

Working environment, leadership style, and performance of employees in the fast-food industry in San Jose, Occidental Mindoro

Peralta, Ayessa Mackrine M. ✉

Divine Word College of San Jose, Philippines (ayessaperalta2006@gmail.com)

Española, Thessa Dane Marie V.

Divine Word College of San Jose, Philippines (thessadaneespanola@gmail.com)

Salongsongan, Shekaina C.

Divine Word College of San Jose, Philippines (kynasalongsongan17@gmail.com)

Fernandez, Kristelle May I.

Divine Word College of San Jose, Philippines (fernandezkristel247@gmail.com)

Jondonero, Van Llouey T.

Divine Word College of San Jose, Philippines (vanlloueyjondonero@gmail.com)

Vasco, Kiaro Zenjie M.

Divine Word College of San Jose, Philippines (kiaropilapil13@gmail.com)

Limos-Galay, Jenny A.

Divine Word College of San Jose, Philippines (jennygalay05@gmail.com)



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Abstract

As the fast-food industry in San Jose, Occidental Mindoro, continues to evolve, the performance of employees continues to be affected by their working environment and the leadership style they receive. Therefore, this study determined the effect of working environment and leadership style on the performance of the employees in San Jose, Occidental Mindoro. This study utilized a descriptive-correlational design, and the data were gathered from 103 employees of the 4 fast-food industries in SJOM, covering McDonald's, Chowking, Mang Inasal, and Bonchon. The study used a 10-item researcher-made questionnaire and a 25-item adapted questionnaire using a 4-point Likert scale. The findings revealed that the level of working environment of the respondents in terms of modern working environment and traditional working environment was at a high level of agreement, acknowledging their hierarchy-driven work culture and fast-paced workplace. Furthermore, the leadership style in terms of democratic style, transformational style, and transactional style was also at a high level of extent. Thus, the respondents were satisfied with the job-related training their workplace offers. Therefore, the results revealed that the employees' performance in the fast-food industry is significantly affected by their working environment and leadership style. The researchers recommend that the head department support the team's growth by offering regular feedback, and the employees may engage with each other to have unity in their workplace. Future researchers may explore other food industries to

determine what working environment and leadership style are used.

Keywords: working environment, leadership style, democratic style, performance of employees, fast-food industry

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1. Introduction

The fast-food industry in San Jose, Occidental Mindoro, continues to evolve. According to Priscilla et al. (2023), an organization can achieve good performance when some factors, like leadership and work environment, that influence employee performance are implemented well. A work environment refers to the factors that include where employees work and significantly impact how healthy employees perform. A comfortable workplace provides physical comfort and promotes social and psychological well-being. This is significant because workers are more likely to be motivated to perform well when they feel valued and at ease (Dullah et al., 2023). Positivity and peace must be established to ensure the employees do well in this kind of working environment. Positiveness and peacefulness must be established to adapt to this working environment. Herrity (2024) states that a positive working environment includes respect, understanding between coworkers, and compassion. These opinions help employees feel heard and valued at their workplace and nurture teamwork between them.

The tools and resources that an individual or group uses while working and the procedures and arrangements used comprise the work environment. Creating a healthy work environment, both physically and non-physically, is one of the crucial aspects that the firm needs to focus on to fulfill its goals (Kawiana et al., 2023). The increased productivity, job satisfaction, and general performance from a favorable work environment significantly impact an organization's success. Since there have been a few recent studies looking into leadership styles across various industries worldwide, this study specifically looked into the fast-food restaurant industry in the hospitality sector. This industry has dynamism and flexibility because it strongly focuses on guest happiness and loyalty. As a result, it became necessary to learn more about the factors that could affect employee productivity (Alusa, 2021).

Leadership style is the method that leaders use to manage, inspire, and guide their employees. It includes critical thinking and actions that affect how leaders deal with their workers, advance company objectives, and make decisions. There are various leadership styles, and each can affect the dynamics, output, and culture of a group or organization (Bwalya, 2023). The democratic leadership style, transformational leadership style, and transactional leadership style will be included in this study. By observing these leadership styles in the fast-food industry in San Jose, Occidental Mindoro, the researchers will know how the style the leaders use will affect their workers' performance and what impact it will have on their company. The purpose of using these leadership styles in the fast-food industry is to maintain efficiency in a fast-growing environment and to guide employees toward achieving outstanding performance in the workplace. A leadership style that is easy to understand helps define objectives, oversee service quality, and foster a healthy work environment. It also plays a critical role in reducing employee turnover and improving the overall satisfaction and productivity of the employees. As stated by Cherry (2023), the study of Lewin's leadership styles (1939) found that democratic leadership is typically the most effective. Democratic leaders participate in the group and let members participate too; they also offer guidance to group members, which has a good impact on the firm.

Leadership plays an effective role in embedding, building, and developing cultures to manage cultural change and develop employee performance in the competitive market. As the world becomes more modern, the demand for customers in the fast-food industry has increased, and working conditions for employees are crucial (Basnet & Tiwari, 2022). In addition, leadership influences organizational culture, employee behavior, and how initiatives are implemented across the organization's departments. In order to manage cultural change and improve employee performance in a competitive market, leadership is crucial in establishing, fostering, and growing cultures. As the world becomes more modern, the demand for customers in the fast-food industry has increased, and working conditions for an employee are crucial (Basnet & Tiwari, 2022).

This research aimed to determine the connection between the variables of this study and how the working environment and leadership style affect the performance of employees in the fast-food industry in San Jose, Occidental Mindoro.

Statement of the Problem - The researchers aimed to investigate the effect of the working environment and leadership style on the performance of employees in the fast-food industry in San Jose, Occidental Mindoro. Specifically, the researchers sought to answer the following questions: (1) What is the level of the working environment of employees in the fast-food industry in terms of traditional working environment and modern working environment? (2) What is the extent of leadership style in the fast-food industry in terms of democratic style, transformational style, and transactional style? (3) What is the level of performance of employees in the fast-food industry? (4) Is the level of performance of employees significantly affected by the working environment and leadership style?

Significance of the Study - Throughout this study, the following individuals were thought to benefit fully from the results, according to the researchers: To the employees, this will enable them to know if their working environment and leadership style applied in their workplace impact their performance. Furthermore, the owners will be able to know if the working environment and the leadership style they use impact their employees' performance. Moreover, the customers will be able to observe and compare the performance of the employees among the different fast-food industries involved in this study. Lastly, this study would benefit future researchers by making them comprehend the impact of the work environment and leadership style on the performance of employees in the fast-food industry. It will also make it easier for them to find related literature for their research study, adding to their knowledge.

Scope and Delimitation of the Study - This study aimed to determine the impact of the working environment, leadership styles, and employees' work performance in the fast-food industry. This study focuses on the working environment, especially the performance of employees in fast food restaurants in San Jose, Occidental Mindoro. The respondents of this research study were the employees of the fast-food industry in San Jose, Occidental Mindoro. Only those working in fast food restaurants are the study's respondents. The researchers used quantitative methods, including surveys given to fast-food restaurant employees in San Jose, Occidental Mindoro. All the opinions and answers of the employees will serve as an important basis for the study to be done by the researchers. The surveys collect information on how satisfied and engaged the employees are with their roles. In the fast-food industry, where turnover rates can be high, understanding what drives employee satisfaction can lead to better retention strategies and a more stable workforce. The study covers the months of September 2024 to February 2025. By the given allotted time, the researchers are expected to perform and find answers while conducting this study. Moreover, it focuses only on determining the effects of the working environment and leadership style on the performance of employees. The given specifications led the researchers to solve the necessary sampling and methodology that would create outcomes for the study. It would also limit the study results that can be measured as a basis for the questionnaire provided.

2. Methodology

Research Design - Using a descriptive correlational research design, this study aimed to determine the level of working environment and leadership style that affects the performance of employees in the fast-food industry in San Jose, Occidental Mindoro. Moreover, correlational design was used to determine if the employees' performance level was significantly affected by the working environment and leadership style. The data was collected using structured questionnaires that measured employees' performance based on their perceptions of their work environment and leadership experience.

Respondents of the Study - This study's respondents were employees of fast-food restaurants in San Jose, Occidental Mindoro. It focused on those currently employed in these establishments. The researchers used complete enumeration to include all respondents. The total number of respondents was 103, which included the

following fast-food industry employees: 32 from McDonald's, 29 from Mang-Inasal, 27 from Chowking, and 15 from Bonchon.

Research Instrument - This study utilized researcher-made and adapted instruments from Alkhasawneh (2019), Ferozi & Chang (2021), Schermerhorn et al. (1999), and Xiaoxia et al. (2006). The researchers used expert validity, using the expert's opinion to check the content of the questionnaires. Thus, further discussion was suggested to improve the questionnaires. The questionnaires were modified, combining studies that attest to the previous objectives. The questionnaire was composed of three (3) parts. There were two (2) sub-variables in part 1 and three (3) sub-variables in part 2. It is systematically prepared and grouped through different constructs in the study. The respondents shall rate each item in terms of the following level of possibility: [4] very likely, [3] likely, [2] unlikely, [1] very unlikely. The results of the questionnaire are solved and have undergone statistical treatment. Additionally, in assessing the reliability of the questionnaire on five conveniently selected managerial-level participants, the original authors conducted a pilot study. Based on their findings, Cronbach's alpha score was 0.806 from Alkhasawneh's study. (2019) shows the acceptability of the instrument. Thus, the adapted instrument was ready to administer to the final set of respondents.

Data Gathering Procedure - To execute the study, the researchers made a letter that the research adviser signed. It was distributed to the specific fast-food restaurants in San Jose, Occidental Mindoro, requesting approval to conduct interviews to gather necessary data. Upon approval of the request, the researcher administered the questionnaire, ensuring the data's accuracy and confidentiality. The instruments used in gathering the data were in printed form, and the respondents manually wrote the answers. The researchers assisted the respondents in answering the questions. The results were obtained 21 days after the questionnaires were given to them.

Statistical Treatment of the Data - The relevant data gathered in this study were tallied and appropriately recorded using Microsoft Excel. The researchers used the weighted mean to determine the level of performance in terms of various sub-indicators in the variable. Moreover, Pearson's correlations were used to determine if there is a significant relationship between the three variables (working environment and leadership style) and the dependent variable of performance. With this, the results reduced the answers and were statistically interpreted, providing specific results for the sample and population.

Ethical Considerations - Informed consent is one essential ethical consideration that the researchers used in this study. The researchers provided participants with clear and comprehensive information about the research study. This contains its purpose, the possible risks that may appear during data gathering, and the benefits they may provide. Understanding what is expected of them, participants should willingly agree to participate. Also, respect for participants' privacy is another critical detail. To ensure that their personal information remains safe, researchers took ethical measures to secure the confidentiality of participants. This is especially important in careful research areas, such as health or criminal behavior, where disclosing participants' identities could have significant results. Researchers expected and mitigated potential danger to participants, both physical and psychological. The fundamentals of reducing harm are central to ethical research. The researchers are open about the methods they used in the study and the results they obtained. Being honest in gathering and processing the data provides credibility to the study. Researchers should address the matter without delay if an unexpected ethical issue appears, and if necessary, they should revise the process of making the research or the research itself to establish ethical standards in the study and continuously apply integrity in the making of the research.

3. Results and Discussions

Table 1 presents employees' mean level of working environment in terms of the traditional and modern working environments. The composite mean of 3.84 for both indicators was very high in agreement in the fast-food industry. This means the respondents are led in a workplace with a hierarchy-driven work culture and structured settings. This agrees with the study of Marzo (2022); this environment can bring a strong sense of community and smooth cooperation, but it may also lead to more extended changes and less flexibility. Moreover,

the composite mean indicates that the respondents' working environment uses technologies, and the respondents' workplace is important to their well-being. This relates to the study of Abisheva and Pertiwi (2020), which is changing and accurate. This is defined as indicating a genuine desire to support the advancement of other people by merging individual motivation with the goals of a workplace. The definition of a modern workplace is constantly changing to meet the changing needs of both employees and businesses.

Table 1

Mean Level of Working Environment of Employees in Terms of the Traditional Working Environment & Modern Working Environment

INDICATORS (TRADITIONAL WORKING ENVIRONMENT)	Weighted Mean	Verbal Description
1. My workplace provides personal and professional growth opportunities.	3.87	Very High Level
2. My workload is manageable in a less technologically advanced workplace.	3.81	Very High Level
3. I feel valued in a hierarchy-driven work culture.	3.86	Very High Level
4. I am satisfied with my workplace for how they rely on face-to-face communication for work.	3.84	Very High Level
5. I am satisfied with the stability and structure of traditional workplace settings.	3.78	Very High Level
COMPOSITE MEAN	3.84	Very High Level
INDICATORS (MODERN WORKING ENVIRONMENT)		
1. I am satisfied with the flexibility of my current job.	3.88	Very High Level
2. Digital tools and technologies enhance my productivity at work.	3.84	Very High Level
3. My workplace promotes equity and inclusivity effectively.	3.84	Very High Level
4. My workload is manageable in this modern and fast-paced environment.	3.84	Very High Level
5. My workplace supports my work-life balance well.	3.82	Very High Level
COMPOSITE MEAN	3.84	Very High Level

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

The highest mean score collected is 3.87, with a verbal description of a very high level in the traditional working environment. This reveals that the respondents feel that their workplace provides them with personal and professional growth opportunities. Additionally, having their workstation may help employees improve their development opportunities. This supports the study of Campbell (2023), which states that in a traditional office, each employee typically has their own workspace, often having a desk and a cubicle or a private office. However, the mean score of 3.78 is considered the lowest among the five indicators presented; this shows that the respondents are satisfied with the stability and structure of a traditional workplace setting. Thus, the workplace matters in the behavior and performance of the respondents. This relates to the study of Campbell (2023), which states that the layout of a traditional working environment tends to have a more formal and private atmosphere, with physical barriers between employees.

Moreover, in terms of the modern working environment, the composite mean of 3.84 with a verbal description of "very high level indicates that the working environment of the respondents uses technologies and the workplace gives importance to their well-being. The definition of a modern workplace is constantly changing to meet the changing needs of employees and businesses. The highest mean score recorded is 3.88, with a verbal description of a very high level. This means that the respondents are content with their workplace's adaptability, flexibility, and inclusivity since they are considered. This is inclined to Namiq (2018). By obtaining diversity inside a workplace, the organization is more likely to go regarding improvement and progress since it leads to several ideas with it, witnessing the problems from a variety of perspectives, which will proceed in constant invention and market growth. The lowest mean score recorded is 3.82, with a verbal description of a very high level. It highlights that the workplace supports the work-life balance of the respondents. This means that the modern workplace highlights the well-being of employees by encouraging a healthy work-life balance.

Table 3 presents the mean extent of leadership style in terms of the democratic, transformational, and transactional leadership styles with a composite mean of 3.82, 3.83, and 3.81, respectively, with a very high extent

of verbal description. This indicates that the respondent's department heads' leadership involves them in solving the problems in their workplace, and their department heads are there to remind them to know their priorities. This is connected to Aisha's (2022) study, which states that employee performance will increase if a democratic leadership style is used. This supports the study of Laoyan (2025); democratic leadership is also often referred to as participative leadership. This way of leadership means coordinating for multiple people to engage in the decision-making process. The verbal description of a very high extent represents the highest mean score of 3.84. This shows that the department head of the respondents always tries to involve them in deciding what to do with something and how to do it, and their head allows them to set priorities with guidance. This agrees with Fakhri et al. (2020), who describe democratic leadership as performing three functions: assigning responsibility among the members, strengthening individual capabilities, and supporting the group's decision-making process. In addition, since the democratic approach is acknowledged by many as the style of leadership that works best for employees, leaders are now encouraged to embrace the democratic leadership style and involve their workers in the decision-making process (Aisha, 2022).

Furthermore, the extent of the employee's involvement in the transformational leadership style implies that the department head has high expectations from them yet motivates them and values their feelings. This finding agrees with Korejan & Shahbazi's (2016) study that transformational leaders acquire their abilities to encourage the ideals of others and shift individuals to a higher level of performance. The verbal description of a very high extent represents the highest mean score of 3.87. This shows that the department heads of the respondents are motivating them to be team players and work together to achieve their goal. In other words, whatever characteristics of transformational leadership are visible, members will be more motivated to enhance the organization's performance because transformational leaders motivate people. When leaders have good personalities, pay attention to individual distinctions and high-level needs of people, and give mental stimulation, they increase members' participation and their tendency to make a better effort to succeed and create high performance in the organization (Korejan & Shahbazi, 2016). In addition, the lowest mean score of 3.81 shows that their leader leads them by having a high expectation for the respondents. Because of that, the department head expects them to do well in their work and perform well. According to the study of Long et al. (2024), transformational leaders do more alongside colleagues and followers than set up easy trades or agreements. They act in methods to accomplish superior results by retaining one or more of the four core components of transformational leadership. The components of transformational leadership evolved as refinements have been made in the approach and measurement of leadership to some extent.

Table 3

Mean Extent of Leadership Style in terms of the Democratic Leadership Style, Transformational Leadership Style, and Transactional Leadership Style

INDICATORS (DEMOCRATIC LEADERSHIP STYLE)	Weighted Mean	Verbal Description
1. Our department head always tries to involve us in deciding what to do and how to do it.	3.84	Very High Extent
2. Our department head inputs our suggestions into upcoming plans, projects, and events.	3.80	Very High Extent
3. Our department head calls a meeting to get our advice to create a strategy to keep a project or process going when things go wrong.	3.81	Very High Extent
4. Our department head allows me to participate in the decision-making process.	3.82	Very High Extent
5. Our department head allows me to set priorities with their guidance.	3.84	Very High Extent
COMPOSITE MEAN	3.82	Very High Extent

INDICATORS (TRANSFORMATIONAL LEADERSHIP STYLE)		
1. Our department head is always looking for new opportunities for the future of our workplace.	3.84	Very High Extent
2. Our department leader guides us through action rather than just instructing us.'	3.83	Very High Extent
3. Our department head motivates us to be team players and work together to achieve goals.	3.87	Very High Extent
4. Our department head has high expectations of his employees.	3.81	Very High Extent
5. Our department head shows respect for my personal feelings.	3.82	Very High Extent
COMPOSITE MEAN	3.83	Very High Extent
INDICATORS (TRANSACTIONAL LEADERSHIP STYLE)		
1. Our department head has a primary mission of maintaining stability.	3.83	Very High Extent
2. Our department head is concerned that I am rewarded fairly for my job.	3.78	Very High Extent
3. Our department head spends tolerable energy handling separate but related goals.	3.82	Very High Extent
4. Our department head engages with me at an equal level of honesty.	3.80	Very High Extent
5. Our department heads choose to think short-range (of what is realistic).	3.81	Very High Extent
COMPOSITE MEAN	3.81	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

Lastly, regarding the transactional leadership style, the composite mean of 3.81 indicates a high extent. Transactional leadership, as stated by Devie et al. (2015), is a changing process between the leaders and the subordinates. Leaders with a transactional leadership style point on the importance of exchanging processes between the subordinates' and the ordinates' (leaders) needs. This result shows that the respondents have a very high extent of agreement that the encountered leadership style of the respondent, which is the transactional leadership style, affects their performance. This is connected to the study of Dong (2023), which found that the use of a transactional leadership style emphasizes the importance of understanding the effect of transactional leaders and the factors affecting their behavior to drive high performance in organizations. With their high performance, they can create and focus on a specific goal to help them engage with their employees. In addition, the transactional leaders and employees' relationship tends to be more transactional because the leaders focus on gaining advantages and accomplishing objectives. For this reason, transactional leaders may increase employee engagement and organizational effectiveness through mutual trust, respect, and shared interests (Dong, 2023). Seeing the five statement indicators, a weighted mean between 3.78 and 3.83 is recorded. Wherein the respondents agreed to the high extent that their department head has a primary mission of continuing stability (3.83), the head of their department spends tolerable energy in handling separate but related goals (3.82), their department head's choice is to think "what is realistic?" (3.81), the head of their department engages with them at an equal level of honesty (3.80), and their department head is concerned if they are rewarded fairly for their job (3.78). Therefore, it is determined that 3.83 is the highest mean recorded and 3.78 is the lowest. In addition, Devie et al. (2015) state that transactional leaders can motivate their subordinates to behave in positive ways that align with the leader's objectives to get the rewards. Besides that, transactional leaders can help subordinates get closer to their obligations. Thus, the leaders can predict the subordinates' level of performance.

Table 6

Mean Level of Employees' Performance

INDICATORS	Weighted Mean	Verbal Description
1. I am contented with my opportunities for career development.	3.80	Very High Level
2. I am satisfied with the job-related training my workplace offers.	3.84	Very High Level
3. I am satisfied that I have the opportunity to apply my abilities and skills.	3.82	Very High Level
4. My workplace benefits are aligned with values I consider crucial in life.	3.75	Very High Level
5. My leader shows that employees are important to its success.	3.84	Very High Level

6. My coworkers and I have a good working relationship.	3.82	Very High Level
7. I can rely on my coworkers to help when needed.	3.77	Very High Level
8. My coworkers accept opinions different from their own.	3.76	Very High Level
9. I acknowledge how my role at my workplace correlates to its success.	3.84	Very High Level
10. My workplace's objectives and approaches are taking me on the right path.	3.81	Very High Level
COMPOSITE MEAN	3.80	Very High Level

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

A composite mean of 3.80 is shown in Table 6, which indicates that the respondents have a very high level of agreement about their performance in fast-food establishments. Through this, the respondents are satisfied and contented in their jobs due to their workplace opportunities. They are also supported by their department head and coworkers when they need help. This result agrees with Abun et al. (2021); many different aspects can impact someone's performance since there is no one method we can use in every situation to handle one's performance at work. Work relationships, work environment, abilities, satisfaction, and motivation are some components that might affect a worker's performance. Among the 10 indicators, the highest mean score was 3.84. This shows that the respondents are satisfied with the job-related training their workplace gives, and their department head acknowledges how the respondents' role at their workplace correlates to their success. This is related to the study of Febrianti et al. (2020): a company's straightforward program about career development influences people's motivation. In career development, some programs aim to prepare a person for growth with a planned journey in their career. It can be said that career development is an operation that readies people to make progress for themselves by a determined career path. When career development is easy to understand and apply, we anticipate that the performance of employees will significantly increase because of it. The verbal description of a very high level represents the lowest mean score of 3.75. This means their workplace benefits are connected with the values they reflect on crucially in life. Therefore, their relationship with their workplace and their co-workers' practices are aligned with their values, which helps them continue having those values. The relationship of the fast-food industry and how it connects to employee motivation is now crucial for business stakeholders and the employees themselves. Enhancing the satisfaction and motivation of workers in San Jose, Occidental Mindoro, and ensuring a consistent and proficient workforce for the fast-food restaurants benefits everyone who takes care of and is involved in this problem. (Centeno et al., 2024).

Table 7 shows the correlation coefficients and p-values for hypothesis testing. The results from the table conclude that the working environment and leadership style have a direct and significant relationship with the performance of the employees. This is according to the correlation coefficients of 0.669 and 0.854, which indicate a high positive correlation between the three variables. This shows that as the working environment and leadership style improve, the performance of employees improves as well, with an effect size of 0.448, or 44.8%, and 0.729, or 72.9%. Furthermore, the results of the t-value, which are 9.049 and 16.487, are higher than the critical value of 1.984. These are supported by the P-value of 0.001, which is less than 0.05. Therefore, this leads to the rejection of the null hypothesis.

Thus, the level of performance is significantly affected by the working environment and leadership style, similarly to the study of Muchtar (2016). In this great working environment, employees are discussed as making it ideal, healthy, secure, and comfortable. Thus, the decision and the creation of a good working environment will determine success in acquiring organizational goals. Moreover, the employees' working environment affects their performance because they adapt and blend in their workplace over time. This is also aligned with the study of Prayogi and Lesmana (2021). Communication among leaders and workers should be maintained well to achieve the company's objectives. A leader's leadership style significantly impacts the company since a leader must be able to operate and motivate employees to work better. This means the leaders and their employees should be kept up.

Their leader has a significant role in the workplace because they handle and manage their employees to motivate them to work harder.

Table 7

Correlation Coefficients and p-values for Hypothesis Testing

Variables	Correlation Coefficient	Effect Size (r^2)	Critical value	t-value	P-value	Interpretation
Working Environment→ Performance of Employees	0.669	0.448	1.984	9.049	0.001	Highly Significant
Leadership Style→ Performance of Employees	0.854	0.729	1.984	16.487	0.001	Highly Significant

Legend: p-value<0.01 Highly Significant; p-value<0.05 Significant

4. Conclusions

Based on the findings of the study, the following conclusions were drawn. Regarding the working environment, the respondents stated that it provides personal and professional growth opportunities, and they were satisfied with the flexibility in their current job. When it comes to the extent of leadership style in terms of their department head, they always try to involve them in deciding what to do and how to do something, and they are allowed to set priorities with their guidance; their coworkers, including the respondents, are motivated by them to be a team player and work together as a group to achieve a goal; they also have a primary mission of continuing stability. The respondents were satisfied with the job-related training their workplace offers; they strongly agree that their leader shows that they are guidance to the organization's success, and they acknowledge how their role at their workplace correlates to the organization's success. Based on the respondents, they are in a working environment that uses a hierarchy-driven work culture yet still gives importance to their well-being. Their department head involves them in solving the problems in their workplace, motivates them, and handles separate but related goals, which affects their performance.

Recommendations - Based on the findings and conclusions of this study, the following recommendations were presented. The department head of fast food establishments may create a supportive and positive workplace by promoting open communication, celebrating their team's achievements, and providing opportunities for growth and development. The fast food managers may celebrate their team's achievements, providing them opportunities for growth and development. Moreover, the department head may be relied on by the employees when they are in need of help and assistance, lead with empathy and approachability, build trust and teamwork while supporting their employees, and motivate them during their progress of growth. Furthermore, the head of the department may support the team's growth by offering regular feedback, celebrating their successes, and setting clear expectations to help them reach their full potential. Additionally, employees may engage with each other to have unity in the workplace, and they may acknowledge the opinions of one another to enhance understanding. Lastly, future researchers may explore other food industries and discover what kind of working environment and leadership style they use in connection with the performance of their employees.

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