Personal Appearance</b>				
1	Commitment to personal hygiene	4.40	.552	2
2	Commitment to formal uniform	4.41	.591	1
3	Commitment to the cleanliness of the workplace	4.39	.605	3
<b>General behavior</b>				
4	Cooperate with colleagues and	4.08	.61	4

	bosses and work Requirements		0	
5	Commitment to positive behavior with colleagues	4.16	.68 6	3
6	Commitment of the standards of honesty required in the performance of work	4.39	.60 5	2
7	Commitment to basic regulations and work instructions	4.35	.649	1
	Commitment to work			
8	Discipline and commitment to attendance and departure	3.90	.68 8	3
9	Access to sanctions (delay - absence - behavior)	3.79	.73 9	4
10	The extent of commitment to third parties in the case of commissioning	3.96	.71 0	2
11	Commitment to the specified rest time during work	4.25	.781	1
	Performance and achievement of functional tasks			
12	The ability to perform under pressure of work	4.11	.69 4	3
13	Ability to take responsibility for work	4.08	.82 9	4
14	The ability to reach the required quality of performance	4.34	.64 6	2
15	The commitment to work according to the required skills	4.35	.649	1
	Occupational Safety and Health			
16	The extent to which Use the equipment the best use	4.43	.59 4	1
17	Commitment and preservation of restaurant property	4.27	.65 7	2
18	Maintaining raw materials and occupational health	3.92	.804	3
	Ability to learn and understand			
19	The ability to learn and understand	3.92	.90	1

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			2	
20	Innovate or develop ways to help accomplish business	3.16	1.136	2
	Knowledge and implementation of business requirements			
21	The ability to understand the nature of work and job functions	4.06	.792	2
22	Skill and efficiency at work	4.07	.798	1
Mean			4.14	

From the tabulated data in Table (3), according to (personal appearance), the analysis clearly states " Commitment to formal uniform" respondents evaluate with excellent ranks by mean 4.41. While, "Commitment to personal hygiene" respondents evaluate with excellent ranks by mean 4.40. Also it has been noticed that " Commitment to the cleanliness of the workplace" respondents evaluate with excellent by mean 4.39.

The survey results from (general behavior) showed that the analysis clearly states " Commitment of the standards of honesty required in the performance of work" respondents evaluate with excellent by mean 4.39. While, "Commitment to basic regulations and work instructions" respondents evaluate with excellent by mean 4.35. Furthermore, "Commitment to positive behavior with colleagues" respondents evaluate with very good by mean 4.16. In addition to that, " Cooperate with colleagues and bosses and work Requirements" respondents evaluate with very good by 4.08.

In accordance to (Commitment to work) it noticed that from the tabulated data at the same table the analysis clearly states " Commitment to the specified rest time during work" respondents evaluate with excellent by 4.25. While, "The extent of commitment to third parties in the case of commissioning" respondents evaluate with very good by as 3.96 In addition to that, " Discipline and commitment to attendance and departure"



respondents evaluate with very good by 3.90. Finally, "Access to sanctions (delay - absence - behavior)" respondents evaluate with very good by 3.79.

When recording employees' performance and achievement of functional tasks the analysis clearly states " The commitment to work according to the required skills" respondents evaluate with excellent by 4.35. While, "The ability to reach the required quality of performance" respondents evaluate with excellent by as 4.34. Moreover, " The ability to perform under pressure of work" respondents evaluate with very good by 4.11. In addition to that, "Ability to take responsibility for work" respondents evaluate with very good by mean 4.08.

Results of occupational safety and health indicated that the analysis clearly states " The extent to which Use the equipment the best use" respondents evaluate with excellent by mean 4.43. While, "Commitment and preservation of restaurant property" respondents evaluate with excellent by mean 4.27. Moreover, " Maintaining raw materials and occupational health" respondents evaluate with very good by mean 3.92.

According to employees' ability to learn and understand, it could notice that " The ability to learn and understand" respondents evaluate with very good by 3.92. While, "Innovate or develop ways to help accomplish business" respondents evaluate with very good by 3.16. Meanwhile, in relation with employees' knowledge and implementation of business requirements, " Skill and efficiency at work" respondents evaluate with very good by mean 4.07. Moreover, "The ability to understand the nature of work and job functions" respondents evaluate with very good by mean 4.06. The overall descriptive mean showed as 4.14 as very good ranks.

### **Restaurants' Employees Questionnaire Analysis**

#### **Demographics Profile Analysis**

**Table (4):** Respondents' demographic profile analysis

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No	Variables		Frequency	Percent	Rank
1	Age	Less than 20 years	76	20.2	2
		From 20 to 35 years	262	69.5	1
		More than 35 years	39	10.3	3
		Sum	377	100%	
2	Gender	Male	284	75.3	1
		Female	93	24.7	2
		Sum	377	100%	
3	Marital status	Single	225	59.7	1
		Married	152	40.3	2
		Sum	377	100%	
4	Educational level	High school	94	24.9	3
		Two-year institute	160	42.4	1
		University education	123	32.6	2
		Sum	377	100%	
5	Type of restaurants	local	211	56.0	1
		international	166	44.0	2
		Sum	377	100%	

As it can be observed from the previous Table (4) that, among the 377 respondents, (69.5%) fell into the age group 20-35 years; this was followed by age group less than 20 years by (20.2%), the age group between more than 35 years was the smallest group and presented by (10.3%). In accordance to the gender variable, a high proportion of the tested sample (75.3%) were male, and (24.7%) were a female. With respect to the educational level variable, a high proportion of the tested sample (42.4%) have a

Two-year institute degree, and (31.3%) were an university education. Employees whose have high school was the smallest group and presented by (24.9%).

According to the categories related to marital status variable, the vast majority of the employees (59.7%) have were single, followed by (40.3%) of the respondents were married. With respect to the type of restaurant variable, a high proportion of the tested sample (56%) was at local restaurant, and (44%) was in international restaurants.

**Table (5):** Subject questions Analysis

No	Variables	Frequency	Percent	Rank	
1	Work in..	Kitchen	125	33.2	2
		Front line	153	40.6	1
		Customer service	99	26.3	3
		Sum	377	100%	
2	Years of experience s in the same position	Less than 1 year	84	22.3	2
		From 1 to 3 years	186	49.3	1
		From 3 to 5 years	70	18.6	3
		More than 35 years	37	9.8	4
		Sum	377	100%	
3	applying motivation methods?	Yes	377	100	1
		no	.	0	2
		Sum	377	100%	
4	Types of applied motivation methods	Financial	35	9.3	2
		Moral	10	2.7	3
		Both of them	332	88.1	1
		Sum	377	100%	

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5	Are job promotions fair?	Yes	241	63.9	1
		No	136	36.1	2
		Sum	377	100%	
6	Reasons to continue working in the Restaurant	Job security	85	22.5	2
		Good salary	200	53.1	1
		Promotion opportunity	41	10.9	4
		Good working conditions	51	13.5	3
		Sum	377	100%	
7	motivational factors affects more	Higher salary	159	42.2	1
		More Recognition	44	11.7	4
		Interesting Work	42	11.1	5
		Promotion	47	12.5	3
		training	85	22.5	2
		Sum	377	100%	

As it can be observed from the previous Table ( 5 ) that, among the 377 respondents, (40.6%) worked into the front line; this was followed by kitchen with (33.2%), workers at customer services was the smallest group and presented by (26.3%). In accordance to the working experience variable, among the 377 respondents, (49.3%) fell into the working experience group 1-3 years; this was followed by working experience group less than 1 year by (22.3%), then, working experience from 3 to 5 years with (18.6%), the working experience group more than 5 years was the smallest group and presented by (9.8%).

With respect to the restaurant commitment to apply motivation methods variable, all of the investigated sample (100%) applied motivation methods. In the sense of types of used motivation methods, the majority of the tested restaurants (88.1%) were

applied both of financial and moral incentives. This was followed by financial incentives only with (9.3%), then moral motivations with (2.7%).

According to the question " Are job promotions is fair?", a high proportion of the employees (63.9%) found it fair, followed by (36.1%) of the respondents found it not fair. With respect to the major reasons to continue working in the Restaurant, a high proportion of the tested sample (53.1%) preferred good salary, this was followed by job security (22.5%), then good working conditions (13.5%), and (10.9%) was preferred promotions opportunity. In the question " Which of the following motivational factors affects you more?", the answer was, (42.2%) for high salary, (22.5%) for training, (12.5%) for promotions, (11.7%) for more recognition, (11.1%) for interesting work condition.

**Table (6):** The financial motivation forms Analysis

Variables		Ne ver use	little	So me - ti me s	freq uent ly	Alw ays	Mea n	Std.
Increases in wages Yearly	Freq .	0	10	57	63	247	4.4 5	.843
	%	0	2.7	15. 1	16.7	65.5		
Rewards	Freq .	0	6	63	126	182	4.2 8	.797
	%	0	1.6	16. 7	33.4	48.3		
Promotions	Freq .	3	62	10 4	124	84	3.5 9	1.03 3
	%	0.8	16.4	27.	32.9	22.3		

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				6				
Housing	Freq	157	93	93	29	5	2.02	1.045
	%	41.6	24.7	24.7	7.7	1.3		
Provide transportation	Freq	117	106	87	65	2	2.28	1.097
	%	31	28.1	23.1	17.2	0.5		
Loans	Freq	16	124	130	99	8	2.89	.915
	%	4.2	32.9	34.5	26.3	2.1		
Overtime	Freq	3	21	56	173	124	4.05	.879
	%	0.8	5.6	14.9	45.9	32.9		
Trips and free entertainment	Freq	25	122	174	32	24	2.76	.933
	%	6.6	32.4	46.2	8.5	6.4		
Average mean		3.29						

Referring to the employees results in accordance to " Increases in wages Yearly ". From the tabulation data above noticed that, most employees saw it happened always by high percentage level 65.5% whereas 16.7% of them found it applied frequently, and sometimes ranged (15.1%), then 2.7% found it implemented little. the results pointed out, average mean for all the employees' responses recorded as 4.45 as always ranks.

From the statement " Rewards", the researcher asked the employees about their opinions toward it, the results show that the respondents' answers, 48.3% of all employees were always,

while 33.4% of them were frequently. On the other hand, sometimes, little ranged (16.7%, 1.6%). The results pointed out average mean for all the employees' responses recorded as 4.28 as between frequently and always ranks.

As regards to employees' attitude toward "promotions opportunities" the data tabulate in Table (6) showed that the respondents' answers, 32.9% of all employees were frequently, while 27.6% of them were sometimes and 22.3 of them were always. On the other hand, little, and never use ranged (16.4%, 0.8%). The results pointed out average mean for all the employees' responses recorded as 3.59 as between little and sometimes.

According to employees' perceptions towards "housing" the data tabulate in Table (6) show that the respondents' answers, 41.6% of all employees were never use, while 24.7% of them were little and sometimes in the same percentage. On the other hand, and frequently always ranged (7.7%, 1.3%). The results pointed out average mean for all the employees' responses recorded as 2.02 as never use ranks.

Referring to the employees results at the same table, in accordance to "providing transportation". From the tabulation data above noticed that, most employees saw it never happened by high percentage level 31 % whereas 28.1% of them found it applied little, and sometimes ranged (23.1%). On other hand, 17.2% found it implemented frequently, and 0.5% always. the results pointed out, average mean for all the employees' responses recorded as 2.28 as little ranks.

From the statement " loans", the researcher asked the employees about their opinions toward it, the results show that the respondents' answers, 34.5% of all employees were sometimes, while 32.9% of them were little. On the other hand, frequently, never use and always ranged (26.3%, 4.2%, and 2.1%). The

results pointed out average mean for all the employees' responses recorded as 2.89 as sometimes ranks.

According to employees' attitude toward "overtime" the data tabulate in Table (6) showed that the respondents' answers, 45.9% of all employees were frequently, while 32.9% of them were always and 14.9 of them were sometimes. On the other hand, little, and never use ranged (5.6%, 0.8%). The results pointed out average mean for all the employees' responses recorded as 4.05 as between sometimes and frequently ranks.

Finally, employees' attitude toward "Trips and free entertainment" the data tabulate in Table (6) showed that the respondents' answers, 46.2% of all employees were sometimes, while 32.4% of them were little and 8.5% of them were frequently. On the other hand, never use, and always ranged (6.6%, 6.4%). The results pointed out average mean for all the employees' responses recorded as 2.76 as between little and sometimes ranks. The overall descriptive mean for all variables showed as 3.29 as sometimes ranks.

**Table (7):** The moral motivation forms Analysis

Variables		Never use	little	Some-times	frequent ly	Always	Mean	Std.
Certificates of Appreciation	Freq.	0	5	140	180	52	3.75	.724
	%	0	1.3	37.1	47.7	13.8		
Honorary Upgrade	Freq.	2	63	182	122	8	3.19	.750
	%	0.5	16.7	48.3	32.4	2.1		
Celebrating subordinates	Freq.	0	75	124	116	62	3.44	.988
	%	0	19.9	32.9	30.8	16.4		



training courses	Freq.	31	94	106	96	50	3.11	1.164
	%	8.2	24.9	28.1	25.5	13.3		
Virtues of merit	Freq.	98	119	96	61	3	2.34	1.058
	%	26	31.6	25.5	16.2	0.8		
Involve in making decisions	Freq.	116	184	40	32	5	2.01	.935
	%	30.8	48.8	10.6	8.5	1.3		
Filtration for travel abroad	Freq.	186	112	75	4	0	1.73	.814
	%	49.3	29.7	19.9	1.1	0		
Average mean		2.79						

In accordance to "Certificates of Appreciation". From the tabulation data in Table (7) noticed that, most employees saw it happened frequently by high percentage level 47.7% whereas 37.1% of them found it applied sometimes, and always ranged (13.8%), then 1.3% found it implemented little. the results pointed out, average mean for all the employees' responses recorded as 3.75 as frequently ranks.

As regards to employees' attitude toward "Honorary Upgrade" the data tabulated in Table (7) showed that the respondents' answers, 48.3% of all employees were sometimes, while 32.4% of them were frequently and 16.7 of them were little. On the other hand, always, and never use ranged (20.1%, 0.5%). The results pointed out average mean for all the employees' responses recorded as 3.19 as between little and sometimes ranks.

From the statement "Celebrating subordinates", the researcher asked the employees about their opinions toward it, the results show that the respondents' answers, 32.9% of all employees were

sometimes, while 30.8% of them were frequently. On the other hand, little, always ranged (19.9%, 16.4%). The results pointed out average mean for all the employees' responses recorded as 3.44 as sometimes ranks.

According to employees' perceptions towards "Candidates nominated for training courses" the data tabulated in Table (7) showed that the respondents' answers, 28.1% of all employees were sometimes, while 25.5% were frequently and little with 24.9%. On the other hand, always and never use ranged (13.3%, 8.2%). The results pointed out average mean for all the employees' responses recorded as 3.11 as sometimes ranks.

From the statement "Virtues of merit", the researcher asked the employees about their opinions toward it, the results show that the respondents' answers, 31.6% of all employees were little, while 26% of them were. On the other hand, sometimes, frequently and always ranged (25.5%, 16.2%, and 0.8%). The results pointed out average mean for all the employees' responses recorded as 2.34 as little ranks.

According to employees' attitude toward "Involve subordinates in making decisions" the data tabulated in Table (7) showed that the respondents' answers, 48.8% of all employees were little, while 30.8% of them were never use and 10.6 of them were sometimes. On the other hand, frequently, and always ranged (8.5%, 1.3%). The results pointed out average mean for all the employees' responses recorded as 2.01 as between never use and little ranks.

Finally, employees' attitude toward "Filtration for travel abroad" the data tabulated in Table (7) showed that the respondents' answers, 49.23% of all employees were never use, while 29.7% of them were little. On the other hand, sometimes, frequently and ranged (19.9%, 1.1%). The results pointed out average mean for all the employees' responses recorded as 1.73 as between never use ranks. The overall descriptive mean for all variables showed as 2.79 as sometimes ranks.

### Relationships between Research Variables

Hypothesis 1: There is significant differences on 0.05 degree between local and international restaurant in implementation the motivation methods

Table (8): The variance between sample responses about motivation methods

Statement	Mean Rank		Test statistics	P. value
	local	international	Z	
Financial motivation	119.56	277.27	١٣.٩٧٩ -	0.000
Moral motivation	108.68	291.10	- 16.179	0.000

As it can be observed from the previous Table (8) that, the significance of the data is lower than 0.05, so it could be accept the hypotheses that There are significant differences on 0.05 degree between local and international restaurant in implementation motivation methods. It clearly shows that international chain applied motivation methods more than local restaurants.

Hypothesis 2: There is significant effect on 0.005 degree between employees' motivation and their satisfaction

Table (9): Multiple Regression Model

Employees motivates	Parameters of Regression (B)	T-test	p-value	Rank
(Constant)	1.408	5.539	0.000	
Financial motivation	0.630	8.316	0.000	The first
moral motivation	0.415	5.448	0.000	The second

\* = Highly significant at  $P \leq 0.05$

It is noticed from Table (9); the values of the Parameters of Regression are less than 0.05. There is significant effect at the 0.05 level of significance. Financial motivation ranked as the first factor which effect on employees' satisfaction, then moral motivation was ranked as the second factor.

### **Recommendations**

Based upon both the literature reviewed and the field study findings, the following recommendations could be suggested that, local restaurants chains should improve the job motivation in order to improve employees' performance. Also, owners should support management in applying motivational methods for their employees and participating employees in making decisions and inquire them about the financial situation of restaurant.

Providing housing or transportation for employees that come from far places and modifying employees' salaries to be suitable with their needs and requirements. While, managers should be careful when measuring employees' performance and prepare reports because these reports determine the best kind of motivation that has the ideal effect on employees.

Setting a motivation plan is very significant to provide suggestions about the best motivation based on the nature of work, and increasing communications between management and employees to stand on their needs and requirements. Also, interesting on moral motivation such as recognition and appreciation words.

Designing work shifts based on job rotation. The possibility to rotate their jobs help in broke the routine and create innovation, and improving the reward system to be more effective, and allow the reward system to be visible for all employees by writing it down. Also, setting motivated reward target in order for employees to know why they got reward or did not get rewarded.

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