

Organizational Culture of Fast-food Restaurants in Batangas City

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ABSTRACT

This research study mainly aims to investigate the organizational cultures existing on the fast food restaurants in Batangas City. It utilized a descriptive research method with selected 250 employees including both the top management and the rank-in-file employees, from different fast food restaurants in Batangas City, Philippines. Results revealed that most of the employees responded were females with ages ranging from 25 to 32 years old. Most of them stayed for the company for 3 to 5 years now, having high school diploma and have an average of 22 to 30 hours of duty per week. The organizational culture of fast food restaurants in Batangas City showed that as innovative culture they have always been innovative in all aspects of its operations; as an aggressive culture they now teaches employees to be competitive most of the time; as an outcome-oriented culture they have their leading characteristic of being results-oriented most of the time; as a stable culture they have established their stable culture; as a people-oriented culture they believed on the real essence of fairness and they provided lots of opportunities to their employees for professional growth; as a team-oriented culture their whole organization is team oriented in achieving their company goals and the company practices autonomy; as a detail-oriented culture they the employees to do task precisely most of the time; and, as a service culture they accepts every customer-related problem to improve their services. The responses differ significantly in terms of length of service, educational attainment, and hours of duty per week proving that those who are working for 0 – 2 years, those who finished bachelor's degree, and those who are working for 4 – 12 hours have higher assessment on organizational culture respectively. A plan of action was proposed to improve the organizational culture of fast food restaurants. In the end, recommendations were made by the researchers in order to enhance the organizational culture of fast food restaurants in Batangas City.

Keywords: Organizational Culture, Fast food Restaurants, Innovate, Aggressive, Outcome-oriented, Stability, People-oriented, Team Oriented, Detail Oriented and Service Oriented

INTRODUCTION

Every industry, just like its employees, has its own established organizational cultures and other related factors that put a big impact on the company's day to day routine. From sizeable restaurant establishment to little, some researchers emphasized that an attractive organizational culture repels customers, pursue workers, and helps in major decision-making. Thus, this major factor supports every organization's business orientating goals.

As considered one of the most important participants in the international financial system, fast food enterprise makes use of its organizational lifestyle to attract customers and to certify their employees. Organizational culture is described as the underlying ideals, assumptions, values and methods of interacting that make a contribution to the specific social and psychological environment of an organization. Expertise a hard and fast of values that is probably used to describe an organizational culture enables us perceive, measure, and manipulate that lifestyle greater effectively. In the meantime, one framework that offers insight into the different kinds of organizational culture is the seven-measurement Organizational Culture Profile (OCP). The OCP is a device initially developed with the aid of consultants Charles A. O'Reilly III, Jennifer Chatman, and David F. Caldwell to assess man or woman-company match. In idea, personnel ought to have the identical primary cultural assumptions and values as the organization for which they work (Rudy, 2015).

Fast food has become a part of the way of life of every Filipino, with country wide and global chains in many towns. Local Filipino eating places serve a diffusion of stew-like dishes, which might be usually displayed so people can select those they want by way of in reality pointing at them. To make sure enterprise performance in manufacturing and service of some fast food eating place in the country, organizational culture encourages understanding from the top management down to the rank-and-file employees. In a way, the persevering with evolution of the organization reflects every firm's effectiveness in applying organizational culture to attain the desired stages of human useful resource skills. This circumstance highlights the importance of organizational culture as a success aspect in each fast food enterprise.

Cultivating a crucial, focused organizational culture is the necessary first step when entrepreneurs want to outline or redefine their organization emblem externally, due to the fact tradition is what determines whether or not or no longer their emblem is embraced by means of their human beings and appropriately interpreted and reinforced on their customers (Creed, 2014).

Organizational culture can be an aggressive advantage to the extent of how personnel analyze underlying core values. But, even within a purchaser-service based totally industry, different fastfood restaurants do not share the same values as they vie to distinguish themselves from competitors. While there are more and more restaurants opening every year, it's not that there are less workers. Mainly there are fewer eating places that appeal to workers basically; most of them created a culture that draws trained skills. These cultures differ from one organization to the other depending on the approach the management have on their employees. Meanwhile, organizational culture additionally engages personnel. In an organization with such excessive employee turnover quotes, restaurants need to maintain and encourage their staffs to achieve their company goals.

An informal tourist to the Philippines can also shortly conclude that the exclusive groups and industries are totally westernized in manner and attitude. Since nothing should be farther from the truth, all and sundry dealing with Filipinos in business or otherwise needs to be acquainted with the complicated cost machine and organizational culture that intertwines the indigenous Filipino, Chinese, Spanish and American cultures. Looking underneath the veneer of societal openness and cultural flexibility, there is a uniquely Filipino way of performing in most situations. As reputedly easy behaviors are in truth tricky in intent, an understanding of the Filipino nature is primary to any appreciation of each and every business' management, decision making and the whole organizational culture itself.

In Batangas City area, fastfood industry have faced a lot of challenges in recent years that have been pressuring profit margins. Over the last decade there has been an increased focus on service and product quality and customer satisfaction. Fastfood companies have responded by adopting healthier choices and have some measure of success including factors of organizational culture but the shadow of bad press still hangs over the industry. Rising commodity prices have also significantly crunched many fastfood franchises in Batangas City. This recent economic recession did lower commodity prices but the recession brought on its own complications, and now prices for commodity inputs on rise again. The fastfood industry is still a large and diverse industry with plenty of opportunity. As one would hope, organizational culture challenge is being answered by innovation, and fastfood franchises in the city are responding with new offerings, pricing and strategies to lure consumers back in.

Thus, it is the researchers aim to assess the organizational culture existing on the fast food restaurants in Batangas City. The researchers mainly focused on the different dimensions and characteristics of organizational culture based from the theory of O'Reilly III, Chatman, and Caldwell (as cited by Rudy 2015), the Organizational Culture Profile (OCP), in order to identify the organizational culture fast food restaurant in Batangas City. The researchers also want to investigate on how these organizational cultures affect and reflect with their employees and mostly the impact it may have to their customers. Moreover, the researchers also want to include the major role of organizational culture on the decision-making process and on the people control of the top management who are the managers, supervisors and owners of fast food restaurants. This study would also be of big help to every customers of the said industry for them to barely understand the real essence of organizational culture present in a company. This research would be of big help to every CITHM students and graduates who will work on fast food and any other related industries because it will serve as a guide to them on how to adjust on every organizational culture current on the company they will work with and for them to be more productive on their careers. Having this study, the top management, employees, customers, trainees and students of the said related field will be aware of how organizational culture affects and reflect with them connectively. By the end of this study, the researchers further believed that the results gathered and the measures to be proposed by the researchers will give significant implications to the fast food industries and will help improve the organizational culture of the said industry in the city when applied to their company. Future researches and improvements were expected by the researchers in relation to organizational culture of the fast food industry.

OBJECTIVES OF THE STUDY

This study aimed to investigate and assess the organizational culture among fast-food restaurants in Batangas City. Specifically, it aims to: 1) present the profile of the respondent in terms of age, sex, highest educational attainment, number of years in the organization and average working hours per week; 2) identify the organizational culture of fast food restaurants based from OCP such as innovate, aggressive, outcome-oriented, stability, people-oriented, team oriented, detail oriented and service oriented; 3) test the significant difference on the responses when grouped according to demographic profile; and 4) propose an action plan based on the result of the study.

METHODS

Research Design

This study utilized the descriptive method of research to assess the organizational culture of fast food restaurants in Batangas City. In descriptive method of research, events are recorded, described, interpreted, analyzed, and compared (Castillo, 2014). It often uses statistics series tactics that heavily emphasize asking respondents modified questions on what they think, sense and do as opposed to watching, noticing, celebrating or obeying what they do. as a result, descriptive research designs are considered as survey research methods for amassing quantitative facts from large groups of people through the question/solution procedure (Bush, 2013).

Participants of the Study

The participants of the study were 250 employees (100%), including both the top management and the rank-in-file employees, from the different fast food restaurants in Batangas City. The researchers included both the non-franchise and franchise type of fastfood restaurants in Batangas City area only. The researchers included those employees who were currently employed in the fastfood company. The participants were given a survey questionnaire in order to gather the necessary information from them.

Data Gathering Instrument

The researchers used an adapted questionnaire based from the Organizational Culture Profile (OCP) of O'Reilly III, Chatman, and Caldwell (2000 as cited by Rudy 2015) as the primary data gathering instrument in determining the Organizational Culture in Fast Food Restaurants in Batangas City. The survey questionnaire was used by the researchers due to its feasibility, suitability, and timeliness in terms of gathering information necessary in the accomplishment of this study.

The adapted questionnaire was divided into two sections: the profile of the respondents and the dimension of organizational culture based from O'Reilly III, Chatman, and Caldwell' theory.

The first section of the questionnaire included the profile of the respondents composed of age, gender, highest educational attainment, number of years in the organization and average working hours per week. The second part was descriptive statements regarding the dimensions or characteristics of organizational culture that may exist on their fast food restaurants such as the Innovative Culture, Aggressive Culture, Outcome-oriented Culture, Stable Culture, People-Oriented Culture, Team Oriented Culture, Detail-oriented Culture and Service Culture.

To came up at a dependable and comprehensible research instrument, the researchers did much reading after which the questionnaire was made. Aside from this, they studied some of the previous investigations relative to this study.

Data Gathering Procedure

After obtaining necessary data from the valid library and online materials, the researchers conducted their adapted survey questionnaire. Adaptations and reliability testing of the questionnaire was incorporated through the help of experts in the field. After the questionnaire was made, the researchers prepared letters of

request to ask permission from the participants to allow the researcher to distribute the questionnaire and for them to answer such questions. With the permission granted, the researchers reproduced the questionnaires.

Before the distribution process, the researchers discussed on how they will choose respondents from the fast food restaurants in Batangas City area. The researchers estimated that they were able to conduct and finish the distribution of questionnaires in a span of six days.

The participants were given an assurance that the information that was gathered would be kept confidential. The researchers then collected personally the distributed questionnaire, and proceeded to make a tally of responses to each question. The results were tabulated, presented, analyzed, and interpreted. Later the findings and recommendations of the study were formulated.

Data Analysis

The required data were encoded, tallied, and interpreted by using statistical tools such as frequency distribution, weighted mean, and Analysis of Variance (ANOVA). This was used based on the objectives of the study. In addition, the data were treated using statistical software, PASW version 18.

The Frequency and Percentage Distribution were used to determine the profile of the employees of fast food restaurants in Batangas City. On the other hand, the weighted Mean and Ranking were used to assess and identify the characteristics of organizational culture fast food restaurants have. Lastly, ANOVA were used to test the difference of the responses when grouped according to the profile of the variables.

Ethical Considerations

The following ethical considerations were addressed in conducting this study and in data gathering: research members need to now not be subjected to harm in any ways by any means. Second, respect for the honor of studies individuals were prioritized. Third, complete consent was received from the members previous to the take a look at. Fourth, the protection of the privacy of research participants was ensured. Fifth, adequate level of confidentiality of the studies records was ensured. Sixth, anonymity of individuals and agencies collaborating within the studies was ensured. Seventh, any form of communication in relation to the research was performed with honesty and transparency. Lastly, any kind of deceptive facts, in addition to representation of number one information findings in a biased way need to be averted.

RESULTS AND DISCUSSION

Table 1 shows the percentage distribution of the respondents based on their sex, age, length of service, educational attainment and hours of duty per week. Most of the respondents were females with a total population of 150 and a percentage of 60.00 while only a population of 100 and a percentage of 40.00 were males. Fast food restaurants hire both of male and females depending whether they will both pass the qualifications needed by the company. For this kind of industry, there were more females than males because they are considered more flexible in terms of job specifications. There were females both in service station and kitchen station. Moreover, in terms of counter section in service, they prefer more females than males. According to Yelkur & Chakrabarty (2016), sometimes genders can influence the evaluation of service quality in relation with “managing” customer expectations. Expectations can additionally furnish insights into market segmentation strategies. Gender is frequently used as a segmentation variable because it is easily

identifiable, accessible, and profitable. Their find out about examined and located out that there is little gender-based differences in the expectations of carrier first-rate in the fast food enterprise and has have an effect on with the business' organizational culture.

Table 1. Percentage Distribution of the Business Profile

Profile Variables	Categories	Frequency	Percentage (%)
Sex	Male	100	40.00
	Female	150	60.00
Age	18-25 years old	65	26.00
	25-32 years old	114	45.60
	33-40 years old	44	17.60
	40 years old and above	27	10.80
Length of Service	0 - 2 years	75	30.00
	3 - 5 years	93	37.20
	6 - 9 years	63	25.20
	10 years and more	19	7.60
Educational Attainment	Hs Undergrad	31	12.40
	Associate Degree	70	28.00
	HS Diploma	91	36.40
	Bachelor's Degree	58	23.20
Hours of Duty per week	4- 12 hrs	51	20.40
	13- 21 hrs	68	27.20
	22- 30 hrs	73	29.20
	31hrs and more	58	23.20

In terms of age, most of the respondents were 25 to 32 years old having 45.60%, followed by 18 to 25 years old having 26.00%, thirdly 33-40 years old having 17.60%, and 40 years old and above as the least having only 10.80%. Most of the employees of fast-food restaurants today are ranging from 25 years old to 32 years old since they already stayed in the company for 5 years and more and were already became seniors and team leaders of the organization. The longer they stayed in the company the more benefits and respect they will get from their co-worker.

Age ranges from 18 to 25 years followed as second to the highest knowing that most of the fast-food restaurants today have many working students. They allowed college students to do part-time jobs in their company with lesser hours compared to their regular students and come-up with a work schedule prioritizing their school schedule first.

On the other hand, 40 years old and above become the lowest because the usual age qualification for fast food restaurants ranges from 18 to 30 years old. Employees on this age range are the managers and supervisors.

Jones (2013) proved that an evaluation of government information on fastfood employees, but, tells a one of a kind tales. To begin with, simplest about 30 percentage of fast-food employees are young adults. Some other 30 percentage are among the ages of 20 and 24. The closing forty percent are 25 and older. 1/2

of rapid-food people are 23 or older. Many teenagers do work in fastfood, however the majority of fastfood people are not young adults.

Most of the respondents is employed for the company for 3 to 5 years now having a 37.30 percentage while there only 7.60 percent who is staying for 10 years and more. In terms of educational attainment, most of the respondents have high school diploma having a percentage of 36.40 while only 12.40 percent were high school undergraduates.

Fast-food restaurants accept full-time high school graduate students or part-time college students depending on the need of the company. There were only few who were bachelor's degree and those were the restaurant managers and supervisors of the company.

Authors who view fastfood work as exploitative speculate about team reactions to their employment and outlet environments. as an instance, team may additionally surrender from their activity after a brief time (Royle, 2013). Schlosser (2013) shows that such turnover is, at least in part, contrived via managers to ensure that unions do not infiltrate the place of work. alternatively, there are three categories of exploitation-kind arguments that account for group who do no longer resign. First, employers may also burn out their group of workers. In exercise, because of these younger humans begin their job with an enthusiasm that compels them to continue. Finally, they arrive to dislike the paintings because they are worn-out, frustrated and/or believe that they've been duped and misled with the aid of managers who promise blessings, consisting of merchandising and development, which are not brought.

Lastly, in terms of their average weekly hours of duty, there were most employees having 22-30 hours of duty with 29.20 percent while there only 20.40 percent with 4-12 hours duty. Most of the employees in the fast-food restaurant are still full-time that they can have 7 to 8 hours duty per day and only few were part – time with only 4 to 6 hours of duty per day depending on their school schedules. Full time employees can have 22 to 30 hours of duty per week since most of them stays for the company for longer hours depending on the need of the company. Part-time employees, most of them were working students, adjust and compressed their schedules in shorter depending on their school schedule and activities.

According to Kincheloe (2013) those who are referred to as incorrect in are disposed to impeach authority, examine and talk social troubles and choose complexity and ambiguity over habitual and ease. The look at analyzes the differences among teenagers who're suitable for fast food careers and those who are not. It identifies the characteristics of each institution, considers how these increases, and proposes ways that modern-day and potential group can be assessed as properly matched for enterprise employment.

Meanwhile, Feder (2013) argued that many teens find it difficult to get right of entry to the job market other than through fastfood employment. The enterprise is constituted of massive multinational employers and their employees might be in a function to have a look at control exercise and probably expand effective paintings behavior and attitudes towards employment. With a bendy task opportunity, they are able to offer both full-time and component-time jobs to their employees and can have more opportunities to their personnel.

Table 2 presents the key characteristics of organizational culture in terms of innovation. The obtained composite means of 2.83 indicates that the respondents agreed on the above-mentioned indicators. All items were rated agree and my company has always been innovative in all aspects of its operations obtained the highest weighted mean score of 2.91 and ranked first. It was followed by company is being

careful in all aspects of its operations for continuous customer branding (2.85), and company together with all of my co-employees makes sure that we are being highly organized most of the time (2.82), both verbally interpreted as agree.

Table 2. Characteristics of Organizational Culture in terms of Innovation

Indicators		WM	VI	Rank
1.	My company has always been innovative in all aspects of its operations.	2.91	Agree	1
2.	The company had a huge willingness to experiment for continuous growth and trends.	2.80	Agree	6
3.	Risk taking had always been a significant part of the company's main decision and goals.	2.81	Agree	4.5
4.	The company is being careful in all aspects of its operations for continuous customer branding.	2.85	Agree	2
5.	Employees in the company are rule oriented and aware of their individual responsibilities and obligations	2.81	Agree	4.5
6.	The company together with all of my co-employees makes sure that we are being highly organized most of the time.	2.82	Agree	3
Composite Mean		2.83	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Fastfood marketplaces, whether or not local, regional, national or global, are getting fantastically aggressive. Opposition has extended due to wider get right of entry to new technology and the multiplied buying and selling and know-how-sharing opportunities presented with the aid of the net and era. One of the keys to any successful enterprise is being able to come up with new ideas to hold operations, services and products sparkling. The method of bringing the ones thoughts to reality is known as innovation. Within the enterprise international, for an innovative concept to be beneficial, it must be in a reflect fine without being too pricey and it has to remedy a particular want. Innovation is achieved by way of presenting something authentic and is frequently visible to produce performance, main to a concept that drastically impacts the overall society.

According to Henderson (2017), innovation is critical inside the fastfood administrative center as it gives groups an edge in penetrating markets quicker and presents a better connection to growing markets, which could cause larger possibilities, specifically in wealthy nations. Moreover, innovation also can assist develop authentic ideas while giving the innovator a proactive, confident mind-set to take risks and get things accomplished. Meanwhile, Hammer (2017) delivered that after a fastfood employer has a revolutionary culture, it will develop easily, notwithstanding the truth that the innovative procedure is not usually simple. attempted-and-tested techniques can be dependable, however attempting out new things is a profitable experiment.

Brooks (2013) emphasized that innovative fast-food restaurant organizations have the advantage of revel in in innovating a product. On account that they recognize the manner so nicely, they do no longer must usually undergo many trial and mistakes. The reality that they have repeated the system several instances sets them aside from different agencies that do no longer have a modern tradition.

However, items such as risk taking had always been a significant part of the company's main decision and goals (2.81), employees in the company are rule oriented and aware of their individual responsibilities and obligations (2.81) and company had a huge willingness to experiment for continuous growth and trends (2.80) rated the least, all verbally interpreted as agree.

Technological change impacts greater than productivity, employment, and earnings inequality. It additionally creates possibilities for modifications inside the nature of labor itself. Several studies have proven how an expansion of new technologies have altered the manner work is performed, the roles that people play in a company's division of hard work, and the manner those converting roles adjust the shape of businesses. Consequently, to efficiently build a culture for continuous improvement, human beings inside the fastfood company want to be engaged and part of the method. It's far vital a clean vision and route, an effective motive to get there, correct method for a way to go about it and a choice to do it. The aim is to be a more effective and efficient gaining knowledge of corporation.

Posinasetti (2014) emphasized that continuous improvement is a philosophy which need to be embraced by using the control and carried out for the duration of the company. There are some of gears which can be available for the cause along with Kaizen that can be automatically applied during the enterprise for continuous development. The continuous innovation subculture requires a strategist eve of all styles of innovation through existing organizations. This method should be recognized and disclosed inside the corporation. no longer simplest the head of the agency however also the personnel and the unique leaders of the employer.

Table 3. Characteristics of Organizational Culture in terms of Aggressiveness

Indicators		WM	VI	Rank
1.	My company has always been aggressive in all aspects of its operations mostly in terms of decision making.	2.85	Agree	2
2.	The company I have now teaches me to be competitive most of the time.	2.86	Agree	1
3.	My company makes sure that they are being quick to take advantage of opportunities.	2.84	Agree	3.5
4.	My company teaches all of its employees to be more socially responsible.	2.84	Agree	3.5
Composite Mean		2.85	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 3 presents the key characteristics of organizational culture in terms aggressiveness. The obtained composite means of 2.85 indicates that the respondents agreed on the above-mentioned indicators. All items were rated agree and my company has always been aggressive in all aspects of its operations mostly in terms of decision making obtained the highest weighted mean score of 2.86 and ranked first. It was followed by company has always been aggressive in all aspects of its operations mostly in terms of decision making (2.85), verbally interpreted as agree.

Within the context of globalization methods and the growth of financial interdependence amongst nations, the country wide subculture is turning into increasingly more critical. Aggressive culture can equip a person for the challenges of cutting-edge international enterprise even in the country wide context. Although, recognizing the importance of cultural variations allows managers understand their global partners and competitors and, in the end, enables to enhance their managerial skills. choice-making is an intellectual

hobby which is a critical a part of making plans and movement taking in a selection of contexts and at a good-sized range of degrees, such as, however no longer restricted to, price range planning, schooling planning, policy making, and climbing the career ladder. Humans all around the global have interaction in those sports. The underlying go-cultural differences in selection-making can be a fantastic contributing thing to performance in go-cultural communications, negotiations, and war decision. Neilson (2013) emphasized that though nobody ever got down to create a competitive business enterprise, there are hundreds of them.

However, items such as my company makes sure that they are being quick to take advantage of opportunities, and my company teaches all of its employees to be more socially responsible (2.84) both rated the least, both verbally interpreted as agree.

Business owners could license the proper to provide a business idea. They could work on a idea with an company who, for a few motive, has no interest in developing that business. They can have an arrangement with that corporation to depart the corporation and start that business. They can faucet numerous assets for brand spanking new ideas for companies. Possibly the most promising supply of ideas for new enterprise comes from clients — paying attention to customers.

According to Amit (2015) there are many assets for new business opportunities for individuals. Clearly, when commercial enterprise proprietors see inefficiency inside the marketplace, and that they have a concept of a way to correct that inefficiency, and that they have the sources and functionality — or at the least the ability to carry collectively the sources and capability needed to correct that inefficiency — that is a very exciting business idea. Businesses are finding that being socially responsible can be awesome for the bottom line, in addition to desirable for worker morale. According to Rampton (2015) in recent years, corporate social responsibility (CSR) has come to be a critical business objective for agencies in all industries. Customers and personnel alike need to recognize that the corporations they patronize and work for stand for something, and they haven't any qualms approximately on foot away if an employer's values don't align with their very own. The idea has come to intend diverse matters to numerous humans, however usually it is coming to understand what it proper or incorrect within the administrative center and doing what's proper - this is in regard to outcomes of merchandise/services and in relationships with stakeholders.

Table 4. Characteristics of Organizational Culture in terms of Outcome - Orientation

Indicators		WM	VI	Rank
1.	My company has its leading characteristic of being results-oriented most of the time.	2.89	Agree	1
2.	My company always put their high expectations for my performance as their employee.	2.85	Agree	2.5
3.	My company has a good achievement orientation for their employees.	2.74	Agree	6
4.	My company believes on the significance of action orientation (willing or likely to take practical action to deal with a problem or situation).	2.85	Agree	2.5
5.	The company teaches its employees of to be calm in facing unanticipated faults.	2.81	Agree	5
6.	The company teaches me of being demanding on the essence of outcomes from time to time.	2.83	Agree	4
Composite Mean		2.83	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 4 presents the key characteristics of organizational culture in terms of outcome - orientation. The obtained composite mean of 2.83 indicates that the respondents agreed on the above mentioned indicators. All items were rated agree and my company has its leading characteristic of being results-oriented most of the time obtained the highest weighted mean score of 2.89 and ranked first. It was followed by my company always put their high expectations for my performance as their employee, and my company believes on the significance of action orientation (willing or likely to take practical action to deal with a problem or situation), both with weighted mean of 2.85 and verbally interpreted as agree.

Creating a results-oriented culture does not start by finding people who are results-oriented. It begins by defining the outcome owners want to attain, and then locating those who are capable and stimulated to gain them. Building corporation body of workers is vital to boom and sustainability. Irrespective of technical expertise, they are able to build a brighter business future from the floor up through comparing prospective employees.

Extraordinary companies want outstanding humans, but they aren't clean to discover. Locating the applicants who have the skills, training, and enjoy to fill the position is the key, however to locate in reality great personnel who becomes part of the company and help build it they need to appearance past that baseline. Every company wants to rent folks who are outcomes-oriented. regrettably, they then positioned a lid at the kinds of results-orientated people they'll rent. It might be higher to outline the effects required first after which discover those who will excel at reaching them. That is how proprietors create an outcome-oriented culture. Not with the aid of wishing it, but by means of constructing it one lease at a time and preserving those making the hiring choices completely answerable for them. Adler (2013) emphasized that it is obvious that if the individual is capable and motivated to do the work, they'll logically have all of the skills and reports important.

However, items such as the company teaches me of being demanding on the essence of outcomes from time to time (2.83), The company teaches its employees of to be calm in facing unanticipated faults (2.81), and My company has a good achievement orientation for their employees (2.74) rated the least. An achievement is something a worker does, which includes achieving a goal or finishing a task, the use of her talents, attempt and patience. According to psychologists Abraham Maslow, Fredrick Herzberg and David McClelland (as cited by Rudy 2015), the want for fulfillment is a mental motivator that employees can broaden. Smart managers help foster a want for success in their personnel due to the fact it may suggest overall performance improvement, multiplied productiveness and worker retention. When people are strong in the Achievement Orientation competency, they strive to meet or exceed a popular of excellence and recognize metrics for — and remarks on — their overall performance. They search for methods to learn how to do things better. They set hard dreams and take calculated risks. And they could balance our non-public power to achieve with the desires and goals of the enterprise.

Studies suggests that achievement orientation for personal dreams topics crucially in early career jobs, whilst it morphs into a difficulty for the team or employer goals at higher stages. According to Goleman (2018) if a leader fails to shift from personal to group dreams, as with that lawyer, he or she can run roughshod over direct reports. The drive to achieve runs high in entrepreneurs who observed exceptionally successful businesses or who begin modern gadgets inside a business enterprise. These entrepreneurs take clever risks. they're positive the chance is minimal, although to others it may appear like a totally high risk and that it is

not going they will attain that goal. The power to gain also predicts effectiveness in managers. Notable executives set goals and keep song of the way they are doing, and that they recognize the steps to obtain them. Success predicts achievement in jobs like income, where there may be a clear numerical goal and continuous remarks so business owners can measure how they may be doing and alternate as a result.

Lastly, Ferry (2017) stressed that employees become more motivated and determined to be successful when they feel that they are being supported and are fit in their working environment. Appreciating them is one of the best ways in order for them to feel satisfied and fulfilled. Other approaches to build the achievement desires encompass giving personnel opportunities for development, which includes having an experienced employee instruct a brand-new worker. Involving employees in selection-making or giving employees unique titles or designations, alongside occasional performance bonuses, facilitates them value the want for fulfillment.

Table 5. Characteristics of Organizational Culture in terms of Stability

Indicators	WM	VI	Rank
1. I believe that my company has established its stable culture.	2.90	Agree	1
2. My company put importance on the security of my employment.	2.82	Agree	3.5
3. My company believes that predictability is main part of their decision-making processes.	2.82	Agree	3.5
4. The company is not being constrained by many rules.	2.88	Agree	2
Composite Mean	2.86	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 5 presents the key characteristics of organizational culture in terms of stability. The obtained composite means of 2.86 indicates that the respondents agreed on the above-mentioned indicators. All items were rated agree and my company has established its stable culture obtained the highest weighted mean score of 2.90 and ranked first. It was followed by the company is not being constrained by many rules (2.88), verbally interpreted as agree.

The key to a hit agency is to have a culture based totally on a strongly held and broadly shared set of ideals which might be supported through approach and structure.

A hit organization cultures are employer cultures in which employees have a clean sense of purpose; employees recognize their immediately and long term goals. That is crucial, because an organization with cause shifts people and assets ahead so that you can attain goals in place of clearly coping with them. HR has a critical position in perpetuating a strong culture, starting with recruiting and selecting applicants who will share the employer's beliefs and thrive in that lifestyle. HR additionally develops orientation, education and performance management applications that outline and reinforce the agency's core values and guarantees that appropriate rewards and reputation visit personnel who sincerely embody the values.

Bradt (2018) explained that this tradition is categorized “stability” not flexibility or innovation. Assume compliance with the policies, with route. Count on human beings to supply the minimal possible product every time. If commercial enterprise proprietors push humans in a tradition like this to perform more interdependently, to make choices on they’re very own, to be extra proactive, at quality they may withstand and more likely, they will break the machine.

However, items such as my company put importance on the security of my employment, and my company believes that predictability is main part of their decision-making processes, both with weighted mean of 2.82 and verbally interpreted as agree, rated the least.

Job safety is the warranty that they will maintain their process without the danger of up-to-date unemployed. Their process may be secured through phrases of an employment contract, collective bargaining settlement or hard work law up to date arbitrary termination. Wherein there is no process protection, personnel are at excessive danger of dropping their jobs. Up to date the National Bureau of Financial Research, it's a great and massive decline in monetary pastime lasting for a number of months. Up-to-date developing, the economy shrinks, bringing with its declining earning, employment, industrial manufacturing and retail sales.

Table 6. Characteristics of Organizational Culture in terms of People - Orientation

	Indicators	WM	VI	Rank
1.	My company has a big respect for its employees' individual's rights.	2.82	Agree	3
2.	My company believes on the real essence of fairness	2.88	Agree	1.5
3.	My company believes that tolerance is an important part of their employees' growth and development.	2.80	Agree	4
4.	The company provides lots of opportunities to their employees for professional growth.	2.88	Agree	1.5
5.	My company has this high pay for their every employee's good performance.	2.79	Agree	5
6.	The company teaches me how to fit in with other employees in the workplace.	2.78	Agree	6
	Composite Mean	2.83	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 6 presents the key characteristics of organizational culture in terms of people - orientation. The obtained composite means of 2.83 indicates that the respondents agreed on the above-mentioned indicators. All items were rated agree; and the two items which are my company believes on the real essence of fairness, and the company provides lots of opportunities to their employees for professional growth both obtained the highest weighted mean score of 2.88 and ranked first. It was followed by company has a big respect for its employees' individual's rights (2.82), and company believes that tolerance is an important part of their employees' growth and development (2.8), both verbally interpreted as agree.

The workplace environment of fast-food restaurants is sometimes where people tend to feel injustices most acutely, if only because that is where we spend most of our waking hours. When cash, competition, and pleasure are at stake, each petty and critical unfairness are commonplace — taking credit for any others work, shifting blame, inequitable allocation of labor load, promotions of the less ready for political motives. And then there are all the ones double standards. some do less paintings, and what they do isn't accurate. they come in late, omit time limits, and make errors. But they get the identical raise as the other. The company has strict guidelines, however whilst bosses do something one might get fired for, they acquire simplest a slap on the wrist, if that.

According to Mahoney (2015) honestly same and truthful societies are more likely to be wealthy and harmonious ones. Failure to tackle discrimination and to provide identical possibilities hurts people and households, negatively influences our society, and prices the financial system. The ideas of justice and

fairness can be concept of as regulations of "honest play" for problems of social justice. Whether or not they end up grounded in regularly occurring laws or ones which are more context-bound, these principles decide the manner wherein the various types of justice are finished.

An employee's notion of inner increase and development possibilities is one of the greater crucial predictors of worker engagement. Whilst searching out how to have interaction personnel, expert development possibilities inside the place of job are greater crucial now than ever before. The next technology of employees is the well-known millennial, and groups are running to evolve their programming so that you can entice this effective organization this is full of new thoughts and one-of-a-kind priorities. It could come as surprises to a few organizations that millennial prioritizes professional development over monetary rewards like coins bonuses. In keeping with a record posted through, millennial is seeking out an organization as a way to allow them to study, grow, and expand as a character. They want to decorate their career and stability it with their non-public lives. Millennials also are continuously looking for new career possibilities, so it's useful for employers to provide expert improvement possibilities that make the employee experience valued and revered.

However, items such as my company has this high pay for their every employee's good performance (2.79), and the company teaches me how to fit in with other employees in the workplace (2.78) rated the least, both verbally interpreted as agree.

Cultural fit is having common and aligned values and task within the administrative center. It owns the ideals, conduct and persona which might be constant with the organization's assignment. Cultural fit is exhibited via language and communique, thru each day work ethic and integration of your works together with your way of life. A worker's diploma of job satisfaction and luxury with the diploma of control they have got over their future in the workplace is perhaps the great determinant of cultural healthy. While a person new got here onto the group, the control needs that individual to be a long-lasting, precious employee inside their organization. Business proprietors can continually provide the sources and gear to assist personnel get better at their jobs, however they couldn't train a person to align with their cultural values. But that is who they want to sign up for their work own family: people, who price human beings, apprehend their customers' priorities, work properly collectively and look out for others' first-class pastimes earlier than their personal.

According to Stein (2017) it's extremely difficult to succeed in an environment - any environment - where they don't share the values of the people and organization they work with. Sometimes, employees change a culture, and make it fit them - but that's rare. Cultural shifts most often come from the top down, through mergers and acquisitions or through new CEO's or division heads. Those are the kinds of events and people most likely to change the culture, and not conform to it, although lawsuits and mass firings, layoffs and economic downturns can change a business culture, too.

Heathfield (2017) emphasized that persons' work culture frequently is interpreted differently by way of diverse employees. different activities in humans' lives affect how they act and interact at paintings too. Although an enterprise has a commonplace subculture, anybody might also see that culture from a different angle. moreover, personnel' character work experiences, departments, and groups might also view the culture differently. preferably, organizational subculture supports fine and efficient surroundings. satisfied personnel are not always effective personnel, and efficient employees are now not always happy employees. It's miles important to discover elements of the way of life a good way to help each of those features for their personnel.

Table 7. Characteristics of Organizational Culture in terms of Team - Orientation

Indicators		WM	VI	Rank
1.	The employees of my company always work in collaboration with one another.	2.78	Agree	4
2.	The whole organizational structure is being team oriented in achieving their company goals.	2.86	Agree	1.5
3.	The whole organizational structure is being people oriented and put emphasis on the importance of teams.	2.84	Agree	3
4.	My company practices autonomy, which means the freedom from external control or influence, that helps the team perform more independently.	2.86	Agree	1.5
Composite Mean		2.83	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 7 presents the key characteristics of organizational culture in terms of team - orientation. The obtained composite means of 2.83 indicates that the respondents agreed on the above-mentioned indicators. All items were rated agree, and two items which are the whole organizational structure is being team oriented in achieving their company goals, and my company practices autonomy, which means the freedom from external control or influence, that helps the team perform more independently both obtained the highest weighted mean score of 2.86 and ranked first.

Corporations shape groups to perform responsibilities that are too massive or complicated for a character to complete. Teams also are powerful for work that requires extraordinary sorts of competencies and information. Groups typically have many teams, and an individual is regularly a member of more than one crew. a few teams are everlasting and are chargeable for on-going activities. An excessive-overall performance work group refers to a set of purpose-centered individuals with specialized understanding and complementary talents that collaborate, innovate and bring continually superior outcomes. The institution relentlessly pursues performance excellence through shared goals, shared leadership, collaboration, open communicate, clean position expectancies and institution working regulations, early battle decision, and a strong experience of duty and trust amongst its members.

According to Starks (2015) a focus on balancing expertise improvement with organizational purpose achievement will vicinity the enterprise on a trajectory of accomplishing overall performance achievement. Motivating group contributors closer to goal fulfillment is no small challenge. Basically, leaders need to reflect behaviors that inspire and inspire human beings to alternate. even though motivation elements range across a business enterprise, there are numerous management features common to a hit leader. Leadership characteristics that have an impact on aim fulfillment include the capacity to create a clean vision, the capacity to understand organizational way of life, the capability to awareness on performance improvement, and the capability to encourage innovation.

Gleeson (2017) stressed that the use of groups has accelerated dramatically in reaction to competitive challenges and technological modifications. Crew systems permit for the utility of more than one talent, judgments and reports which might be maximum appropriate for tasks requiring diverse knowledge and hassle-fixing abilities. Groups can execute greater quickly, make higher selections, resolve more complex problems, and do greater to decorate creativity and build abilities than a man or woman can.

Their use additionally increases productivity and morale; properly-functioning groups can outperform people and even different types of working organizations.

However, items such as the whole organizational structure is being people oriented and put emphasis on the importance of teams (2.84), and the employees of my company always work in collaboration with one another (2.78) rated the least, both verbally interpreted as agree.

Collaboration inside the place of business is an indication of powerful team as it harnesses the first-rate out of two or more individuals collectively. Efficiency is an important part of a crew and an essential aspect of the administrative center. Administrative center collaboration will keep all people secure from more load of work because the work gets dispensed flippantly. Whilst people have team collaboration, they'll usually see fantastic effects as the largest fears of checking whether the teams are able to carry out together can be removed. Working in groups makes employees greater responsible and it additionally raises their motivation level.

Collaboration generates a circle of understanding and we could every team member to understand their function. There are smart owners who search for encouraging their team of workers usually to work with each different. Group contributors running in collaboration with every different will always have a possibility to analyze from each different successes and disasters. They may have an organizational technique toward getting to know things. The agency will no longer deviate from its goals whether long term or brief term because the duties will be assigned to those who can be capable of reach the set objectives. A collaborative team is a slightly unique model of a conventional crew because its members have differing ability sets. even though the participants have various regions of understanding, they still percentage similar dreams, assets, and management. With their diverse set of specialized competencies, they must be capable of problem-resolve as a collection.

According to Yakowicz (2017) one among the largest factors that contribute to the fulfillment of any business is whether or now not its employees are capable of carry out together a crew. With growing competition, it has grown to be extraordinarily vital to inspire creativity inside the office, a good way to improve productiveness and sell wholesome employee relationships. Szenderski (2017) accentuated that collaboration demands human beings to think, articulate and acquire readability approximately their abilities. It serves as a mirror that gives them a glimpse in their strengths and weaknesses. Because heads are higher than one, teams' works higher collectively and plug every other's gaps.

Table 8. Characteristics of Organizational Culture in terms of Detail - Orientation

Indicators		WM	VI	Rank
1.	My company always pays attention to details.	2.79	Agree	4
2.	The company teaches me to do my task precisely most of the time	2.89	Agree	1
3.	My company has a more specific and detailed rules, structure and operation compared to others.	2.80	Agree	3
4.	My company teaches me how to be more analytical and logical.	2.84	Agree	2
Composite Mean		2.83	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 8 presents the key characteristics of organizational culture in terms of detail - orientation. The obtained composite means of 2.83 indicates that the respondents agreed on the above-mentioned indicators. All items were rated agree and the item company teaches me to do my task precisely most of the time obtained the highest weighted mean score of 2.89 and ranked first. It was followed by company teaches me how to be more analytical and logical (2.84), and company has a more specific and detailed rules, structure and operation compared to others (2.80), both verbally interpreted as agree.

In terms of fastfood organizational structure, it is important to learn from every mistake, which is a natural process that will result in employee getting better. If they do not learn from their mistakes then they miss a huge opportunity; and yet many people fall into this trap. Being precise and accurate is extremely important no matter what job people have, if they mislead co-workers, their boss, their client because of mistakes then there can be repercussions. A sense of urgency first requires a grasp of reality and an effort to make good judgments. That lack of urgency they are observing in their employees could reflect their misunderstanding of the situation.

According to DeMarco (2017) the real scenario in fastfood restaurants is that chances are that tempers were frayed, sponsors have been unhappy, and team individuals were running ridiculous hours. Humans regularly underestimate the amount of time had to implement tasks, especially while they're now not familiar with the work that needs to be performed. Moreover, Glendenning (2017) stressed that to be accurate and precise at work is what enables a business enterprise develop, earnings, and feature efficiently.

However, the item my company always pays attention to details having a weighted mean of only 2.78 rated as the least, verbally interpreted as agree. The details surround every employer, no matter what sort of process they have. It is how they appearance, and how their place of business appears. It's how they represent and what they sell. With regards to fastfood enterprise, it is all of the little extra courtesies and comforts they build into the carrier enjoy. Interest to information is a top feature of excessive-performing organizations. Interest to detail is more than doing a little function-gambling. It's far the way humans take into account - and remind others - that touch with any issue of their work group gives their customers an opportunity to form or revise Their impressions, superb or poor. Businesses talk to these possibilities as moments of reality. For fastfood restaurant which is a carrier business, whatever and the whole thing can end up a moment of truth for his or her customers.

According to Zemke (2014) many managers and leaders are not detail focused. Sometimes, that acceptable however, if the employees a company have are one of these leaders or plans to become one, then they'd better have somebody in their team that does care about attention to detail because it's the company reputation at stake. The quality of the work that they oversee is a reflection of the company itself, and the whole team. Attention to detail matters because one error can ruin your credibility. Attention to detail is not all about spelling or grammar. It simply means getting the small things right. Thus, paying attention detail means aiming for perfection.

Meanwhile, Bajunid (2015) emphasized that detail-oriented personnel have a unique time table for everyday tasks like set times for waking up and going to bed and taking meals at constant times. They carry out ordinary duties ritually and increase a certain mindfulness so that it will cut back a wandering mind. As they increase alertness at this level, they will be organized to do important things nicely. Detail-oriented

people keep on with approximately fixed constants. They transfer the habits of discipline and punctuality to the sector of work and sports of society.

Table 9 below presents the key characteristics of organizational culture in terms of service. The obtained composite means of 2.86 indicates that the respondents agreed on the above-mentioned indicators. All items were rated agree and the item my company accepts every customer-related problem to improve our services obtained the highest weighted mean score of 3.00 and ranked first. It was followed by company always put its big emphasis on their service quality (2.87), and company always makes sure that we always satisfy our customers (2.86), both verbally interpreted as agree.

Table 9. Characteristics of Organizational Culture in terms of Service

Indicators		WM	VI	Rank
1.	The company always put its big emphasis on their service quality.	2.87	Agree	2
2.	The company always makes sure that we always satisfy our customers.	2.86	Agree	3
3.	My company believes that cross-training to employees will result to a better service culture.	2.83	Agree	4
4.	My company accepts every customer-related problem to improve our services.	3.00	Agree	1
5.	The company relates to every customer experience for they believe that these will put impact for their future service growth and improvement.	2.74	Agree	5
Composite Mean		2.86	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Growing competition is forcing agencies to pay tons greater attention to fulfilling customers, inclusive of with the aid of providing sturdy customer support. It is able to assist to be aware the position of customer service inside the overall context of product or service improvement and control. It's no secret that when a fastfood agency presents brilliant customer service, it enables you win new enterprise and preserve modern-day clients. However, that may be hard to hold as business grows—especially when it is most effective a small business or jogging lean. However, in today's hypercompetitive international, few agencies can afford to permit customer service slip. Due to the fact doing so frequently outcomes in lost commercial enterprise.

According to Reyes (2017) clients want pace and comfort delivered with a pleasant mind-set. While the organization employees and control do it properly, clients may additionally reward the corporation with the aid of spending extra cash with them. His study discovered out that precise service entices 52 percent of B2C clients and sixty-two percentage of B2B customers to growth their buy. It makes feel that clients who're happy with a business enterprise will reciprocate via assisting that business enterprise extra. His look at additionally indicates that customers who have the first-rate beyond stories spend 140 percent greater than clients who had the worst. now not best does better carrier lower return costs, it may additionally decrease the price to serve each patron. through laying the proper groundwork, any business enterprise can provide continuously rapid, convenient, and well-mannered provider—even supposing the proprietor is a solopreneur juggling a disturbing commercial enterprise.

Parsons (2017) emphasized that in today's fastfood enterprise optimizing era is particularly essential while they may be a solopreneur. A short net search will display a big type of programs to help nearly each section in their client revel in from automating advertising to sales. they may find customer service solutions that can assist any size organization provide a high level of customer support that scales. remember, customers need answers speedy and without difficulty—specifically the tech savvy millennial who make up 25 percent of the populace. offer customer support channels they decide upon, including chat, voice, and social media.

However, items such as company believes that cross-training to employees will result to a better service culture (2.83), and the company relates to every customer experience for they believe that these will put impact for their future service growth and improvement (2.74) rated the least, both verbally interpreted as agree.

Some industries do not recognize why they should fear approximately patron enjoy. Others collect and quantify information on it but don't circulate the findings. Nonetheless others do the measuring and dispensing however fail to make all of us liable for setting the facts to use. T

he extent of the trouble has been documented in Bain & business enterprise's latest survey of the clients of 362 corporations. simplest 8% of them defined their enjoy as "superior," but 80% of the organizations surveyed accept as true with that the enjoy they had been offering is certainly superior. With the sort of disparity, prospects for improvement are small. but the need is urgent: purchasers have a more range of picks today than ever before, greater complex picks, and more channels thru which to pursue them. In such an surroundings, easy, integrated solutions to troubles—now not fragmented, burdensome ones—will win the allegiance of the time-pressed purchaser.

According to Meyer (2015) customer experience is the internal and subjective response customers have to any direct or indirect contact with a company. Direct touch generally occurs in the course of buy, use, and service and is generally initiated via the purchaser. indirect touch most customarily involves unplanned encounters with representations of an enterprise's merchandise, services, or brands and takes the form of word-of-mouth tips or criticisms, advertising and marketing, news reports, critiques, and so on. Peralta (2018) accentuated that although few companies have zeroed in on customer experience, many were seeking to measure consumer delight and have masses of records as an end result.

To recognize how to attain pleasure, an enterprise ought to deconstruct it into its factor studies. Because a notable many customer experiences aren't the direct effect of the logo's messages or the enterprise's real offerings, a company's re-examination of its initiatives and picks will not suffice. The customers themselves—this is, the overall range and unvarnished fact of their previous reports, and then the expectancies, heat or harsh, the ones have conjured up—have to be monitored and probed.

Table 10 presents the comparison of responses on the characteristics of organizational culture when grouped according to sex. It was found out that all computed p-values were greater than 0.05 alpha level, thus the researcher fail to reject the null hypothesis. This means that there were no significant differences occur and implies that the responses do not vary significantly between male and female.

Fastfood restaurants qualify and accept both male and female as long as they can commit and perform the task and responsibilities assigned to them. Gender differences in fastfood restaurants do not have

huge impact on the dimensions and cultures because both of them can be flexible in all the sections or departments of the organization. Moreover, both genders are also given same treatment, benefits and tasks to do with. The job specifications for males can also be trained to females as long as they can render the time needed for their duty.

Table 10. Difference of Responses on the Characteristics of Organizational Culture When Grouped According to Sex

	t-value	p-value	Interpretation
Innovation	0.829	0.408	Not Significant
Aggressiveness	0.437	0.663	Not Significant
Outcome – Orientation	1.254	0.211	Not Significant
Stability	0.377	0.707	Not Significant
People Orientation	1.244	0.215	Not Significant
Team Orientation	0.937	0.350	Not Significant
Detail Orientation	0.999	0.319	Not Significant
Service	1.349	0.179	Not Significant

Legend: Significant at p-value < 0.05

Rohrbeck (2015) showed in her study that the relationship between the employees' gender and job satisfactions disappeared after controlling the reasons for working, suggesting that gender would not have a direct impact on job satisfaction. Moreover, Petrovic (2014) also proved on his study that gender differences in two of three factors, concerning service orientation (organizational support and customer focus), and no gender differences in job satisfaction. It is of great importance for hospitality management to have in mind that male and female employees respond and behave the same most of the time depending on the stimuli in the work environment and their satisfaction varies a little because of it.

Table 11. Difference of Responses on the Characteristics of Organizational Culture When Grouped According to Age

	F-value	p-value	Interpretation
Innovation	1.198	0.311	Not Significant
Aggressiveness	2.225	0.086	Not Significant
Outcome – Orientation	2.367	0.071	Not Significant
Stability	1.123	0.341	Not Significant
People Orientation	2.368	0.071	Not Significant
Team Orientation	1.013	0.388	Not Significant
Detail Orientation	2.004	0.114	Not Significant
Service	1.702	0.167	Not Significant

Legend: Significant at p-value < 0.05

Table 11 shows the comparison of responses on the characteristics of organizational culture when grouped according to age. It was found out that all computed p-values were greater than 0.05 alpha levels,

thus the researcher fail to reject the null hypothesis. This means that there were no significant differences occur and implies that the responses do not vary significantly across the respondents' age bracket.

Age does not play a major role in the day-to-day operations of fastfood restaurants different age brackets have the same tasks and responsibilities in the company. According to the study of Chen (2013), majority of the fastfood workers are not above 25 years old. Tracking back to the Center for Economic and Policy Research report, only about 30% of fast food workers are teenagers, another 30 are between 20 and 24, and the remaining 40% are 25 and older. That sounds relatively close to the numbers presented by the government for minimum wage workers.

The study of Beriales (2017) confirmed that the respondents were also glad with their task in each fastfood establishments, whilst grouped consistent with age, gender and employment popularity. There may be no sizeable difference inside the level of task pride of employees in decided on fastfood institutions in phrases of operating circumstance, pay and advertising capability, use of competencies and competencies and work sports when grouped in step with age.

As shown from the result of Table 12, there were significant differences found on the characteristics of organizational culture when grouped according to length of service. This was observed on aggressiveness (p-value = 0.043), outcome-orientation (p-value = 0.012), people orientation (p-value = 0.013), team orientation (p-value = 0.025), detail orientation (p-value = 0.011) and service (p-value = 0.023) because the obtained p-values were less than 0.05 alpha level. This mean that the responses differ significantly and was found out from the post hoc test conducted that those who are working for 0 – 2 years have higher assessment on organizational culture.

Table 12. Difference of Responses on the Characteristics of Organizational Culture When Grouped According to Length of Service

	F-value	p-value	Interpretation
Innovation	2.266	0.081	Not Significant
Aggressiveness	2.760	0.043	Significant
Outcome – Orientation	3.703	0.012	Significant
Stability	2.236	0.085	Not Significant
People Orientation	3.637	0.013	Significant
Team Orientation	3.166	0.025	Significant
Detail Orientation	3.818	0.011	Significant
Service	3.223	0.023	Significant

Legend: Significant at p-value < 0.05

The organizational culture in fastfood restaurants has significant differences in some dimensions in terms of length of service. It was believed that the longer the employees stayed in the company, the bigger responsibilities they may have and the higher the position they may get. Seniority is very important in the fastfood culture since senior employees are the one responsible for training the new employees. Moreover, the longer they stayed in the company, the higher the possibility for them to be promoted and to be the next managers of the company.

Marnburg, et. al. (2016) suggested that there are relationships between culture and managers and employee's efficacy and organizational commitment, and that some cultural aspects are related to performance variables such as personnel cost and additional sales. Nielson (2013) believed that aggressive culture's framework upon which this is material body requires integrated strategic go-ahead that emphasize the carrying into action of resources, education, mentoring, leading, and chance for the ship's company's employees and their professional and personal interests to be met. Moreover, Nohria (2013) added that outcome-oriented cultures wait worker as well as managers chargeable for fulfillment and make use of arrangement that wages worker and mathematical organization output.

People-oriented organizations understand that all employees, whether the supervisory level or the rank-and-file level, no challenge how huge or small their role, are critical subscriber to the achievement of the enterprise and its exchange name. Personnel are treated consequently, as valued associate and practice good discipline of seniority and long-time service in the organization for they are the one who trains the new employees of the company. There is a polish of mutual recognize.

According to Eigen (2017) businesses that stress a spirit of teamwork and collaboration can capitalize on the individual strengths of their employees whether in the company for long time or for short time. When effective teams are in place, the collective product is greater than the sum of the individual effort. Meanwhile, Bajunid (2015) added that detail-oriented employees often notice the details that do not quite fit into the big picture of the vision of progress. Goleman (2018) emphasized that a service-oriented culture helps to establish expectations throughout the customer journey. Even early touchpoints such as an online ad, email, phone contact, or events help to develop a rapport that can lead to referrals and encourage customer loyalty.

Table 13. Difference of Responses on the Characteristics of Organizational Culture When Grouped According to Educational Attainment

	F-value	p-value	Interpretation
Innovation	3.941	0.009	Significant
Aggressiveness	2.771	0.042	Significant
Outcome – Orientation	2.218	0.087	Not Significant
Stability	1.944	0.123	Not Significant
People Orientation	1.593	0.192	Not Significant
Team Orientation	1.660	0.176	Not Significant
Detail Orientation	1.438	0.232	Not Significant
Service	1.429	0.235	Not Significant

Legend: Significant at p-value < 0.05

Table 13 reveals that there were significant differences found on the characteristics of organizational culture when grouped according to educational attainment. This was observed on innovation (p-value = 0.009) and aggressiveness (p-value = 0.042). This mean that the responses differ significantly and was found out from the post hoc test conducted that those who finished bachelor's degree have higher assessment on organizational culture.

The educational attainment of the employees in fast-food restaurants plays significant difference when it comes to the managerial position and the rank-and file employees. Most of the members of the management team are college graduate while most of the members of the rank-and-file team are only high school graduates. The managers have more and bigger responsibilities than the rank-and-file employees, thus, can have an effect on the innovative culture and aggressive culture of the company.

According to Kumar (2015) in spite of the age structure and the instructional attainment of rapid-food workers, their wages are very low, even by way of nowadays depressed standards. Heskett (2007) accentuated that innovation is directly proportional to the attitude of senior management. Without a corporate strategy to reach defined corporate goals, innovation will be misdirected and unguided. Innovations and inefficiencies are persistent anomalies in organizations. Actions of top managers should set the context, guide the process, clearly communicate reasons, shield creative teams, appreciate distinctiveness in people and their thinking, and welcome change. Violette (2017) added that innovation is most often carried out in teams, suggested that leadership's role is also to provide a work environment of openness built on trust where every member of the team feels free to express their views/opinions without fear of ridicule or reprisal. It was called for management to insure diversity in people and ideas; and on leadership to involve people at all levels.

SHRM (2018) emphasized that the key to a successful organization is to have a culture based on a strongly held and widely shared set of beliefs that are supported by strategy and structure. When an organization has a strong culture, three things happen: Employees know how top management wants them to respond to any situation, employees believe that the expected response is the proper one, and employees know that they will be rewarded for demonstrating the organization's values.

As shown from the result below, there were significant differences found on the characteristics of organizational culture when grouped according to hours of duty. This was observed on innovation (p-value = 0.004), aggressiveness (p-value = 0.018) and outcome-orientation (p-value = 0.037). This mean that the responses differ significantly and was found out from the post hoc test conducted that those who are working for 4 – 12 hours have higher assessment on organizational culture.

Table 14. Difference of Responses on the Characteristics of Organizational Culture When Grouped According to Hours of Duty

	F-value	p-value	Interpretation
Innovation	4.521	0.004	Significant
Aggressiveness	3.420	0.018	Significant
Outcome – Orientation	2.874	0.037	Significant
Stability	1.555	0.201	Not Significant
People Orientation	2.256	0.083	Not Significant
Team Orientation	2.345	0.074	Not Significant
Detail Orientation	3.161	0.025	Not Significant
Service	1.004	0.392	Not Significant

Legend: Significant at p-value < 0.05

The number of hours of duty per day an employee or manager has impact in the organizational culture of fastfood restaurants. For the management team, they have fixed number of hours of duty with

shifting schedule and overtime as needed by the office. On the other hand, rank-and-file employees of the company have different hours of duty. Most of the time the kitchen crews have longer hours than service crews depending on the need of the company. Moreover, there are employees who are only part-time and rendering only fewer hours compared to full-time employees who can render 7 hours or more every day.

According to Boyle (2015) it's absolutely irritating for an employee to not realize what is expected of her. However, whilst her every obligation is laid out in the front of her and she or he realizes it isn't viable for her to control the workload without sacrificing her sanity is a lot worse. Thanks to technology and today's "continually-on" culture, the workweek has unluckily turn out to be somewhat of a pipe dream inside the commercial enterprise international at this point. Ashkenas (2011) stressed that the reality is that unless employees in research or product development, most people in organizations don't think of themselves as innovators. In fact, many managers discourage their people from inventing new ways of doing things — pushing them instead to follow procedures and stay within established guidelines. According to Orton (2016) an investment of this nature makes sense given that good aggressive work cultures have been proven to increase productivity by increasing engagement, decreasing absenteeism as well as reducing errors and defects. Leadership is often tasked with modeling company culture. ERC Making Workplaces Great (2019) believed that a stable workplace culture attracts talent, drives engagement, impacts happiness and satisfaction, and affects performance.

Table 15. Proposed Measures to Improve Organizational Culture of Fastfood Restaurants in Batangas City

Key Results Area	Activities/Strategies	Person/s Involved
Innovation - to increase willingness to experiment for continuous growth and trends.	Audit as needed the products and services the company is offering and conduct surveys for customer suggestions in terms of product innovations.	Management Team, Employees
Aggresiveness - to ensure that they are always being quick to take advantage of opportunities.	Conduct SWOT Analysis to expand the company's operation, not only locally but also globally, by having new products and services, and new market strategies and targets; and by co-branding with other manufacturers of food and drinks, and brand franchising to manufacturers of other goods and services both have potential.	Management Team, Employees
Agressiveness - to help and teach all of its employees to be more socially responsible.	Share the knowledge, facilitate employee project ownership, educate employee on CSR activities, engage leaders, and always set goals and identify purpose to improve the company's Corporate Social Responsibility.	Management Team, Employees
Outcome-orientation - to maintain and to improve company's good achievement orientation for their employees.	Give salary incentives and bonus to those employees who are giving best performance and good attendance record.	Management Team, Employees

Stability - to put more importance on the security of my employment.	Updating of companies legal documents to ensure their employees job security.	Management Team, Employees
People-orientation - to help the employee fit in with other employees in the workplace.	Organize teambuilding, group trainings and other-related group activities that can help everyone fit in their co-workers and in their jobs.	Management Team, Employees
Team-oriented - to make sure that employees of the company work in collaboration with one another	Provide CCTV cameras on every station of the company for the managers to properly monitor the employees day-to-day team performance.	Management Team, Employees
Detail-orientation - to help the company pay more attention to details.	Update the inventory by practicing FIFO method mostly for perishable raw materials.	Management Team, Employees
Service - to help relates to every customer experience for they believe that these will put impact for their future service growth and improvement.	Always conduct surveys or interviews with the customers asking the area which needs improvement and how good their experience with the company.	Management Team, Employees

CONCLUSIONS

Most of the employees responded were females with ages ranging from 25 to 32 years old. Most of them stayed for the company for 3 to 5 years now, having high school diploma and have an average of 22 to 30 hours of duty per week. The organizational culture of fastfood restaurants in Batangas City showed that as innovative culture they have always been innovative in all aspects of its operations; as an aggressive culture they now teaches employees to be competitive most of the time; as an outcome-oriented culture they have their leading characteristic of being results-oriented most of the time; as a stable culture they have established their stable culture; as a people-oriented culture they believed on the real essence of fairness and they provided lots of opportunities to their employees for professional growth; as a team-oriented culture their whole organization is team oriented in achieving their company goals and the company practices autonomy; as a detail-oriented culture they the employees to do task precisely most of the time; and, as a service culture they accepts every customer-related problem to improve their services. The responses differ significantly in terms of length of service, educational attainment, and hours of duty per week proving that those who are working for 0 – 2 years, those who finished bachelor's degree, and those who are working for 4 – 12 hours have higher assessment on organizational culture respectively. A plan of action was proposed to improve the organizational culture of fastfood restaurants.

RECOMMENDATIONS

Fastfood restaurants may focus on product and service innovation by improving the quality they are offering through healthier choices of food and more environment-friendly materials. Fastfood managers and supervisors may give rewards and appreciations to their employees to improve their performance productivity. Fastfood management team may provide other services and activities, and focus on advertising and product branding that can enhance their turn-over rate and profitability rate. Future researchers may do

similar studies related with this paper and focus on other variables not covered by this study for enhancement and growth.

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