Motivation and Commitment among Casual Dining Restaurant Employees in Batangas

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Abstract – In a service-oriented sector like the restaurant business, having workers who are ready to go above and beyond their given responsibilities in doing extra activities that will help the organization achieve its goals is valuable. This study aimed to measure the motivation, commitment, and level of empowerment among the casual dining restaurant employees as a basis for action plan to have continuous improvement. the researcher made use of a descriptive research among the total sample that comprises of (465) food and beverage employees. The result of Shapiro-Wilk Test revealed that p-values of three major variables are less than 0.05, which means that the data set is not normally distributed. Likewise, Spearman rho was used to test the significant relationship between the variables Casual Dining Restaurant employees are motivated especially referring to having good compensation and having promotion and career development. Hence, the employees agree that they are committed to their organization, hence they tend to adapt to the values and mission; they are also dedicated and loyal to the restaurant they work in. They are often to be empowered by their immediate supervisor; hence they are being encouraged to believe in themselves. An action plan for improvement of casual dining restaurants was develop and proposed based on the results of the study.

Keywords: Casual dining restaurant, Commitment, Empowerment. Motivation

INTRODUCTION

Nowadays, the restaurant industry is becoming increasingly digital. The majority of diners have modernized throughout time, or at the very least incorporated technological advancements into some of their procedures. As a result, they have a number of competitive advantages. Around 2.5 million workers in the restaurant business will be unemployed by 2020. The National Restaurant Association (NRA) estimates that by 2020, there will be a total of restaurants that closed in 2020 employed an average of 32 workers, with 17% of them employing more than 50 people before closing [1]. With these data, competition in the restaurant industry is fierce, more so than ever. It is essential to protect the employees; thus, ensuring them to be motivated, committed, and empowered.

Motivation is one of the factors contributing to the increase of the employee's work performance, which could be influenced by both intrinsic and extrinsic factors. That is, they must complete their tasks in accordance with the company's requirements. In conclusion, the findings clearly indicated that intrinsic and extrinsic motivations can be viewed as mostly independent dimensions rather than opposite ends of a single dimension for these employees. In this light, a more comprehensive understanding of the dynamics of employee's motivation should assess both intrinsic and extrinsic motivations independently. Intrinsic motivation is when you do something because you find it personally rewarding. Extrinsic motivation refers to doing something for the sake of receiving a reward or avoiding punishment. Furthermore, an overabundance of external motivation may detract from employees' intrinsic motivation. As a result, every business or organization must carefully assess its workforce to understand their needs and determine the best mix of extrinsic and intrinsic motivations.

Organizational commitment is the attachment of the employees with their company, which makes them feel that they are partakers in achieving the goals of the organization [2]. It is important for restaurant companies to adopt high-commitment HR practices because these practices contribute to managers' and supervisors' affective connection to the company, leading them to feel positively satisfied with their jobs. In addition, restaurants should focus on supervisors because they feel more customer-oriented and tend to stay longer in the company, which probably leads them to better meet the needs of customers, allowing restaurants to obtain better economic results [3]. An employee can commit to a company in a variety of ways. It could be the way people identify the

organization's goals and ideals, or the benefits they received from it; it could also be a sense of obligation to repay the corporation. One of the most valuable assets a company can have is a dedicated staff. Employees who can recognize themselves in the organization and have associated with it will have higher motivation, higher job satisfaction, and, as a result, less desire to leave their employment [4].

Employee empowerment is important to a business's success. It is the level of commitment, passion, and enthusiasm that individuals bring to their employment on a regular basis. Businesses that do not have it have poorer production, output, and are more likely to miss crucial goals. The positive and considerable impact of leadership communication on employee engagement is mediated by the feeling of being valued and involved [5]. The empowerment model's development shows that adjustments in the empowerment program's implementation pattern are required, particularly the integration of Empowerment Community programs for employees at the structural and operational levels [6]. According to Hameduddin and Fernandez [7] the increase employee engagement has a generally positive association with performance, although the link differs depending on the index's components and the organizational level at which these efforts are made.

Around 2.5 million workers in the restaurant business will be unemployed by 2020 [1]. Compared to pre-pandemic levels, 59 percent of restaurant owners report greater total labor costs as a percentage of sales. Only 21% of respondents expect decreasing labor expenses in 2020. Workers who are willing to go above and beyond their assigned responsibilities to help the organization accomplish its goals are valuable in a service-oriented industry like the restaurant industry. Given that it is a people's business, it is vital to ensure that employees are committed to the organization in order to give real quality service to their clients and to be valuable long-term assets.

The purpose and significance of the study is to give the researcher a better understanding of the role of employee empowerment on how it motivates them and making them committed in their respective jobs. On the management side, it gives them a broad idea on how to give importance to their employees. There are several factors influencing employee motivations and commitment, as well as the empowerment, hence the reason for conducting this study is for the continuous improvement of the restaurant business. This study would benefit not only the restaurant business, more so,

it would benefit the public as a satisfied employee will reflect a satisfied customer.

OBJECTIVES OF THE STUDY

This study aimed to measure the Employee Empowerment that influences the Employee Motivations and Commitment among Casual Dining Restaurant in Batangas. More specifically, this study sought to determine the Casual Dining Restaurant Employee's motivations in terms of Extrinsic and Intrinsic Motivation; determine the organizational commitment of Casual Dining Restaurant Employees in terms of Affective, Continuance, and Normative commitment; to measure the level of empowerment among the Casual Dining Restaurant Employees; test the significant relationship among the variables; and proposed an action plan for Human Resource Improvement of Casual Dining Restaurant.

MATERIALS AND METHODS
Research Design

The researcher made use of a descriptive research to measure the Employee Empowerment that influences the Employee Motivation and Commitment among Casual Dining Restaurant in Batangas Province. Descriptive research is a sort of study that aims to characterize the current state of the study's subject. Questionnaires, interviews, normative surveys, case studies, job analyses, observational research, developmental studies, and correlational studies are all common approaches [8].

Respondents

Employees in selected casual dining restaurants and establishments in Batangas were the main respondents of the study. The researcher believes that these employees are aware about the status of their job performance if they are being motivated and performing well. All the food and beverage employees in (7) registered casual dining establishments from Sto. Tomas, Lipa City and Batangas City, were the target respondents. The researcher targeted total sample that comprises of (465) food and beverage employees, based on the Rao soft sample size calculator considering ng 95% confidence level and 5% marginal error

Instrument

Adapted questionnaires from previous studies of Al-Madii, et al. [9] and Niehoff, et al. [10] and there are some modifications made in the instrument to make it suitable for the present setting as well as considering the scope of the study. Content validation of the

questionnaire and pilot testing were executed to ensure the internal consistency reliability of the instrument, the Cronbach's alpha value for extrinsic motivation (0.872), intrinsic motivation (0.945), affective commitment (0.843), continuance commitment (0.920), normative commitment (0.948), and empowerment scale (0.983), which prove that the instrument is valid t to use as to the rule of thumb.

Data Gathering Procedure

Since there is still a limited movement due to the general community quarantine and social distancing protocol, an online questionnaire was used to gather data through a google form as a method to easily conduct and distribute the survey questionnaire to various casual dining restaurants around the province of Batangas. The process starts by visiting different establishments by personally asking them to allow the researchers to conduct a survey among their staff and employees using a series questionnaire. For the respondents and for the establishment since it is pandemic and it will be difficult to conduct a survey the researchers have come up with an easier approach using google form questionnaire, which was easier to distribute once the respective establishment agrees. The data gathering procedure took a month to retrieve all the data.

Data Analysis

To perform data analysis, the following statistical tools were used. Weighted means and ranking were used to assess the Casual Dining Restaurant Employee's motivation in terms of Extrinsic and Intrinsic Motivation; determine the organizational commitment of Casual Dining Restaurant Employee in terms of Affective, Continuance, and Normative commitment; and measure the level of empowerment among the Casual Dining Restaurant Employee. The result of Shapiro-Wilk Test revealed that the p-values of three major variables are less than 0.05, which means that the data set is not normally distributed. Likewise, Spearman rho was used to test the significant relationship between the variables. In addition, all data were treated using a statistical software known as PASW version 26 to further interpret the result of the study using an alpha level of 0.05.

Ethical Considerations

The researchers used an informed consent that was explained to the participants including the confidentiality agreement. All data gather from the respondents were treated with respect in giving their opinion and answers to the questionnaire. Also, the researchers ensured that all research protocols in data collection were properly observed in accordance with Data Privacy Act of 2012. The researchers also managed to seek approval from the main source of the adapted instrument.

RESULTS AND DISCUSSION

Table 1 presents the Assessment in Employees' Motivation in terms of Extrinsic Motivation. The composite means of 3.24 depicts that the employees are motivated in terms of extrinsic motivation. The composite means of 3.28 depicts that the employees are motivated in terms of intrinsic motivation.

Table 1 Assessment in Employees' Motivation

Extrinsic Motivation		VI	Rank
1. Good Wages and Rewards	3.29	Motivated	1
2. Job security	3.26	Motivated	3
3. Management's loyalty to employees	3.27	Motivated	2
4. Monetary Incentives for a job well done	3.20	Motivated	5
5. Public Celebration for a job well done	3.19	Motivated	6
6. Supervisor's help with personal problems	3.21	Motivated	4
Composite Mean	**3.24**	**Motivated**	
Intrinsic Motivation	**WM**	**VI**	**Rank**
1. A feeling of being involved	3.23	Motivated	6
2. Good working conditions	3.28	Motivated	4
3. Gratitude for a job well done	3.27	Motivated	5
4. Interesting work	3.29	Motivated	2
5. Promotion or career development	3.30	Motivated	1
6. Values and Mission of the Workplace	3.29	Motivated	3
Composite Mean	**3.28**	**Motivated**	

Legend: 3.50 – 4.00 –Highly Motivated; 2.50 – 3.49 – Motivated; 1.50 – 2.49 –Less Motivated; 1.00 – 1.49 – Not Motivated

Among the items cited for extrinsic motivation, top 3 in the rank are good wages and rewards (3.29), Management's loyalty to employees (3.27), and job security (3.26), which are verbally interpreted as motivated.

The concept "extrinsic motivation" pertains to undertaking that is motivated by a monetary incentive. It is a practical use of operant conditioning. Extrinsic motivation uses rewards or other incentives as motivation for specific tasks, such as praise, fame, or money. This form of motivation is driven by external factors rather than intrinsic motivation. Extrinsic incentives can be utilized in the workplace to stimulate employees' interest in previously uninteresting jobs. Employees are generally encouraged to develop new skills and information by other sources of motivation. Employees who are adequately compensated reflect that you regard them as employees and as persons. When employees feel valued, they are more motivated to come to work. Because of the enhanced business morale, people are more motivated to come to work and do a good job.

Meanwhile, the least in the rank for extrinsic motivation are help of the supervisor with the personal problems (3.21), monetary incentive (3.20) and public celebration for job well done (3.19), which are verbally interpreted as motivated.

Celebrations improve one's mood, and this is true for both major milestones and small victories. One of the most important reasons to celebrate is that it reflects an overall attitude of gratitude and enjoyment of what we have rather than focusing on what we do not have or only on what we want in the future. Celebrating a job well done is a great way to express gratitude. Celebrations increase employee engagement by boosting morale, strengthening teams, and allowing employees to form connections. When employees are recognized for their hard work and accomplishments, they feel valued. Employee satisfaction is heavily influenced by recognition, and employers who celebrate victories can boost morale, strengthen teamwork, and make work a much more enjoyable environment.

Among the items cited for intrinsic motivation, top 3 in the ranking are promotion or career development (3.30), interesting work (3.29) and values and mission of the workplace (3.29) verbally interpreted as motivated.

Intrinsic motivation is essential for work completion, project completion, and solution exploration. Positive affect is linked to intrinsic motivation as well. A fundamental part of creative labor is the enjoyment of the endeavor. A promotion is a wonderful strategy to raise employee motivation and morale because it not only gives an employee additional tasks, but it also gives them more obligations. As a result, your company's productivity rises, and you avoid losing crucial and valuable people. A promotion boosts employees' desire and passion for accomplishing their personal goals, as well as the goals of the company. Your organization will save time and money by not having to hire fresh people and train them from scratch if top-level employees and workers are retained. Career progression increases employee motivation and productivity. Career development can assist in attracting and retaining top personnel.

This is supported by Wang [11] who revealed that the hospitality industry is now creating a turnover culture because employees perceive limited career development and very minimal opportunities for promotion. It may result to the employees leaving their present organization and transferring to another which might provide them with the career growth and promotion that they are aiming for. These are some of the areas where organizations should check with their colleagues to ensure that they are providing their employees with the greatest possible benefits such as promotion and career advancement. As a result, businesses can keep their high-performing workers and prevent competitors in the market from acquiring the people on whom they have spent time and money ensuring and developing employees in the road to promotion and career advancement.

Meanwhile, least in the rank for intrinsic motivation are good working conditions (3.28), gratitude for a job well done (3.27), and feeling of being involved (3.23), which are verbally interpreted as motivated.

Emotional intelligence is the ability to recognize and control one's emotions. Self-awareness, self-regulation, motivation, empathy, and social skills are all part of emotional intelligence. Individuals, groups, and society all benefit from the effects of emotional states in the workplace, including behaviors and attitudes." "In the workplace, positive emotions assist employees in achieving positive outcomes such as achievement, job enrichment, and a higher quality social context." Employee motivation, creativity, decision-making, work quality, and likelihood of sticking around are all influenced by emotions, according to research, and the effects can be seen on the bottom line. As a result, it is just as important to

keep an eye on and manage people's emotions as it is to keep an eye on and manage their mindset. Embracing the nuances of human emotion in the workplace can result in practical benefits such as improved employee collaboration and a happier workplace.

In another study, motivation and commitment was found to have depended on employee's job and work relations and working condition [12]. It implies that when an employee has good working relationship with his peers and enjoys the benefits experienced in the organization, then there might also be an increase in the level of normative commitment of the employee. The loyalty would then not be merely based on the feeling of obligation, but the employees could wholeheartedly offer their full loyalty to the company because of the ties of relationship that they have already built and the satisfaction with the compensation and contingent rewards that the company is providing them.

Table 2. Assessment in Employees Commitment in terms of Affective Commitment

Affective Commitment	WM	VI	Rank
1. I feel a strong sense of belonging to my organization	3.26	Agree	4
2. This organization has a great deal of personal meaning for me	3.26	Agree	3
3. I feel my job in this restaurant like my own specific job	3.27	Agree	2
4. I think that it is proud to be employees of this restaurant	3.25	Agree	5
5. I adopt the values and mission of this restaurant	3.29	Agree	1
Composite Mean	**3.27**	**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 2 presents the composite means of 3.27, which depicts that the employees agree in terms of affective commitment. Among the items cited, top 3 in the rank are ability to adapt the values and mission of the restaurant (3.29), feeling that the job in the restaurant as their own specific job (3.27) and for the organization to have a great deal of personal to the employees (3.26), which are interpreted as agree. Clear company values enable employees to ensure that all of them are working toward the same objectives. The company's core values help shape the company's culture and support the company's vision. As a result, every business decision should be guided by these values. Company values should assist their employees so that they can be successful in their jobs. It all comes down to motivating and empowering them to make their own choices. Every day at work, the company values should be visible, and they should be a part of their internal communication strategy. This is how they can improve employee engagement, create synergy, and create a sense of commitment at their workplace.

Organizational identification which refers to the alignment of the organizational goals and vision and mission of the company with their own personal goals and objectives. In today's world of work, where job hopping is common, it is important for employers to know whether their employees are committed to their organization. There are many factors affecting employee's commitment like satisfaction, support from the organization, pay and working hours. It is the organizations responsibility to take care of their employees to make them satisfied with work [13].

Meanwhile, least in the ranking are feel a strong sense of belonging to their organization (3.26) and feeling proud to be employees of this restaurant (3.25) verbally interpreted as agree. How many companies can truly say their employees are "proud" to work for them? Having an employee that is proud of their work has various benefits, not just for the person, but also for the clients they serve and, as a result, for the company or employer. Self-motivation fuels the desire to offer outstanding service — it enhances self-esteem and boosts job happiness – but establishing and maintaining such a culture can be challenging. Employee retention is supported by a company that can provide its employees new challenges, as well as the responsibility and autonomy they need to achieve professionally while being mentored in a helpful and encouraging environment.

Employee pay satisfaction has a significant negative association with both affective and continuance commitment. The employee's desire to leave the organization due to pay discontent is moderated by his affective and long-term commitment [14]. There are other factors that influence long-term commitment. Employees with a low level of education are more likely to have a high level of organizational dedication. Employees cling to their current employer for job security when they see fewer job opportunities for themselves [15].

Table 3. Assessment in Employees Commitment in terms of Continuance Commitment

Continuance Commitment	WM	VI	Rank
1. It would be very hard for me to leave my organization right now, even if I wanted to	3.22	Agree	3
2. Too much of my life would be disrupted if I decided I wanted to leave my organization right now	3.18	Agree	4
3. If I had not already put so much of myself into this organization, I might consider working elsewhere	3.16	Agree	5
4. It would be hard for me to get used a new workplace	3.25	Agree	1
5. I feel that it is more difficult leaving this restaurant over time	3.23	Agree	2
Composite Mean	**3.21**	**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 Assessment in Employees' Continuance Commitment. The composite means of 3.21 depicts that the employees are agree in terms of continuance commitment.

Among the items cited, top 3 in the rank are having a hard time getting a new workplace (3.25), feeling that it is more difficult leaving the restaurant over time (3.23) and having a hard time leaving the organization (3.22) verbally interpreted as agree. This proves that most of the employees tend to be loyal as they find it hard to get used in new workplace, so they assure that they would be more dedicated and committed to remain loyal to the organization. Employees who are dedicated to their jobs and employers are more likely to be happy and productive, it would be hard for them to get used to a new working environment. Employees who are committed take ownership of their work and act as ambassadors for their company both inside and outside the office.

Relatively, least in the rank are the respondents who confirm that too much of their life would be disrupted if I decided they wanted to leave their organization right now (3.18) and for the employees to put so much of themselves into this organization and might consider working elsewhere (3.16) verbally interpreted as agree. Employees leave for a variety of reasons, one of which is a sense of underappreciation and undervaluation. Burnout was wreaking havoc on employee retention. One of the reasons why burnout is such a difficult problem to address is that the causes are numerous, with responsibility often distributed across multiple departmental desks. While unfair compensation, an unreasonable workload, and excessive overtime were identified are some of primary causes, other factors such as poor management, a lack of clear alignment between work and corporate goals, and a negative workplace culture also played a role.

Table 4. Assessment in Employees Commitment in terms of Normative Commitment

Normative Commitment	WM	VI	Rank
1. I would not leave my organization right now because I have a sense of obligation to the people in it	3.24	Agree	4
2. This organization deserves my loyalty	3.27	Agree	1
3. I would feel guilty if I left my organization now	3.25	Agree	3
4. It would not be right to break my personal relationships, leaving from this restaurant	3.24	Agree	5
5. I think it is necessary to show loyalty to the restaurant	3.27	Agree	2
Composite Mean	**3.25**	**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 present the Assessment in Employees' Normative Commitment. The composite means of 3.25 depicts that the employees agree in terms of normative commitment. Among the items cited, top 3 in the rank

are ability to adapt the values and mission of the restaurant (3.29), feeling that the job in the restaurant as their own specific job (3.27) and for the organization

to have a great deal of personal to the employees (3.26), which are verbally interpreted as agree.

Employees who are loyal are more likely to do their best work and perform to the highest standards. The company will have productive and efficient employees if they have loyal employees working for them. Employee loyalty helps to reduce the amount of turnover in your company. If an employee feels valued and appreciated at work, they are more likely to remain loyal to their employer. They should, ideally, understand their company's main vision and goals, as well as how they fit int o these plans. Employees should believe that they have a direct influence on your success and that they can help or hinder it. Employees who are loyal are more likely to do their best work and perform to the highest standards. When a company has loyal employees working for them, they will have employees who are productive and efficient. This can improve the company's overall performance, resulting in increased sales and profits. This will always be good news for you as a company. A dedicated employee (or, better yet, a group of dedicated employees) will improve your bottom line and assist you in achieving your objectives.

Meanwhile, least in the rank are feel a strong sense of belonging to their organization (3.26) and feeling proud to be employees of this restaurant (3.25). which are verbally interpreted as agree.

An employee's job will be more enjoyable if they have good working relationships. Close-knit teams are also more productive, giving them more time to innovate and focus on their personal development. They'll be able to advance your career as a result of the professional connections they make. Positive relationships in our lives give us a greater sense of purpose and meaning. Positive relationships add to the story of our lives. They satisfy our desire to be a part of a group and strengthen our sense of self-identity. We can often feel isolated and disconnected from ourselves if we don't have a sense of belonging.

Nevertheless, companies should also not forget the basic thing that pushes employees to work. Employees show decreased continuance commitment whenever they are not satisfied on the pay that they are getting. One research showed that continuance commitment plays an important role in relating pay satisfaction and turnover as to making the employees the feeling of belongingness. This concludes that the reason why there is high turnover whenever employees are not satisfied in their compensation is because of the mediating role of continuance commitment [14]. Security and Belongingness remains to be the main motivation for most employees in their job. Organizations who fail to provide a fair compensation and good working condition are bound to lose most of their high performing employees.

Table 5 Assessment in Level of Empowerment among the Casual Dining Restaurant Employee

Empowerment Scale	WM	VI	Rank
My immediate supervisor . . .			
1. encourages me to believe in myself	3.31	Often	1
2. gives me the freedom and flexibility to experiment	3.25	Often	14
3. wants me to get involved when I see a need and not wait to be told or given permission	3.26	Often	10
4. helps remove roadblocks	3.18	Often	15
5. inspires me to do more than I thought I could	3.26	Often	10
6. establishes trust and credibility when relating to me	3.28	Often	3
7. encourages me to openly express my feelings and concerns	3.27	Often	9
8. helps me set meaningful goals	3.26	Often	12
9. encourages me to focus on what can be done rather than what has always been done	3.27	Often	6
10. recognizes that the betterment of the team is as valuable as the results achieved	3.28	Often	5
11. conveys ownership by talking in terms of our customer, our budget, our business	3.25	Often	13
12. encourages a long-run, patient, disciplined approach versus a "flash in the pan" approach	3.28	Often	4
13. is willing to give his or her time when I need it	3.27	Often	8
14. develops a trusting relationship by sharing information	3.27	Often	6
15. encourages improvement through analysis of every process and action within my control	3.30	Often	2
Composite Mean	**3.2**	**Often**	

Legend: 3.50 – 4.00 –Always; 2.50 – 3.49 – Often; 1.50 – 2.49 –Sometimes; 1.00 – 1.49 – Never

Table 5 presents the Assessment in Level of Empowerment among the Casual Dining Restaurant Employee. The composite means of 3.27 shows that the employees often are being empowered. Among the items cited, top 3 in the rank are for immediate supervisor to encourages the employees to believe in themselves (3.31), for immediate supervisor to encourages improvement through analysis of every process and action within their control (3.30) and for immediate supervisor to establishes trust and credibility when relating to restaurant employees (3.28) verbally interpreted as often.

Encouragement can act as a 'refueling station' for self-esteem as well as a confidence booster. This empowerment through encouraging is mainly expected for the immediate supervisor towards their subordinate. These are extremely valuable tools that are often overlooked. We feel the confidence and support that other have in us when we are 'refueled' by encouragement. Encouragement is critical for employees to feel valued and engaged at work, and leaders and supervisors should always be on the lookout for new ways to encourage, affirm, recognize, and value their employees. Employees feel satisfied, and empowered, as they find better ways to complete tasks when they are motivated and encouraged by their employers. Restaurant employees also more adaptable, upbeat, and work better in groups.

This is where transformational leadership plays a significant role. Motivating and empowering employees by connecting with them creates an environment that encourages people to remain bonded with the organization. Lyndon and Rawat [16] concluded that transformational leadership, through contingent reward, results to a more positive organizational commitment as compared to transactional leadership.

Meanwhile, least in the rank are for the immediate supervisor to convey ownership by talking in terms of customer, budget, and business (3.25) for immediate supervisor to give the employees the freedom and flexibility to experiment (3.25) and for immediate supervisor to help them remove roadblocks (3.18), which are verbally interpreted as often. Solving problems is one of a manager's most important responsibilities. It is often up to an organization's leaders to find answers to difficult questions that are a source of great perplexity and distress for the organization. Employer's value problem-solving abilities because they demonstrate a variety of other skills, including logic, creativity, resilience,

imagination, lateral thinking, and determination. It is a necessary skill for managers and other senior-level positions. People leave organization mostly because they experienced unfavorable relationship with their bosses. When they feel that they are not empowered or that there is weak leadership, they would eventually decide to leave. Regardless of the good organizational system within the company, the day-to-day encounter with the superior would still be the one that dictates whether those system would benefit the employees

Organizational support is provided first and foremost by the immediate supervisor. Failure to provide this would dampen the motivation of the employees to stay. When employees do not have a good relationship with their supervisors, there is a tendency for them to loosen their commitment to the company. Other research showed similar result on the importance of leadership in influencing the commitment of the employees as well as to their feeling of being empowered [17].

Table 6. Relationship between Employees Motivation and Employees Commitment

	Extrinsic			Intrinsic		
	r	p	I	r	p	I
AC	.857**	<0.001	S	.830**	<0.001	S
CC	.800**	<0.001	S	.816**	<0.001	S
NC	.816**	<0.001	S	.814**	<0.001	S

Legend: Significant at p-value < 0.05; S – Significant;

In Table 6, there is a significant relationship between the casual dining restaurant employee's motivation in terms of extrinsic and intrinsic motivations and organizational commitment of casual dining restaurant employees in terms of affective, continuance, and normative commitment since the computed p values are less than 0.05 level of significance. Thus, the higher the assessment in employee's motivation, the higher also the assessment in employee's commitment.

Employee's exposure to intrinsic and extrinsic elements can influence their loyalty and commitment. Motivation plays a significant role in level of job commitment toward the job. Employee commitment is an important factor in improving job performance. Motivation, which motivates employees to spend time and energy in the organization, is an important predictor of this type of commitment. The impact of motivation on quality performance is expected to be positive. Employees with a high level of motivation

have a higher level of work and life satisfaction. As a result, having a high level of motivation is valuable in and of itself, and a decrease in motivation may have a negative impact on employees. A company's most asset is a motivated employee making them naturally committed to the organization.

This is in relation with the findings of Putra, et al. [18], which showed that intrinsic motivation plays an important role in improving employees' commitment. It is also found that there was no indication that employees' intrinsic motivation diminished when extrinsic motivation entered. According to research, highly motivated employees perform better, while unmotivated employees perform worse. Job performance has a strong positive relationship with motivation, and organizational commitment has a moderate positive relationship with motivation. Self-efficacy/competence has the strongest relationship with performance of all the energetic forces encompassed by motivation. Through their determination, proactive support, relatively high productivity, and awareness of quality, committed employees add value to the organization.

Table 7 Relationship between Employees Commitment and Empowerment

Indicators	Empowerment		
	r	p	I
Extrinsic	.800**	<0.001	Significant
Intrinsic	.805**	<0.001	Significant

Legend: Significant at p-value < 0.05;

Table 7 it shows that there is a significant relationship between the casual dining restaurant employee's motivation in terms of extrinsic and intrinsic motivation and casual dining restaurant employee empowerment since the computed p values are less than 0.05 level of significance. Thus, the higher the assessment in employee's motivation, the higher also is the assessment in employee empowerment.

This implies that employees would have a greater empowerment and emotional bond with their company when they see that the organization is concerned on their well-being as they contribute to the achievement of the organizational goals and objective. Their commitment would then be more positively influenced if they perceive that the organization has the capacity to actually achieve the goals and objectives that they had set. Qualified and committed employees who can add significant value to a customer's

experience become a business's most important competitive advantage. Empowered and committed employee is acknowledged to be dependent on the individual, circumstances, and time; it is not constant and changes over time. It's impossible to give a clear answer as to how it works because of its complexity. Empowering employee is critical to a company's success. It's the level of dedication, drive, and energy that a company's employees bring to their jobs daily. Without it, businesses suffer from lower productivity, lower output, and are more likely to fall short of important objectives.

This result is similar with the study of Makki and Abid, [19], which showed that intrinsic and extrinsic motivations and commitment have positive correlation with employee's task performance and intrinsic and extrinsic motivations have impact on employee's task performance. Similarly, commitment was also found to be dependent on the relationship at work and the vertical communication and empowerment within the organization. The indirect compensation does not affect the commitment of the employees [12]. This implies that commitment is influenced by the significant relationships that the employee has within the organization and the relationship with their immediate supervisor.

Table 8. Relationship between Assessment in Employees Commitment and Empowerment

Indicatord	Empowerment		
	r	p	I
AC	.844**	<0.001	Significant
CC	.802**	<0.001	Significant
NC	.852**	<0.001	Significant

Legend: Significant at p-value < 0.05;

Table 8 shows that there is a significant relationship between the casual dining restaurant employee's commitment in terms of affective, continuance, and normative commitment and casual dining restaurant employee empowerment since the computed p values are less than 0.05 level of significance. Thus, the higher the assessment in employee's commitment, the higher also the assessment in employee empowerment.

When it comes to competing in the market and gaining a competitive advantage, one of the most important factors is having well-motivated employees who enjoy their jobs. The success of businesses in various sectors is determined by the quality of their

products, which is ensured by qualified employees with the necessary skills and knowledge, whose efforts should be rewarded financially as well as through other means of motivation. To achieve an employee's work quality and productivity, satisfaction of customer needs, and successful operation of a company, the process of human resources management in a business company places an ever-increasing importance on the development of competences of employees, strengthening of cooperation, empowerment of employees, as well as their work pay and motivation. Special attention should be paid in the company's human resources management process to meeting the expectations and needs of new employees (who are typically young and inexperienced) as well as their integration, which ensures the generation of new and creative ideas in the company while also ensuring high product quality and productivity. Low-empowered employee will work at a slower pace, spend more time away from their tasks, and possibly occupy themselves by surfing the internet or using their phones. But, most importantly, they're largely unfocused and aren't giving it their all at work. This is not only a waste of resources, but it could also have a knock-on effect on other employees, preventing the entire company from producing high-quality work or meeting important deadlines. An empowered employee, on the other hand, is enthusiastic, committed, and takes pride in their work. They are quick to complete tasks, quick to act, and committed to do a good job for themselves and the company.

Employees' empowerment and affective commitment can be increased when firms apply internal corporate social responsibility. However, it has little effect on employees' normative commitment. Nonetheless, affective commitment may impact normative commitment, thus a higher degree of affective organizational commitment can lead to a larger level of normative commitment [20]. On another study, it was found out that the empowerment of the employees based on their sense of obligation, also known as the normative commitment, is affected by emotional exhaustion and psychological distress experienced in the workplace [21]. Even when they feel valued in their organization, the emotional and mental stress that their work is undergoing can drain the life out of them, which may eventually motivate them to leave their company. Normative commitment, then, can produce positive impact to the organization, but when abused, it can lead to decreased well-being of the employees and even reduced motivation.

Table 9. Proposed Action Plan for improvement of Casual Dining Restaurant

Key Result Area	Strategies	Outcome
Employees Motivation		
To motivate the employees through public celebration for a job well done	**Providing an effective reward system – Monetary and Non. Monetary-** Pay bonuses, promotions, time off, special assignments, office fixtures, awards, verbal praise, and other workplace examples are common.	**Employees will be extrinsically motivated. Re**wards provide a motivational stimulus that comes from outside the individual in all cases.
To motivate the employees through letting them feel being involved	**Providing an effective reward system – Acknowledgement and providing special task.** A person might feel motivated after completing a special task. That person is satisfied with her work because she has a sense of competence, personal growth, and self-control.	**Employees will be intrinsically motivated. I**ntrinsic rewards provide a motivational stimulus that is internal and not dependent on the actions of others.
Employees Commitment		
To ensure that employees feel proud of where they are working	**Awarding Employee of the Month, Loyalty Award and Customer Choice Award for Employees.** Set of criteria may be developed for these awards.	**Employees will be committed** to the organization and feel proud of their accomplishments.

To instill in the employees loyalty to where they are working.	**Managers frequently may provide incentive**s to reinforce desired employee behavior. This reward is a positive work outcome for the individual's loyalty.	**Employees will be loyal.** People whose performance are rewarded generously in organizations, thus leading to loyalty.
To ensure employees are stable personally and professionally	**Provide assistance** to the employees, may it be on a personal or profession growth	**Employees will have** personal or profession growth
Employees Empowerment		
To ensure supervisor are empowering the employees on a regular basis	Provide seminar and training on empowerment, especially for managers to undergo certification such as Certified Guest Service Provider	**Employees will be empowered by their supervisor.** Individuals in an organization who are empowered will be given autonomy, authority, trust, and encouragement to complete a task.

CONCLUSIONS AND RECOMMENDATIONS

Casual Dining Restaurant employees are motivated, especially referring to having good compensation and having promotion and career development. The Casual Dining Restaurant Employees agree that they are committed in their organization, hence they tend to adapt to the values and mission, they are dedicated and loyal to the restaurant they work at. Casual Dining Restaurant Employees are often to be empowered by their immediate supervisor; hence they are being encouraged to believe in themselves. The results revealed that the higher the assessment in employee's motivation, the higher also the assessment in employee's commitment; the higher also the assessment in employee empowerment. An action plan for improvement of Casual Dining Restaurant was developed and proposed based on the results of the study.

In order to motivate the employees, the management may consider giving incentives and salary increase as motivating factor for their employees' excellent job performance. For employees to be committed, establishments may consider employee retention and regularization, as well as giving employee benefits, in this way employees will remain committed to their respective company in return. To boost the Employee empowerment, Management may make all employees feel important and being special part of the operation. By entrusting employees of a certain important task or responsibilities will give them the sense of empowerment as an employee, this for sure will result into quality result together with good guidance and directions. The Owner of the restaurant may also consider including character and attitude requirement in hiring the employees, especially for the position of manager and supervisor. For the future researchers, they may conduct similar study focusing on employee turnover and innovation practices among the casual dining restaurants.

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