

Career development and employees' motivation in the fast-food industry in San Jose, Occidental Mindoro

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Abstract

The fast-food industry is a significant part of the global economy and continues to grow rapidly offering quick and affordable options for consumers and serving as a vital source of employment. San Jose, Occidental Mindoro is not an exception to this trend, yet there is limited understanding of factors that influence employees' motivation and career development. This study examined the relationship between career development and employees' motivation in the fast-food industry in San Jose, Occidental Mindoro. It utilized descriptive-correlational research in conducting this study. Descriptive statistics and regression analysis were the statistical methods used for examining the data. A self-structured questionnaire was administered to 144 employees of fast-food restaurants in San Jose, Occidental Mindoro, comprising Jollibee, Mang Inasal, McDonald's, and Chowking. The findings of this study revealed that most of the respondents are between 18-25 years old, male, single, high school graduates, and crew members. The fast-food restaurants provide their employees the necessary skills enhancement, training and job orientation, mentorship, and guidance to a very high extent, as well as incentives and promotions, however, promotions can demotivate the employees. There was no significant relationship between demographic profile and employees' motivation. On the other hand, career development and employee motivation were found to have a significant relationship. Enhancing the skills of the employees and providing adequate training and job orientation, mentorship and guidance, incentives, and promotions can affect employees'

motivation, satisfaction, retention, and productivity. These can also lead to the effective and efficient performance of employees and the success of an organization.

Keywords: career development, employees' motivation, skills enhancement, training and job orientation, mentorship, fast-food industry

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1. Introduction

A wide range of facilities, including restaurants, fast-food chains, cafes, and small stalls and kiosks, make up the Philippines' thriving food service sector. This thriving industry is a big contributor to the economy and has been giving job opportunities. It features different cuisine trends and a great hunger for dining out as a family activity or a time for celebration. Moreover, fast-food restaurants are the most popular spot for Filipino customers to eat out or purchase food because of their speedy and comfortable service, especially for those who enjoy burgers and chicken. Fast-food outlets made up more than half of all revenue shares in 2022, bringing in approximately \$5.72 billion (Statista Research Department, 2023). The fast-food industry is a significant part of the global economy and continues to grow rapidly in emerging markets like the Philippines. San Jose, Occidental Mindoro is not an exception to this trend. While fast-food franchises offer quick and affordable options for consumers, they also serve as a vital source of employment. However, little is known about the factors that influence employees' motivation and career development within this industry in San Jose. This study aimed to fill this gap by examining the current state of employees' motivation and career development in fast food outlets in San Jose, Occidental Mindoro.

In the fast-food industry, it is the food markets where there is a fast-food production process. It sells foods such as ice cream, fried chicken, potato fries, and drinks. Through fast food chains, you can see how developed and crowded it is. The fast-food industry has witnessed a remarkable growth trajectory over the past decades, emerging as a vital sector in the global economy. Rapid globalization, urbanization, and shifting consumer preferences have propelled this industry into an ever-evolving landscape. In San Jose, Occidental Mindoro, the fast-food industry mirrors this trend, demonstrating considerable growth and contributing substantially to the local economy. For those who may lack prior work experience or a college degree, entry-level jobs in the fast-food industry are a significant source of employment. These entry-level positions can act as a stepping stone for people to advance in their careers by gaining experience in the workforce and acquiring new abilities (Cobb, 2023). The fast-food industry in San Jose, Occidental Mindoro faces challenges in employee retention and motivation due to the transient nature of entry-level positions. Employees often view these roles as stepping stones rather than long-term career choices, which can lead to a lack of motivation and commitment. This perception can hamper organizational efficiency and sustainability.

Thus, understanding the dynamics of career development within the fast-food industry, and its correlation with employees' motivation, becomes critical for both the industry stakeholders and employees themselves. Addressing this issue can lead to a win-win situation, enhancing employee satisfaction and motivation while ensuring a stable and skilled workforce for the fast-food establishments in San Jose, Occidental Mindoro. "The real assets of the organizations are employees and it's considered as the engine of any company. There is a growing need to have staff doing their jobs properly and the organization gets the required output from employees. To achieve those objectives, we need an employee who has a real desire to perform their duties as well as have stimulus and incentive to attain the required goal" (Al-Madi et al., 2017, p. 134).

Employees are one of the most important assets in an organization. Every employee is different but they all affect and help an organization. They are one of the reasons the business runs. They serve the customers, they take care of the needs of the customers, they adhere to the company's rules and regulations in terms of doing their work and for the better operation of the company, and having a good relationship with other employees. Every employee has a job that makes them different from other employees. Some employees are part-timers, full-timers, and even temporary. Regardless of their differences, their similarities, skills, and knowledge are beneficial for the operation, development, and growth of an organization. Aside from helping the business, employees also need the business

to help them grow and develop (Indeed Editorial Team, 2023).

Employees also seek other opportunities that they can gain from an organization. They don't only look for a job but also the benefits they can get from a company. And those benefits affect their performance in the workplace. Thus, career development within the fast-food industry is an essential aspect that necessitates attention and understanding. Traditionally perceived as a part-time or temporary employment option, the industry now requires a paradigm shift in how careers are perceived and nurtured within its framework. As the industry matures, recognizing the potential for career growth and offering structured development pathways to employees becomes paramount. Work is a position of employment, therefore perhaps we can perform a lot of work in a position since the money we need to meet our daily requirements or to do and purchase the things we like comes from that work. The position is what we do for a living. it may change for a while during our life. Our entire working life is a career. A person is motivated by an impulse to take a particular action to accomplish a goal. The word motivation derives from the word motive, which refers to an individual's internal impulse, stimulus, or driving force (Febrianti et al., 2020). Task distribution is up to the discretion of the company, which may demotivate workers by limiting their career opportunities. The degree of labor market competition—specifically, the likelihood of switching to another company—interacts with task allocations and employee motivation (Bar-Isaac & Lévy, 2022). Motivated employees are the bedrock of organizational success. Their commitment and enthusiasm significantly impact productivity, customer service, and overall job satisfaction. In the fast-food industry, where the work environment can be demanding and fast-paced, maintaining a motivated workforce is fundamental to ensuring exceptional service and customer experiences.

The purpose of this study is to comprehensively examine the relationship between career development and employees' motivation within the fast-food industry in San Jose, Occidental Mindoro. By examining the relationship between career development and employees' motivation, this research sought to provide valuable insights to fast-food industry stakeholders, enabling them to enhance career development and employees' motivation, ultimately contributing to a more productive and satisfied workforce.

Statement of the Problem - This study aimed to examine the relationship between career development and employees' motivation in the fast-food industry in San Jose, Occidental Mindoro. Specifically, it sought to answer the following questions: (1) What is the demographic profile of the respondents in terms of age, sex, civil status, highest educational attainment, and job position? (2) What is the extent of career development encountered by the respondents in terms of skills enhancement training and job orientation, and mentorship and guidance? (3) What is the extent of employees' motivation in the fast-food industry in terms of incentives and promotions? (4) Is there a significant relationship between the demographic profile and employees' motivation in the fast-food industry? (5) Is there a significant relationship between career development and employees' motivation in the fast-food industry?

Significance of the Study - This study aimed to examine the relationship between career development and employees' motivation in the fast-food industry, ultimately contributing to the improvement of work conditions, job satisfaction, and the prosperity of individuals and organizations involved. The researchers believe that the findings of this study will help the fast-food industry, managers, and employees. In terms of its significance, this study will be beneficial to the following: To employees in the fast-food industry, the study can provide employees with valuable information about potential career growth opportunities and strategies for enhancing their motivation within the industry, empowering them to make informed decisions about their professional development. Fast-food industry stakeholders, owners, managers, and decision-makers within the fast-food industry can use the insights to optimize their career development programs and employee motivation strategies, ultimately enhancing productivity, employee satisfaction, and overall business success.

To the academic community, researchers, scholars, and educators in the field of business administration can utilize the findings to enhance their understanding of career development and motivation within the context of the fast-food industry. This can lead to further research and academic discussions. To the government and

policymakers, insights from this study can inform policymakers about the specific needs and challenges within the fast-food industry, enabling them to tailor policies and regulations that promote healthy work environments, fair employment practices, and overall industry growth. To local communities, by understanding the dynamics of career development and motivation within the fast-food industry, local communities can be informed about potential job opportunities and the overall impact of this industry on the socio-economic development of San Jose, Occidental Mindoro. To the future researchers, they can draw from a unique local perspective, understanding the factors that drive employee motivation and job satisfaction within this particular sector. Moreover, this study can serve as a benchmark for assessing the effectiveness of existing career development and motivation strategies within fast-food enterprises in the region, offering a foundation for improvement and innovation. Ultimately, the findings of this research can guide both academia and industry towards optimizing human resources management in the fast-food sector, potentially enhancing productivity, employee well-being, and overall business success.

Scope and Delimitation of the Study - This study focuses on employees within the fast-food industry in San Jose, Occidental Mindoro, delving into their career development experiences and the factors influencing their motivation. The respondents of the study are limited to the fast-food employees in San Jose, Occidental Mindoro. Among the different demographic profiles that may describe their age, sex, civil status, highest educational attainment, and job position. The researchers conducted the data gathering through the use of researcher-made instrument with the use of face-to-face interactions. The researchers also collected records that served as evidence to justify and gather the result of the questionnaire and information that helped them formulate a precise and well-established conclusion. And to capture a comprehensive understanding of career development and employees' motivation within this regional context. However, it is important to acknowledge that the study may be limited in terms of time constraints, the availability of participants, potential biases in self-reported data, and the willingness of participants to share information.

2. Methodology

Research Design - This study utilized descriptive-correlational research. It was used to determine the demographic profile of the respondents in terms of age, sex, civil status, highest educational attainment, and job position. As well as the extent of career development encountered by the respondents in terms of skills enhancement, training and job orientation, and mentorship and guidance. In addition, to determine the extent of employees' motivation in the fast-food industry in terms of incentives and promotions. Furthermore, correlational design was used to determine the relationship among the demographic profile, career development, and employees' motivation in the fast-food industry.

Respondents of the Study - Simple random sampling was used as the sampling technique in this study. In this technique, the researchers randomly picked the respondents from the employees of the fast-food industry without any bias, using paper with their indicated number on it, as the name is optional their questionnaires have a number to know and remember what survey questionnaire they answered, and every employee may have the same opportunity to be in the sample. The respondents of this study are those who work in the fast-food industry in San Jose, Occidental Mindoro. The employees of fast-food restaurants are the ones who have enough knowledge to answer the problems posed in the study. Out of 231 employees of Jollibee, Mang Inasal, McDonald's, and Chowking, the researchers used Slovin's formula with a 5% margin of error and 95% confidence level, to determine the sample size, thus the sample of this study was 144.

Research Instrument - The research instrument for this study was a self-constructed questionnaire. It was designed to collect quantitative data on respondents' perceptions and experiences related to career development and employees' motivation in the fast-food industry in San Jose, Occidental Mindoro. It consists of three (3) parts, part I consists of the respondents' demographic profile. The respondents answered this part with their name, age, sex, civil status, highest educational attainment, and job position. And the respondents had the freedom to put their name or not. Part II and III consist of questions about career development and employees' motivation and were answered with the Likert scale. Part II is about career development and has 15 items, while Part III is about

employees' motivation and has 10 items, for a total of 25 items. To validate and determine the reliability of the instrument of this study, the researchers sought help from the subject teacher and experts in the field of research for the face and content validation at Divine Word College of San Jose. The adviser and experts review, identify, and address any ambiguities or potential issues in the instrument, and ensure the effectiveness in measuring the intended variables of the study. Comments and suggestions from the experts were incorporated for the refinement of the survey questionnaire.

Data Gathering Procedure - The researchers first made a letter of request and asked permission from the management of the company, which was signed by the adviser to conduct the study. It was permitted, and the researchers administered the validated questionnaires to the selected respondents using a systematic data collection procedure, ensuring that the data were measure and analyze accurately. This process was structured to minimize biases and ensure reliable and relevant data collection. The questionnaires were distributed face-to-face.

Statistical Treatment of the Data - In this study, the statistical tools were descriptive statistics and regression analysis. Descriptive statistics enable describing the respondents' data and determining its frequency and percentage such as age, sex, civil status, highest educational attainment, and job position; as well as the weighted mean of skills enhancement, training and job orientation, mentorship and guidance, incentives, and promotions. In addition, regression analysis was used to examine the relationship among the three (3) variables, namely: demographic profile, career development, and employee motivation.

Ethical Considerations - The researchers first asked permission from the management of the fast-food industry before taking steps to conduct the research study, and the survey questionnaires were used in this study. The researchers did not force the respondents to answer the provided questionnaires and ensured that the personal information obtained from the respondents would remain confidential and not be shared with others by the researchers. The researchers followed the protocols of the fast-food restaurants before acquiring information from the respondents. Answering the questionnaires is voluntary and does not force anyone who does not want to answer the questionnaires that have been prepared. The vulnerability of the respondents shall be the topmost priority. The researchers would protect private information for those who wish to obtain it and keep it hidden at all times and it shall execute confidentiality. To all respondents, the researchers would give fair and equal risks and benefits upon the conduct of the study.

Table 1 shows the demographic profile of the respondents in terms of age, sex, civil status, highest educational attainment, and job position. The highest age rate in the table is between 18-25 got 84 out of 144 respondents and 58.3%. This indicates that fast-food restaurants tend to hire young employees. This finding is supported by the study of Habon et al. (2019), which found that the majority of respondents are young adults who are both physically and mentally capable of serving patrons at a fast-food restaurant. Since fast food outlets typically offer quick services, their employees should be able to meet the high standards of the service they are projecting to the public. Regarding sex, the male has the highest percentage of 52.8 and 76 total respondents out of 144. However, the females with a percentage of 47.2 and 68 total respondents, not far from the result of males. This shows that fast-food restaurants are more likely to employ men.

The study of Habon et al. (2019) supports the result presented since they are capable of doing tasks other than serving customers, handling the kitchen, and managing food and beverages, it implies that men are typically employed at fast food chains. Males are also quite gregarious and capable of performing the quick service that fast food chains require. In terms of civil status, the table's findings could indicate that single individuals are usually in favor of recruitment. This is supported by the study of Camungay et al. (2022) where it is evident that most business owners probably like to have a single employee because they appear to be concentrating on developing their personalities and careers. Married employees, on one hand, only make up a single digit of the workforce, even though they are typically highly qualified professionals.

3. Results and Discussions

Table 1

Demographic Profile of the Respondents in terms of Age, Sex, Civil Status, Highest Educational Attainment, and Job Position (n=144)

Age	Frequency	Percentage
18-25	84	58.3%
26-33	36	25.0%
34-41	21	14.6%
42 and above	3	2.1%
Sex		
Male	76	52.8%
Female	68	47.2%
Civil Status		
Married	33	22.9%
Single	111	77.1%
Separated/Divorce	0	0.0%
Highest Educational Attainment		
Post-Graduate Degree	8	5.6%
Graduate Degree	34	23.6%
College Degree	50	34.7%
High School Graduate	52	36.1%
Job Position		
Manager	14	9.7%
Crew	125	86.8%
Maintenance	5	3.5%
Restaurant General Manager	0	0.0%

The demographic profile of the respondents in terms of highest educational attainment shows that a high school graduate has 52 respondents and 36.1% which is the highest. The finding is similar to the study of Plata et al. (2020) that depending on the needs of the business, fast-food chains may hire part-time college students or full-time high school graduates. Only a small number of the company's restaurant managers and supervisors held bachelor's degrees. Lastly, in terms of job position, it shows that the crew position makes up the majority of respondents with a percentage of 86.8 and a total number of 125 respondents. It is similar to the study of Camungay et al. (2022) where the majority of employees at the target restaurants are service crew members who handle all tasks and provide the customer with proper service because the majority of these restaurants have a high customer traffic density. They are the front-line staff members who deal directly with customers in the restaurant. The majority of restaurant owners hire specialized individuals for certain positions and tasks, whereas the lowest percentage is completely accountable for the role they hold.

Table 2 shows the mean extent of career development encountered by the respondents in terms of skills enhancement, training and job orientation, mentorship, and guidance, and all are rated as very high extent. The weighted mean of the three sub-variables were 3.91, 3.88, and 3.72 respectively. This indicates that the employees' skills are being developed in their careers. Fast-food restaurants provide their employees with the necessary skills and help them improve them for efficient and effective job performance. This is supported by the study of Kulkarni (2013) that employees are consistently valued for their growth in career-enhancing skills, which leads to employee retention and motivation. Undoubtedly, having a staff that is well-trained and developed would make them a great addition to the company and boost their chances of being efficient and effective in their work.

In addition, developing skills is crucial because it enables you to hone characteristics that are essential for productive task performance. By improving these abilities, you can also start along your path to personal growth, which will enable you to reach your career goals quickly and to the fullest extent possible. Furthermore, you may use the skills you gain to better yourself, enhance your abilities and strengths, achieve fulfillment and happiness, and progress in your career by organically incorporating them into your daily routine (Indeed Editorial Team, 2023). Moreover, the composite mean of training and job orientation has a very high extent of 3.88. This suggests that training and job orientation have had a substantial and overwhelmingly positive impact on individuals' career development. This interpretation implies that respondents attribute a significant portion of their career

development to the training programs they have undergone and the effectiveness of their job orientation experiences. It is supported by the study of Kulkarni (2013) where programs for employee training and development provide the structure for assisting staff members in developing their professional and personal skills, knowledge, and abilities. Employees receive knowledge about various organizational difficulties through training, and when these programs are implemented well, they can lead to several advantages, including the creation of profitable, flexible as well as effective administration and happy, productive workers.

The finding is also supported by the study of Ukorebi (2018) which found that employee orientation was described as the value fast food chains place on employee development and advancement with the services they provide and the extra work and attention that employees put into please customers. Moreover, each of the five participants acknowledged having given staff members performance development training at least once a month. In response to follow-up inquiries about the particular training programs offered to staff members, participants mentioned new hire orientation, time management techniques, customer service skills, technical training, and advice on health and fitness. All five participants indicated that they use the orientation training to instill the organization’s culture, mission, and vision in new hires.

Table 2
Mean Extent of Career Development Encountered by the Respondents in terms of Skills Enhancement, Training and Job Orientation, and Mentorship, and Guidance

Indicators (Skills Enhancement)	Weighted Mean	Verbal Description
1. The fast-food restaurant helped me to develop my skills.	3.97	Very High Extent
2. The fast-food restaurant gives me opportunities to improve my skills for my career.	3.91	Very High Extent
3. The fast-food restaurant is a good place for those who are looking and aiming to improve and develop their skills.	3.90	Very High Extent
4. The fast-food restaurant provides me with the necessary skills to work efficiently and effectively.	3.91	Very High Extent
5. The fast-food restaurant values my growth and skills which helps and motivates me to do my job efficiently and effectively.	3.88	Very High Extent
Composite Mean	3.91	Very High Extent
Indicators (Training and Job Orientation)		
1. The fast-food restaurant provides me with enough training and expertise to carry out my job productively.	3.92	Very High Extent
2. The fast-food restaurant provides me with enough orientation to know my job and the company.	3.85	Very High Extent
3. The fast-food restaurant’s training helps me to identify and develop my crucial skills.	3.88	Very High Extent
4. The fast-food restaurant’s orientation gives me opportunities to practice the skills needed for a specific job.	3.86	Very High Extent
5. The fast-food restaurant’s training and orientation is an opportunity for me to learn new knowledge, expertise, and procedures that could help me improve my ability.	3.88	Very High Extent
Composite Mean	3.88	Very High Extent
Indicators (Mentorship and Guidance)		
1. The fast-food restaurant gives me guidance and direction for my future career.	3.69	Very High Extent
2. The fast-food restaurant provides mentorship and guidance for my career development.	3.70	Very High Extent
3. The fast-food restaurant gives me advice and guidance for better performance and doing the right job.	3.69	Very High Extent
4. The fast-food restaurant provides mentorship and guidance to help me develop both personally and professionally.	3.76	Very High Extent
5. The fast-food restaurant mentors and guides me to learn new experiences, ideas, and skills.	3.76	Very High Extent
Composite Mean	3.72	Very High Extent

Legend: 3.26 – 4.00 Very High Extent 2.51 – 3.25 High Extent, 1.76 – 2.50 Low Extent, 1.00 – 1.75 Very Low Extent

In terms of mentorship and guidance, all are very high extent and the weighted mean of indicators ranges from 3.69-3.76. Interpreting these results may also reflect the organizational culture and practices regarding mentorship and guidance. Moreover, factors such as the quality of mentorship and guidance, the frequency of interactions, and the alignment with individuals’ career goals can influence the perceived impact on career development. This is

similar to the study of Balinda (2023) in which mentorship programs are essential for career development and fulfillment because they give mentees access to networks, important career advice, support, and chances for skill development. Through mentorship, individuals can more successfully manage their career paths, build leadership abilities, feel fulfillment in their profession, and gain confidence and self-efficacy. Moreover, mentoring has a lot of benefits as well. A mentor plays a crucial role in helping a mentee develop both personally and professionally by offering advice, support, and guidance (Fountain, 2018).

Table 3

Mean Extent of Employees' Motivation in the Fast-Food Industry in terms of Incentives and Promotions

INDICATORS (Incentives)	Weighted Mean	Verbal Description
1. The fast-food restaurant gives incentives that motivate me to work hard.	3.69	Very High Extent
2. The fast-food restaurant gives incentives that satisfy me with my job.	3.70	Very High Extent
3. The fast-food restaurant's incentives make me feel motivated to do quality work.	3.69	Very High Extent
4. The fast-food restaurant's incentives make me more enthusiastic about my job.	3.76	Very High Extent
5. The fast-food restaurant offers a diverse range of incentives customized to individual preferences that could boost overall employee motivation.	3.76	Very High Extent
Composite Mean	3.72	Very High Extent
INDICATORS (Promotions)		
1. The fast-food restaurant gives promotions that motivate me to do better performance.	3.23	High Extent
2. The fast-food restaurant gives promotions that help me grow with my career.	3.74	Very High Extent
3. The fast-food restaurant gives promotions that boost my loyalty.	3.28	Very High Extent
4. The fast-food restaurant gives promotions to retain qualified and skilled employees.	2.94	High Extent
5. The fast-food restaurant gives promotions to develop a competitive spirit in the workplace.	3.51	Very High Extent
Composite Mean	3.34	Very High Extent

Legend: 3.26 – 4.00 Very High Extent 2.51 – 3.25 High Extent, 1.76 – 2.50 Low Extent, 1.00 – 1.75 Very Low Extent

The mean extent of employees' motivation in the fast-food industry in terms of incentives and promotions is revealed in Table 3. This shows that all indicators have a very high extent, ranging from 3.69 to 3.76, and have a composite mean of 3.72 to a very high extent. It suggests that fast-food restaurants give incentives that motivate and satisfy the employees. Additionally, it could imply that workers are more likely to be engaged in their work, put in a lot of effort, and produce high-quality work. The finding is supported by the study of Kefay & Kero (2019) in which an incentive is an outside force that persuades someone to work hard for a long time, meet the required performance standards inside the organization, and pursue a goal to receive the incentive. Additionally, incentives are described as tactics used by organizations to motivate employees to perform with enthusiasm as well as practical, moral ways to grant people's material and ethical desires. This is also similar to the study of Umali et al. (2013) who stated that incentives are a powerful tool for motivating employees to do quality work. The majority of workers firmly believe that receiving incentives can significantly enhance their work. There is a noteworthy correlation between the respondents' demographic profile and the required benefits. Moreover, all respondents agreed that incentives had a significant effect on employees. The majority of respondents firmly believed that one of the main effects of the incentives is improved performance. All of the respondents concurred that incentives can lower employee turnover, increase employee loyalty, and promote job satisfaction.

In terms of promotions with a composite mean of 3.34 and rated as very high extent. This suggests that employee promotions could fail to motivate them to work harder and may not be able to keep skilled workers. It might also imply that there aren't enough promotions for fast-food restaurant employees. The result is similar to the study of Awang & Muhd Yusuf (2020) where promotion within an organization often takes the form of reward, which entails elevating an employee to a higher job rank, accompanied by increased responsibilities and

compensation. This progression, seen as a promotion opportunity, is linked positively with job satisfaction, emphasizing its correlation with career growth, recognition from management, and support for professional advancement. In addition, promotional opportunities are ones in which an employee believes they have a better possibility of progressing and being promoted to a higher position within the company as a result of improved performance brought on by skill development and training, or as a result of work experience after a predetermined number of years of service. Workers most certainly want to be retained on staff and work for companies that offer them lots of opportunities to advance into new, demanding roles (Dikshit & Jain, 2017).

Table 4

Correlation Coefficients and p-values for Hypothesis Testing (Ho1)

Variables	Correlation Coefficient	Effect Size (r^2)	Critical value	t-value	P-value	Interpretation
Profile (Age)→ Employees' Motivation	0.010	0.000	1.980	0.119	0.905	Not Significant
Profile (Sex) → Employees' Motivation	-0.058	0.003	1.980	-0.692	0.490	Not Significant
Profile (Civil Status) → Employees' Motivation	-0.077	0.006	1.980	-0.920	0.359	Not Significant
Profile (Highest Educational Attainment)→ Employees' Motivation	-0.086	0.007	1.980	-1.028	0.306	Not Significant
Profile (Job Position)→ Employees' Motivation	0.011	0.000	1.980	0.131	0.896	Not Significant

Legend: p-value<0.05 Significant

Table 4 reveals the relationship between the demographic profile and employees' motivation in the fast-food industry. It indicates that the demographic profile in terms of age, sex, civil status, highest educational attainment, and job position does not have a significant relationship with employees' motivation. The correlation coefficient value of age and employees' motivation is 0.010 and its p-value is 0.905, followed by the sex and employees' motivation correlation coefficient value of -0.058 and p-value of 0.490, civil status and employees' motivation correlation coefficient value of -0.077 and p-value of 0.359, highest educational attainment and employees' motivation's correlation coefficient value of -0.086 and p-value of 0.306, and lastly job position and employees' motivation's correlation coefficient value of 0.011 and p-value of 0.896. This suggests that the employees of the fast-food industry with their age, sex, civil status, highest educational attainment, and job position do not affect their motivation in carrying out their task. In addition, regardless of their differences, they are willing to perform their duties and responsibilities.

The finding is similar to the study of Jaurigue et al. (2023) in which regardless of the individual traits of the university's rank-and-file staff, they valued their work with a positive attitude and high motivation, leading to excellent job performance; consequently, these staff members were firmly committed and empowered in carrying out their roles. On the contrary, the study of Umezurike (2021) found that the majority of motivational theories failed to take into account the distinctive characteristics of workers, including their gender, age, education, experience, occupation, and marital status. However, they controlled individual aspects connected to job motivation. Female managers were more driven by recognition and fruitful relationships with their bosses, and women were generally happier at work than males were. On the other hand, male counterparts were more driven by responsibility. In addition, employees with more education were less likely to be content with their jobs than those with less knowledge, and employees with substantial work experience were more likely to be unsatisfied with possibilities for progress. Furthermore, employees with less experience were less satisfied with their salaries. Moreover, there was no discernible difference in the management and employee attitudes regarding benefits; employees of different ages perceived different benefits impacts, and single employees acknowledged a greater benefit effect on job performance than married employees.

Table 5

Correlation Coefficient and p-value for Hypothesis Testing (Ho2)

Variables	Correlation Coefficient	Effect Size (r^2)	Size	Critical value	t-value	P-value	Interpretation
Career Development → Employees' Motivation	0.258	0.066		1.980	3.181	0.002	Significant

Legend: p-value < 0.05 Significant

Table 5 discloses that there is a significant relationship between career development and employees' motivation in the fast-food industry which carries a correlation coefficient value of 0.258 and p-value of 0.002. This implies that the independent variable, career development, including its sub-variables; skills enhancement, training, and job orientation, and mentorship and guidance affect the dependent variable, employees' motivation, in the fast-food industry. Enhancing and growing an employee's career can boost motivation and satisfaction while also resulting in effective and efficient performance. Additionally, employees who are supported in their professional and personal development as well as those who provide them with adequate and essential training, job orientation, mentorship, and guidance, are more likely to be motivated, committed, and fulfilled in their jobs. Moreover, this could also contribute to improving and retaining a skilled and productive workforce. And produce outstanding service and business growth. This is supported by the study of Prayudi & Komariyah (2023) in which employee motivation and satisfaction will increase when they have the chance to grow personally and professionally, enhancing output and performance.

On the other hand, those who are deprived of the chance to grow in their career will be less driven and content with their work, which will lead to poor performance and outcomes. Therefore, to improve employee job satisfaction, employers must offer all employees fair and equitable career development options. This is also similar to the study of Ahmed & Arif (2020) where working at fast food businesses helps young workers build their communication skills, self-confidence, teamwork abilities, and daily work habits, all of which are important for their future careers. Career development involves many factors, including succession planning, internal promotions, training, and growth. Some people travel between different fast food chains in pursuit of a long-term career in the sector. They will invest in themselves and consider alternative companies that provide robust development and training programs in addition to robust retention guidelines. In addition, numerous studies have demonstrated the relationship between employee motivation and job satisfaction as well as the impact of motivation on productivity and, ultimately, business performance. Opinions held by employees have a significant influence on their overall content and affect work satisfaction (Ruhi & Sharma, 2021).

4. Conclusions

The study leads to the following conclusions. Most employees of the fast-food restaurants are 18-25, male, single, high school graduate, and crew members. Since young individuals are more active, men do their jobs more quickly, single individuals and a high graduate are more likely to enhance their abilities and professions, and the crew members do the majority of the work. The fast-food restaurants provide their employees with necessary skills enhancement, training and job orientation, and mentorship and guidance to support, assist, and mentor them with their career paths. Additionally, to gives them opportunities and guidance to develop their career and achieve their professional and personal goals. For employees' motivation and satisfaction, fast-food restaurants offer incentives and promotions. However, promotions offered by fast-food restaurants can cause demotivation for employees' performance and retention. Employees' motivation is not affected by their demographic profile in terms of age, sex, civil status, highest educational attainment, and job position. Despite their level of motivation, the employees still undertake their tasks and are willing to put in the effort necessary to fulfill their obligations. Employees' motivation is impacted by career development. Enhancing employees' careers and valuing their growth improves motivation and productivity. In addition, motivated employees significantly impact customer service, an

organization's success, and overall job satisfaction. Employee commitment and fulfillment at work will rise as well.

4.1 Recommendations

The following recommendations are made based on the findings and conclusions of the study. Fast-food restaurants may consider offering opportunities for individuals outside of the 18-25 age range, as each person possesses unique knowledge and skills that might be shared to the company's and its employees' mutual advantage. Fast-food restaurants may provide more mentorship and guidance to their employees and sustain the skills enhancement, training, and job orientation given to them for their career development. Fast-food restaurants must offer adequate promotions to motivate employees to perform better, keep competent staff, and retain the incentives offered to prevent demotivation and dissatisfaction. Fast-food restaurants may maintain their objectives regarding employees' demographic profiles to not negatively affect their motivation and satisfaction in the workplace. However, they may also consider individuals outside the age of 18-25. Fast-food restaurants must provide their employees with opportunities for skills enhancement, training and orientation, mentorship and guidance, incentives, and promotions for their career development and increase their motivation, productivity, and satisfaction. Future researchers may refer to this study for their output and guidance regarding the career development and motivation of employees in the fast-food industry. Moreover, they might learn more from this research study about the fast-food industry, employees' motivation, and career development. This may also give them answers to their questions or problems with the particular sector.

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