The Relationship of Management Support to Job Satisfaction and Profitability in Quick Service Restaurants

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A B S T R A C T

This study aims to assess the role of management support in quick-service restaurants and its impact on job satisfaction and profitability. The study employs a quantitative correlational research design with 200 respondents, including managers and service crew from the Cundangan Group of companies in a quick-service restaurant setting. The findings reveal that the majority of the respondents are under 19 to 25 age range, having three years of service, and predominantly from Mang Inasal and Jollibee. The assessment of management support includes employee well-being, handling mistakes, addressing worsened performance, fulfilling special favors, and considering employees' goals and opinions. The results indicate a moderate level of support for well-being, worsened performance, and consideration of goals, while mistakes and special favors receive lower support. Job satisfaction assessment demonstrates a moderate impact, emphasizing the importance of top management recognition, store operation investment, financial transparency, and equitable workload distribution. In line with the assessment of store profitability reveals a moderate impact, highlighting factors such as customer patronage, increased production, and reduced operational costs. The research establishes a significant correlation between management support and both job satisfaction and store profitability, suggesting that supportive management positively influences employee satisfaction and contributes to the store's financial success. Management implications highlight the need for employees to evaluate their suitability for the job and for managers to understand and support their team. Recommendations include hiring supportive managers, providing training for effectiveness, and empowering employees to enhance job satisfaction and profitability. The study provides valuable insights into the relationship between management support, employee satisfaction, and organizational profitability in the quick-service restaurants, this aims to guide companies, managers, and employees in fostering a positive and supportive work environment.

R E S U M O

Este estudo tem como objetivo avaliar o papel do apoio à gestão em restaurantes de serviço rápido e o seu impacto na satisfação e rentabilidade no trabalho. O estudo emprega um projeto de pesquisa correlacional quantitativa com 200 entrevistados, incluindo gerentes e equipe de serviço do Grupo Cundangan de empresas em um ambiente de restaurante de serviço rápido. Os resultados revelam que a maioria dos entrevistados tem menos de 19 a 25 anos, três anos de serviço e predominantemente de Mang Inasal e Jollibee. A avaliação do apoio da gestão inclui o bem-estar dos funcionários, lidar com erros, abordar a piora do desempenho, cumprir favores especiais e considerar as metas e opiniões dos funcionários. Os resultados indicam um nível moderado de apoio ao bem-estar, piora do desempenho e consideração de metas, enquanto erros e favores especiais recebem menor apoio. A avaliação da satisfação no trabalho demonstra um impacto moderado, enfatizando a importância do reconhecimento da alta administração, do investimento na operação da loja, da transparência financeira e da distribuição equitativa da carga de trabalho. Em linha com a avaliação da rentabilidade da loja revela um impacto moderado, destacando fatores como clientelismo, aumento da produção e redução dos custos operacionais. A pesquisa estabelece uma correlação significativa entre o apoio da gerência e a satisfação no trabalho e a lucratividade da loja, sugerindo que a gestão de apoio influencia positivamente a satisfação dos funcionários e contribui para o sucesso financeiro da loja. As implicações de gestão destacam a necessidade de os funcionários avaliarem sua adequação ao trabalho e de os gerentes entenderem e apoiarem sua equipe. As recomendações incluem a contratação de gerentes de apoio, o fornecimento de treinamento para eficácia e a capacitação dos funcionários para aumentar a satisfação e a lucratividade no trabalho. O estudo fornece informações valiosas sobre a relação entre o apoio da gestão, a satisfação dos funcionários e a lucratividade organizacional nos restaurantes de serviço rápido, com o objetivo de orientar empresas, gerentes e funcionários na promoção de um ambiente de trabalho positivo e solidário.

Introduction

Fast-food restaurant is a particular type of restaurant characterized by its fast-food cuisine and minimal table service. The industry term for the fast-food establishment is Quick-Service Restaurant or QSR (Celentano, 2019). The quick-service restaurant industry is a significant and growing aspect of the overall restaurant industry (Mason, Jones, Benefield & Walton, 2016).

Just like in other countries, this restaurant industry had flourished very well in the Philippines. Filipinos love to eat, which is why lots of restaurants and fast-food restaurants, are scattered in the cities. The food served in fast food restaurants is typically part of a "meat-sweet diet", offered from a limited menu, cooked in bulk in advance and kept hot, finished and packaged to order, and usually available for take away, though seating may be provided (Fast Food Industry, 2017).

QSR are typically part of a restaurant chain or franchise operation that provisions standardized ingredients and/or partially prepared foods and supplies to each restaurant through controlled supply channels. QSR are also characterized as having consumer demands for foods served quickly and at the right temperature, accurate orders and clean locations (Robin B. DiPietro, 2008; Afrin.K and Ramalingam, 2017).

Quick Service Restaurants (QSR) are evident trends in the hospitality sector that provides meal and chat for the customers whereas this establishment is more dependent on employees; their business goal is to provide the best and quick service of any food or beverages for the customers at sensible costs (Koranne & Borgave, 2016).

Today, managing a fast-food restaurant is not as easy as it is. It is a difficult task, signifying huge responsibilities and challenges for every manager. Campbell (2017) specified that managing a restaurant is like watching over a complicated machine's gears. Confined with the typical managerial concerns of employees and customers and dealing with food service and the unique baggage that comes. Consequently, the restaurant industry's overall success lies in the sound and outstanding management of the restaurant managers (Cagurangan, 2017). Whereas poor management skills carry long-term effects that might infect the entire organization (Lavoie, 2016). As such, it is imperative to the management to ensure that they have the managers that possess exemplary management skills, work values, and job performance and that an assessment should be regularly done as a basis for continuous improvement.

Employees are a vital resources for all industries because they are critical in determining market success and financial performance (Wirtz & Jerger, 2016). Any technological advancement could never replace the service provided by an employee. (Miller, 2017) As a result, the industry must be more committed to maintaining an inborn happiness or

satisfaction in employees, which they can replicate in their service to customers (Arun, Yuvaraj & Lawrence, 2019).

Employees are critical assets for service-oriented and banking companies in achieving their goals, as evidenced by the positive influence of employee satisfaction on financial performance (Chi and Gursoy, 2009; Spring and Araujo, 2009; Surabaya, 2018). Effective management support plays a pivotal role in fostering employee satisfaction and organizational success across industries (Kwapisz et al., 2019; Fouzia Ashfaq & Saira Ahmed, 2020). Supervisors' encouragement and support are particularly significant in creating a positive work environment and encouraging employee engagement (Karatepe, 2014; Eisenberger et al., 2002; Yi Lu, 2019). The commitment and dedication of employees significantly influence organizational performance and job satisfaction, ultimately reducing turnover rates (Rivera, 2020; Panigrahi & Joshi, 2016). Job satisfaction, comprising various dimensions such as job duties, motivations, encouragements, and hopes, is crucial for fostering employee loyalty and organizational success (Rose et al., 2006; Tabatabaei et al., 2005; Rivera, 2020).

There is a general idea that an organization's overall productivity and success are dependent on the effective and efficient performance of its employees, and that better performance is dependent on the employees' job satisfaction (Green, 2016). As claimed by (Almaaitah 2017), employees job satisfaction is closely related to productivity which is then related to profitability. It has a positive result on organizational performance and a reasonable non-recursive effect on employee satisfaction. Therefore, employee satisfaction is critical to attain quality and profitability in organization. Employee's job satisfaction plays a considerable role in enhancing the firm profitability and improving operational performance of organizations and quality of good and services. There is no doubt in it that employee satisfaction is critical to attain quality and profitability in organization.

The success of QSR is dependent on efficient operations and marketing. High turnover is a challenge for restaurant industry so management support are critical because it influences the employees job satisfaction thus, influencing the organizational profitability. A low management support results into a chain reaction that hurts the industry. Employees who feel supported by their organizations and managers tend to have higher well-being and job satisfaction (Kun & Gadanecz, 2019). Managers must be willing to relinquish some power in order to increase their trust in their employees. Giving employees the ability to make informed decisions about their jobs can lead to increased job satisfaction (Tatar, 2020).

Thus, the study serves as a basic platform to indicate specific support mechanism employed by management in QSR. This study emphasis on the main components of management support which is considered as an important role on increasing employee job satisfaction and profitability of the industry.

Methodology

This research employs a quantitative correlational research design, specifically utilizing a correlational survey approach. The methodology involves sampling respondents' opinions through questionnaires, followed by empirical data analysis to determine the nature of relationships, particularly between the independent variable of management support and the dependent variables of job satisfaction and store profitability. Quantitative research offers objectivity, fast data collection, and statistical analysis, providing a comprehensive overview of the study. Purposive sampling is used to select participants based on specific criteria rather than random selection. Eligible participants must be at least 19 years old, actively engaged as regular employees in a Quick Service Restaurant (QSR) franchise in Bulacan, have an average tenure of three years at the franchise, and be able to provide informed consent. The study focuses on employees of the Cundangan Group of Companies' QSR franchise in Bulacan, with a population of 614 employees across 13 franchise businesses. A total of 200 participants are selected based on eligibility criteria.

Data collection involves using Google Forms for questionnaire dissemination. The questionnaire includes the Spector (1985) Job Satisfaction Survey and the Survey of Perceived Supervisor Support to assess job satisfaction and perceptions of management support, respectively. Instruments are adapted and pilot-tested for accuracy and reliability. Data processing and statistical treatment are conducted using SPSS version 25. Descriptive analysis is utilized to describe respondent profiles and assess management support, job satisfaction, and store profitability.

Pearson correlation analysis is employed to determine significant relationships between variables. Ethical considerations include validation of the survey questionnaire, obtaining permission from managers and service crew as respondents, explaining the study's purpose and expectations, ensuring anonymity and confidentiality for participants, and adhering to data privacy regulations.

Overall, this research employs robust quantitative methods to investigate the relationships between management support, job satisfaction, and store profitability among QSR employees in Bulacan.

Results

Characteristics of the Respondents

Table 1 provides a breakdown of respondent characteristics including age, gender, years of service, and store affiliation.

In terms of age, the highest frequency and percentage (61%) of respondents fall within the 19-25 age range, indicating that the majority of insights are derived from this age group. Respondents aged 26-30 constitute 24.5%, while those aged 41 and above represent the lowest percentage at 1.5%.

Regarding gender, the table shows an equal distribution with 100 respondents (50%) being male and 100 (50%) female.

Concerning years of service, the highest frequency and percentage (48.5%) are attributed to respondents with 3 years of service. This is followed by 4-5 years of service, which accounts for 43% of respondents, and 6-10 years with the lowest percentage at 8.5%.

Table 1
Frequency and Percent Distribution in terms of Profile of the Respondents

Profile of Respondents	Frequency	Percent
Age		
19 – 25	122	61.0
26 – 30	49	24.5
31 -40	26	13.0
41 and above	3	1.5
Sex		
Female	100	50.0
Male	100	50.0
Years of Service		
3	97	48.5
4-5	86	43.0
6 - 10	17	8.5
Name of Store		
Chowking Balagtas	4	2.0
Chowking Ema	6	3.0
Chowking Shell Nlex	15	7.5
Greenwich Balagtas	5	2.5
Jollibee Balagtas	14	7.0
Jollibee Balagtas Town Center	15	7.5
Jollibee Bocaue	21	10.5
Jollibee Pulong Buhangin	23	11.5
Jollibee Shell NLEX	18	9.0
Jollibee WM Guiguinto	21	10.5
Jollibee WM Sta Maria	14	7.0
Mang Inasal WM Guiguinto	15	7.5
Mang Inasal NLEX	29	14.5
TOTAL	**200**	**100.0**

In terms of store affiliation, the highest frequency and percentage (14.5%) belong to Mang Inasal NLEX, followed by Jollibee Pulong Buhangin with 11.5% of respondents. Jollibee Bocaue and Jollibee Waltermart Guiguinto both have 10.5% of respondents each. The lowest frequency and percentage belong to Chowking Balagtas with 2.0% of respondents, followed by Greenwich Balagtas and Chowking Ema Town Center with 2.5% and 3.0% respectively. The majority of respondents are aged 19-25, equally divided between male and female, with 3 years of service, and affiliated with Mang Inasal NLEX Bulacan.

Assessment on Management Support in Quick Service Restaurants

Employee well-being

Table 2

Mean Score, Descriptive Interpretation and Level of Support regarding the Assessment on Management Support in Quick Service Restaurants in relation to Employee Well-Being

Statement	Mean Score	Descriptive Interpretation	Level of Support
Employee Well-being			
1. Top managers schedule frequent 1:1 meetings with the managers on duty and try a walking meeting to observe.	3.29	Agree	Moderate Level
2. Top managers invest in employees long-term by creating an employee development plan for each management team member.	3.13	Agree	Moderate Level
3. Top Managers allows flexible work schedules to duty managers that help maintain a work-life harmony.	3.35	Agree	Moderate Level
Mean Score	**3.25**	**Agree**	**Moderate Level**

Legend: 4.0 -3.50 – Strongly Agree/High Level of Support, 3.49- 2.50- Agree/Moderate level of Support, 2.49 – 1.50 – Disagree/ Low Level of Support, 149 – 1.0 Strongly Disagree/ Very Low Level of Support

Table 2 presents the mean scores, descriptive interpretations, and levels of support regarding the assessment of management support in quick service restaurants concerning employee well-being. The highest mean score is 3.35 with a descriptive interpretation of "Agree," indicating a "Moderate Level of Support." This pertains to "Top Managers allowing flexible work schedules to duty managers that help maintain work-life harmony." Following closely is a mean score of 3.29 with a descriptive interpretation of "Agree" and a "Moderate Level of Support" related to "Top managers scheduling frequent 1:1 meetings with the managers on duty and trying walking meetings to observe.

" The lowest mean score is 3.13 with a descriptive interpretation of "Agree" and a "Moderate Level of Support," dealing with "Top managers investing in employees long-term by creating an employee development plan for each management team member. The overall average mean score is 3.25, interpreted as "Agree" and indicating a "Moderate Level of Support." This suggests that respondents perceive moderate support concerning employee well-being, particularly in terms of 1:1 meetings, the creation of development plans, and flexibility in work schedules.

The text following the table emphasizes the significance of studying employee well-being, as it impacts various aspects such as mental and physical health, workplace satisfaction, and overall productivity. Well-being is viewed as a multifaceted concept encompassing elements like job fulfillment, engagement, commitment, and positive emotions at the

workplace. The research underscores the importance of well-being not only for individual employees but also for organizational success, as employees with higher well-being are likely to be more productive and contribute positively to the company's objectives.

Mistakes

Table 3 shows the mean score, descriptive interpretation and level of support regarding the assessment on management support in quick service restaurants in relation to mistakes. It can be deduced from the table that highest mean score able to have a 2.35 with descriptive interpretation of "Disagree" having a "Low Level of Support" that deal with "Top managers expresses that the duty manager's mistakes represent an opportunity for them to learn too.". It was followed by a mean score of 2.18 with descriptive interpretation of "Disagree" having a "Low Level of Support" that deal with "Top managers do not overreact in one mistake but they do not want it to multiply so they avert in with an earlier intervention" and the least mean score is 2.15 with descriptive interpretation of "Disagree" having a "Low Level of Support" that deal with "Top managers assure that they are focused on solving the underlying problem and not assigning blame. Top managers assure that they are focused on solving the underlying problem and not assigning blame."

The average mean score able to give a 2.23 with descriptive interpretation of "Disagree" having a "Low Level of Support". This denotes that respondents have low support in terms of mistakes in the overacting and avert in early intervention, focus on solutions and not blaming others, creating a development plan and mistakes are opportunities to learned.

Table 3

Mean Score, Descriptive Interpretation and Level of Support regarding the Assessment on

Statement	Mean Score	Descriptive Interpretation	Level of Support
Mistakes			
1. Top managers do not overreact in one mistake but they do not want it to multiply so they avert in with an earlier intervention.	2.18	Disagree	Low Level
2. Top managers assure that they are focused on solving the underlying problem and not assigning blame.	2.15	Disagree	Low Level
3. Top managers expresses that the duty manager's mistakes represent an opportunity for them to learn too.	2.35	Disagree	Low Level
Average Mean	**2.23**	**Disagree**	**Low Level**

Management Support in Quick Service Restaurants in relation to Mistakes

Legend: 4.0 -3.50 – Strongly Agree/High Level of Support, 3.49- 2.50- Agree/Moderate level of Support, 2.49 – 1.50 – Disagree/ Low Level of Support, 149 – 1.0 Strongly Disagree/ Very Low Level of Support

Organizations have the capacity to learn from both success and failure, as highlighted by the behavioral theory of the firm (Cyert & March, 1963). Success is often perceived as validation of existing organizational knowledge, leading decision-makers to believe that further changes or development of knowledge is unnecessary (March & Shapira, 1992). In contrast, failures and mistakes challenge existing assumptions and indicate inadequacies in organizational knowledge (March, 1991; Cyert & March, 1963; March & Simon, 1958). Mistakes serve as stimuli for organizational members to challenge assumptions and correct problems with innovative ideas (Sitkin, 1992), indicating where knowledge inadequacies lie (Levinthal & March, 1981). While there is value in learning from both failures and mistakes, there is confusion in differentiating between them in organizational learning research (Farson & Keyes, 2002; Muehlfeld, Sahib, & Witteloostuijn, 2012). Cannon and Edmondson (2001) define failure as deviation from expected and desired results, including both avoidable and unavoidable negative outcomes. They argue that organizations' responses to mistakes influence their ability to learn from failures. Cardon, Stevens, and Potter (2011) assert that failures can result from mistakes, while Edmondson (2011) distinguishes between "good" failures, which result from exploring novel innovations, and "bad" failures, which involve deviations from routine processes. Organizations must accept and tolerate failures to obtain the knowledge provided by incidents of failure (Edmondson, 2011). Research on learning from failures recognizes the conceptual overlap between mistakes and failures (Carmeli, Tishler, & Edmondson, 2012). Mistake tolerance and failure tolerance are closely related concepts that facilitate organizational learning.

Worsened Performance

Table 3 presents the assessment of management support in quick service restaurants concerning worsened performance. The highest mean score of 3.27, interpreted as "Agree" with a "Moderate Level of Support," relates to top managers providing employees an opportunity to improve performance through a fair, documented process, particularly with contract terminations. Following closely is a mean score of 3.25, also interpreted as "Agree" with a "Moderate Level of Support," indicating that top managers promptly address duty managers' poor performance concerns, providing immediate feedback for improvement. Conversely, the lowest mean score of 2.18, interpreted as "Disagree" with a "Low Level of Support," pertains to top managers not easily judging duty managers' poor performance but presenting a clear documented performance trail.

The average mean score of 2.90, interpreted as "Agree" with a "Moderate Level of Support," suggests moderate support for addressing worsened performance, including promptly addressing poor performance concerns, providing feedback for improvement, and offering opportunities for enhancement.

Performance assessment in businesses extends beyond financial indicators to include nonfinancial aspects like human resource performance, which impacts satisfaction,

motivation, and absenteeism (Nilsen & Ringholm, 2019). Job performance is defined by workers' task execution and their alignment with company norms (Imran et al., 2012). A poor workplace environment is associated with attendance issues, reduced job satisfaction, physical complaints, burnout, and poor performance (Gulliver & Towell, 2003). Motivational factors such as recognition at work contribute to employees' value perception within the company, enhancing overall performance and satisfaction (Day & Bedeian, 1991).

Table 4
Mean Score, Descriptive Interpretation and Level of Support regarding the Assessment on Management Support in Quick Service Restaurants in relation to Worsened Performance

Statement	Mean Score	Descriptive Interpretation	Level of Support
Worsened Performance			
1. Top managers do not easily judge duty managers poor performance but present a clear document performance trail.	2.18	Disagree	Low Level
2. Top managers do not wait too long to raise duty managers poor performance concerns thus, provides immediate feedback for employees possible improvement.	3.25	Agree	Moderate Level
3. Top managers express more straight forward demonstration to provide the employee an opportunity to improve performance through a fair, documented process particularly with ending of contracts or termination.	3.27	Agree	Moderate Level
Average Mean	**2.9**	**Agree**	**Moderate Level**

Legend: 4.0 -3.50 – Strongly Agree/High Level of Support, 3.49- 2.50- Agree/Moderate level of Support, 2.49 – 1.50 – Disagree/ Low Level of Support, 149 – 1.0 Strongly Disagree/ Very Low Level of Support

Requested Special Favors

Table 5 presents the mean scores and descriptive interpretations regarding management support in quick service restaurants concerning requested special favors. The highest mean score, 3.68, indicates a "Strongly Agree" interpretation, signifying a "High Level of Support" for "Top managers fostering and promoting professionalism to avoid favoritism." This is followed by a mean score of 3.28, interpreted as "Agree" with a "Moderate Level of Support," regarding "Top managers ensuring that duty managers' special favors will not affect store operations."

The lowest mean score, 3.17, also interpreted as "Agree" with a "Moderate Level of Support," pertains to "Top managers reviewing the performance of duty managers before granting special favors." The average mean score of 3.37 suggests a "Moderate Level of Support" overall for requested special favors, indicating respondents' moderate support for addressing this aspect of management support in quick service restaurants.

Proactive employees are crucial assets for organizations, and retaining them is a major concern. Information asymmetry leads potential employees to choose inadequate educational

topics, resulting in insufficient competencies. Highly qualified individuals with on-demand skills are more easily integrated into society, enhancing cultural knowledge and world information access.

Table 5

Mean Score, Descriptive Interpretation and Level of Support regarding the Assessment on Management Support in Quick Service Restaurants in relation to Requested Special Favors

Statement	Mean Score	Descriptive Interpretation	Level of Support
Request Special Favors			
1. Top managers foster and promote professionalism to avoid favoritism.	3.68	Strongly	High Level
2. Top managers review the performance of duty managers before granting special favors.	3.17	Agree	Moderate Level
3. Top managers assure that duty manager's special favor will not affect the store operations.	3.28	Agree	Moderate Level
Average Mean	**3.37**	**Agree**	**Moderate Level**

Legend: 4.0 -3.50 – Strongly Agree/High Level of Support, 3.49- 2.50- Agree/Moderate level of Support, 2.49 – 1.50 – Disagree/ Low Level of Support, 149 – 1.0 Strongly Disagree/ Very Low Level of Support

Proactive employees are crucial assets for organizations, and retaining them is a major concern. Information asymmetry leads potential employees to choose inadequate educational topics, resulting in insufficient competencies. Highly qualified individuals with on-demand skills are more easily integrated into society, enhancing cultural knowledge and world information access. This often leads to increased emigration from middle-income nations. Highly qualified migrants boost the destination country's human capital, fostering a competitive environment and encouraging local inhabitants to acquire new skills.

While previous research focused on antecedent variables of proactive behavior, such as personality traits, positive emotions, and work motivations, the impact of goal-setting and decision-making participation on positive psychological states is often overlooked. Goal-setting, according to Peter Drucker's theory, significantly influences job motivation, attitude, and behavior, serving as a driving force for employees to align with organizational goals.

Goal-setting participation, a specific type of decision-making, affects individuals' goal evaluation, accessibility, and acceptance, fostering a sense of control. This involvement enables clear understanding of organizational goals, promoting positive actions, organizational development, and insider identity, contributing to a trustworthy and respectful organizational atmosphere (Pervaiz, 2021).

Consideration of Employee's Goals and Opinions

Table 6 presents management support in quick service restaurants regarding consideration of employee's goals and opinions, showing a moderate level of support overall.

The highest mean score reflects strong training needs assessment, followed by explaining the bigger picture to duty managers. The lowest mean score relates to drafting personal goals contributing to the organization's mission.

Table 6

Mean Score, Descriptive Interpretation and Level of Support regarding the Assessment on Management Support in Quick Service Restaurants in relation to Consideration of Employee's Goals and Opinions

Statement	Mean Score	Descriptive Interpretation	Level of Support
Consideration of employee's goals and opinions			
1. Top managers explains to duty managers the bigger picture so they can accept trade-offs from personal goals when things go wrong.	3.54	Strongly Agree	High Level
2. Top managers ask duty managers to draft personal goals that directly contribute to the organization's mission during scheduled meetings.	3.18	Agree	Moderate Level
3. Top managers are strong exercising training needs assessment to analyze the expected training program of the duty managers for further career development.	3.75	Strongly Agree	High Level
Average Mean	**3.49**	**Agree**	**Moderate Level**

Legend:4.0 -3.50 – Strongly Agree/High Level of Support, 3.49- 2.50- Agree/Moderate level of Support, 2.49 – 1.50 – Disagree/ Low Level of Support, 149 – 1.0 Strongly Disagree/ Very Low Level of Support

Organizations today prioritize employee involvement in setting organizational goals to address internal challenges like inefficient hiring and motivation. Despite the scarcity of experienced local applicants, organizations prefer onsite talent over remote contractors. Small and medium-sized enterprises (SMEs), though adaptable, often lack intimacy in personnel management. Employees are now more educated and possess strong negotiation skills, prompting managers to support their involvement in goal-setting. Participation in goal-setting, as defined by Erez et al., enhances employee acceptance and engagement, leading to proactive behavior. This collaborative approach allows employees to contribute to goal-setting, fostering intrinsic motivation and benefiting organizations in the long term (Pervaiz, 2021).

Assessment on their job satisfaction and the profitability of the store.

Job Satisfaction

Table 7 illustrates the mean scores and impact levels concerning job satisfaction. The highest mean score, indicating a "High Level of Impact," pertains to feeling valued by top management for efforts and contributions to company goals (3.75). This is closely followed by perceiving sufficient investment from top management for the success of store operations (3.65). Additionally, observing effective and timely communication of company news by top

management received a mean score indicating a "Moderate Level of Impact" (3.27). The lowest mean score, also indicating a "Moderate Level of Impact," relates to perceiving top management's transparency regarding the store's financial status (3.22). On average, respondents perceive a "Moderate Level of Impact" in terms of job satisfaction regarding top management's recognition of effort and contribution, investment in store operations, transparency on financial matters, and distribution of workload.

Table 7

Mean score, Descriptive Interpretation and Level of Impact Regarding the Assessment on Job Satisfaction on their Store

Statement	Mean Score	Descriptive Interpretation	Level of Support
3.1 Job Satisfaction			
1.　I feel that the top manager values my effort and contributions to company goals	3.75	Strongly Agree	High Impact
2.　I observe that the top manager communicate company news effectively and in a timely manner.	3.27	Agree	Moderate Impact
3.　I see that the top manager invested enough for the success of the store operations team.	3.65	Strongly Agree	High Impact
4.　I notice that the top manager is very transparent to the employees particularly with the store's financial status.	3.22	Agree	Moderate Impact
5.　I observe that the top manager distribute work evenly in management team.	3.57	Strongly Agree	High Impact
Average Mean	**3.49**	**Agree**	**Moderate Impact**

Job satisfaction, influenced by individual success and performance, aligns with Maslow's Hierarchy of Needs theory, where employees strive for higher levels of fulfillment (Sugden, 2001). Satisfied employees exhibit reduced absenteeism, lower stress levels, and increased job engagement (Griffin, 2002; Al-Ababneh & Lockwood, 2010). Management approaches and leadership styles also significantly influence the business climate and employee perceptions. Job satisfaction refers to feelings resulting from a worker's perception of the extent to which their job satisfies their needs (Kong et al., 2018). It involves a worker's emotional state regarding the extent to which they like their role inside their workplace (Locke, 1969). According to Herzberg's two-factor theory (1959), job satisfaction differs from job dissatisfaction to a great extent.

Whereas satisfaction is achieved based on motivating factors which are present at work (e.g. opportunities for growth), the lack of such factors causes the absence of satisfaction. In turn, dissatisfaction can be prevented by satisfying hygiene factors (e.g. salary), but these factors do not cause satisfaction perse.

In this study, the focus is placed on job satisfaction. Employee job satisfaction is important as it affects turnover, organizational commitment and individual performance (Dorta-Afonso et al. 2021; Kong et al., 2018; Zopiatis et al., 2014) and is therefore a main

determinant of organizational performance (Chi and Gursoy, 2009; Wood et al., 2012). Consequently, hoteliers should priorities efforts to provide employees with working environments that maximize their satisfaction, especially in the current pandemic situation.

Profitability

Table 8 present the mean score, descriptive interpretation and level of impact regarding the assessment on their profitability on their store. It can be depict from the table that highest mean score able to have a 3.66 with descriptive interpretation of *"Strongly Agree"* having a *"High Level of Impact"* that deal with two (2) statements *"I observe that the store continuously increased its production"* and *"I observe that the regular customers are continuously"*.

It was followed by a mean score of 3.28 with descriptive interpretation of *"Agree"* having a *"Moderate Level of Impact"* that deal with *"I notice that up-selling of the food and beverage products are increasing."* Then a mean score of 3.13 22 with descriptive interpretation of *"Agree"* having a *"Moderate Level of Impact"* that deal with *"I notice that the store operational costs has been reduced while the sales increases"* and the lowest mean score is 3.01 with descriptive interpretation of *"Agree"* having a *"Moderate Level of Impact"* that deal with *"I observe that the store are able to change its food products price without experiencing risk in sales"*.

The average mean score able to give a 3.34 with descriptive interpretation of *"Agree"* having a *"Moderate Level of Impact"*. This denotes that respondents have moderate impact in terms of profitability of their store that the regular customer continuously patronized the store, increases the productions, increases the selling of food and beverages and operational costs have reduced but the sales increases.

Table 8

Mean Score, Descriptive Interpretation and Level of Impact Regarding the Assessment on Profitability on their Store

Statement	Mean Score	Descritive Interpretation	level of impact
3.2 Profitability			
1. I observe that the store continuously increased its productions	3.66	Strongly Agree	High impact
2. I notice that the store operacional Costs has been reduced while the Sales increases.	3.13	Agree	Moderate Impact

Legend: 4.0 -3.50 – Strongly Agree/High Level of Support, 3.49- 2.50- Agree/Moderate level of Support, 2.49 – 1.50 – Disagree/ Low Level of Support, 149 – 1.0 Strongly Disagree/ Very Low Level of Support

The service sector, including quick-service restaurants (QSRs), holds significant importance in the global economy, contributing substantially to gross domestic product and job growth (Pugh & Subramony, 2016). QSRs are projected to generate significant revenue and employment opportunities, with global earnings estimated at $859.9 billion in 2020 and expected to employ around 16 million people by 2025 (Hyland, 2020). However, the industry faces challenges such as declining profits due to increased wages and evolving consumer preferences towards healthier, made-to-order options (Hyland, 2020).

In response to economic uncertainty, restaurant operators are exploring innovative strategies to ensure sustainable financial performance (Karatepe, 2013). Organizations recognize the crucial role of employees in achieving organizational goals and understand the importance of motivating them effectively (Evanschitzky et al., 2012).

It is widely acknowledged that employees are instrumental in creating a competitive advantage, especially in industries like QSRs where product differentiation is limited, and the quality of service depends heavily on employee performance (Dessler, 2011; DiPietro & Pizam, 2008; Mathe & Slevitch, 2013).

Significant relationship between management support with employees' job satisfaction and profitability of the store.

The table reveals a strong correlation between management support and employees' job satisfaction (R = 0.824) as well as profitability of the store (R = 0.798), indicating a significant relationship. The recorded p-values of 0.000 for both parameters reject the null hypothesis, confirming a significant relationship between management support, job satisfaction, and store profitability.

Table 9

Composite table of the Significant Relationship between Management Support with Job Satisfaction and Profitability of the Store using Pearson's R Coefficient Correlation

	Computed r	VI	Sig	Decision	VI
Job Satisfaction	0.824	HC	0.000	R	S
Profitability of the Store	0.798	HC	0.000	R	S

Legend: FR- Failed to reject   HR –High Correlation R- Reject   NS- Not significant   S- Significant

Management Implications

This study provides management implications for managers to make sure that there are sufficient communication and support mechanisms in place, as well as fair reward and recognition schemes. Managers can interact with their direct reports using the list of current and desired forms of task-related support. At the same time, employees who do not feel supported in one or more desired ways should be encouraged to ask their supervisor for assistance. Institutions should also educate and train managers on the value of task-related support and how to provide it.

Managers and organizations should continue to maintain current practices and provide flexibility to their employees. If there is a lack of support, job satisfaction or performance perception recommended, they should be able to evaluate the level of support of employees, provide personal needs and adjust managers approach as needed. Managers should be encouraged to get to know their employees, learn the types of support that are meaningful to them, and consider how to provide the support they need.

Employees in their part should not abuse the flexibility and managerial support they provide. They are encouraged to develop self-awareness in order to recognize what kind of work they find valuable, identify desirable growth and development opportunities, and communicate these goals to their superiors. Managers should encourage their employees to do actively learn about their goals, and provide them with opportunities for challenge and growth. These activities are part of building strong, positive relationships with employees, which participants perceive as contributing to job satisfaction. They should understand the importance of strong, positive relationships, strive to build them, and diagnose and resolve problems related to relationships with subordinates.

Conclusions

The analysis reveals a moderate level of management support across various aspects, underscoring the need for targeted improvements to address areas of deficiency. Furthermore, a robust correlation is observed between management support and both employee job satisfaction and store profitability, emphasizing the critical role of supportive managerial practices in driving organizational success. To optimize management practices, recommendations include screening managerial candidates for supportiveness, providing training programs for managerial effectiveness, and fostering open communication to inspire and motivate teams effectively. By implementing these recommendations, QSR establishments can create a supportive work environment that enhances employee satisfaction and drives organizational profitability.

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