

Motivator and Hygiene Factors Influencing Employee Productivity Among Novice and Experienced Employees in a Casual Dining Restaurant: Evidence from the Philippines

Virgilia J. Arispe^{*1}, Nina S. Burce², Ma. Angela B. De Jesus³, Janica Rhea T. Cruz⁴

^{1,2,3,4} College of Hospitality and Tourism Management, Pambayang Dalubhasaan ng Marilao, Philippines.

*Corresponding Author Email: virlearispe@gmail.com

Received: 30/04/2026, Revised: 24/06/2026, Accepted: 07/07/2026, Published: 09/07/2026

Abstract:

Employee productivity is a critical determinant of operational performance in hospitality establishments, particularly in casual dining restaurants where service speed, service quality, and teamwork depend on frontline employees. This quantitative descriptive-comparative study examined the motivator and hygiene factors influencing the productivity of novice and experienced employees in a selected casual dining restaurant in the Philippines. Anchored on Herzberg's Two-Factor Theory, the study assessed motivator factors, hygiene factors, and productivity indicators using a structured survey questionnaire administered to 44 employees and managers of Max's Restaurant, a well known fine dining restaurant in the Philippines. The respondents consisted of 25 employees with one to three years of tenure and 19 employees with four or more years of tenure. Weighted mean and independent samples t-test were used to analyze the data. Results showed that advancement was the strongest motivator, while working conditions emerged as the most influential hygiene factor. Productivity was highest in work efficiency, particularly in speed, accuracy, and timely task accomplishment, while teamwork and cooperation received the lowest productivity rating. Although motivator and hygiene influences varied between novice and experienced employees, the t-test result indicated no statistically significant difference in their overall productivity levels. The findings suggest that productivity in casual dining restaurants is shaped less by tenure alone and more by growth pathways, supportive work conditions, standardized operations, and experience-sensitive management practices

Keywords: Employee Productivity, Herzberg's Two-Factor Theory, Motivator Factors, Hygiene Factors, Novice Employees, Experienced Employees, Casual Dining Restaurant.

1. Introduction

In a highly competitive foodservice and hospitality environment, productivity has become a major indicator of organizational efficiency, service consistency, and customer satisfaction (Rodríguez-López et al., 2020; Savellano, 2023). In the Philippines, restaurants continue to adapt to digital ordering systems, integrated point-of-sale technologies, cloud kitchens, and changing customer expectations, making employee productivity increasingly important in sustaining service quality and operational performance (McCarthy, 2025).

Casual dining restaurants also face recurring concerns such as employee turnover, inconsistent service quality, and the challenge of managing both experienced and novice employees (Adorna et al., 2025; Peralta et al., 2025). Novice employees may bring adaptability and willingness to learn, but they often require additional training, supervision, and adjustment time. Experienced employees, on the other hand, contribute operational familiarity, task efficiency, and mentoring capacity, although their productivity may be influenced by different workplace expectations (Aquino & Galvez, 2024; Alrawahi et al., 2020).

A related study by Patropis and Arispe (2025) situated restaurant performance within a competitive service environment and emphasized that restaurant businesses must continuously improve product and service delivery to sustain customer experience. Although their study focused on customers of a quick-service restaurant, its emphasis on service speed, order efficiency, accessibility, transparency, and value is relevant to the present study because these customer-facing outcomes depend strongly on employee productivity.



This study was anchored on Herzberg's Two-Factor Theory, which distinguishes between motivator factors that contribute to satisfaction and performance and hygiene factors that prevent dissatisfaction (Herzberg et al., 2011; Mitsakis & Galanakis, 2022). By comparing novice and experienced employees, the study aimed to determine whether productivity differed by tenure and what workplace factors supported employee performance in a casual dining restaurant.

Although employee motivation and productivity have been extensively examined in organizational research, limited hospitality studies have simultaneously investigated Herzberg's motivator and hygiene factors among novice and experienced employees in casual dining restaurants. Existing studies frequently evaluate productivity as a general workforce outcome without considering differences in employee tenure and workplace experience. This gap limits the ability of restaurant managers to design experience-sensitive interventions that enhance employee productivity. The present study addresses this gap by examining the influence of motivator and hygiene factors on the productivity of novice and experienced employees within a casual dining restaurant setting.

1.1 Research Problem

This study aimed to investigate the key factors influencing the productivity of employees in casual dining restaurants, comparing how these factors vary between experienced and novice employees. Specifically, the study sought to answer the following questions: (1) To what extent do motivator factors influence the productivity of experienced and novice employees in terms of advancement, recognition, achievement, growth, responsibility, job challenge, work itself, and promotion? (2) To what extent do hygiene factors influence the productivity of experienced and novice employees in terms of work conditions, policies and administrative practices, salary and benefits, supervision, status, job security, personal life, and co-workers? (3) What is the level of productivity among experienced and novice employees in terms of work efficiency, quality of service delivered, customer satisfaction or feedback, teamwork and cooperation, and punctuality and attendance? (4) Is there a significant difference in productivity between experienced and novice employees in selected casual dining restaurants?

1.2 Theoretical Framework

The study was anchored on Herzberg's Two-Factor Theory, which explains workplace motivation through two categories of factors: motivators and hygiene factors. Motivator factors are intrinsic aspects of work that may enhance satisfaction and performance, such as achievement, advancement, recognition, growth, responsibility, work itself, job challenge, and promotion. Hygiene factors are workplace conditions that prevent dissatisfaction, including salary and benefits, supervision, job security, policies, work conditions, status, personal life, and co-worker relationships.

In this study, motivator and hygiene factors were examined in relation to employee productivity. The framework assumes that employees may perform better when growth opportunities, recognition, achievement, and meaningful work are present. At the same time, productivity may be sustained when employees experience safe working conditions, fair policies, adequate supervision, stable employment, and supportive interpersonal relationships. The framework further recognizes that novice and experienced employees may not respond to these factors in the same way because their developmental needs, role familiarity, and workplace expectations differ.

2. Related Work

Experienced employees generally possess stronger familiarity with organizational procedures, job responsibilities, and operational routines. Their productivity is often supported by accumulated skills, tacit knowledge, confidence in decision-making, and the ability to mentor newer employees (Subagyo et al., 2023; Zhenjing et al., 2022). Work experience has also been associated with job satisfaction, organizational commitment, and higher productivity, particularly when employees are given opportunities for achievement, responsibility, and recognition (Alghaithi et al., 2022; Metz, 2018).

Novice employees, meanwhile, are often in the early stage of role adjustment and may experience role ambiguity, low task confidence, and the need to internalize organizational culture. Supportive work environments, onboarding, mentoring, and structured training are important in helping new employees adjust and perform effectively (Najafi et al., 2023; Frögéli et al., 2023; Yang et al., 2024). In hospitality settings, novice employees often require close supervision and developmental support because they must adapt to fast-paced service environments and customer expectations (Heimerl et al., 2020; Varga et al., 2021).

Herzberg's Two-Factor Theory explains workplace motivation through two groups of factors: motivators and hygiene factors. Motivators such as advancement, recognition, achievement, growth, responsibility, job challenge, work itself, and promotion contribute to satisfaction, engagement, and improved performance (Herzberg et al., 2011; Mitsakis & Galanakis, 2022). Advancement and career growth are particularly important because employees who see clear career pathways are more likely to remain engaged and productive (Sun & Zhang, 2021; Zhang, 2024; Zhu & Song, 2022).

Recognition and achievement also contribute to productivity by validating employees' efforts and strengthening their sense of accomplishment. Recognition programs have been linked to morale, job satisfaction, retention, and employee engagement (Gallup, 2024; Jo & Shin, 2025; Ndiango et al., 2024). Similarly, responsibility and meaningful work can improve motivation because they allow employees to experience autonomy, accountability, and personal value in their roles (Manzoor et al., 2021; Ahmad et al., 2024).

Hygiene factors, on the other hand, include work conditions, salary and benefits, supervision, policies, job security, status, personal life, and co-worker relationships. These factors may not directly create motivation, but they help prevent dissatisfaction and support stable work performance (Herzberg et al., 2011; Alrawahi et al., 2020). Favorable working conditions, safe environments, adequate tools, and supportive supervision have been associated with improved employee performance and job satisfaction (Gu et al., 2022; Herawati et al., 2023; Lee & Shin, 2023).

Compensation, job security, and co-worker relationships are also important in maintaining morale and reducing dissatisfaction. Fair compensation structures may support employee engagement and retention, while teamwork and positive workplace relationships contribute to cooperation and service effectiveness (Liu et al., 2024; Jung et al., 2023; Utama et al., 2024). In restaurant operations, teamwork is especially important because service delivery requires coordination between front-of-house and back-of-house personnel.

Employee productivity in hospitality may be observed through work efficiency, quality of service delivered, customer satisfaction, teamwork, and punctuality. Work efficiency reflects speed and accuracy in completing tasks, while service quality and customer satisfaction depend on employees' ability to deliver accurate, timely, and courteous service (Lazaro et al., 2024; Kim et al., 2022). These productivity indicators are important in casual dining restaurants because operational performance depends not only on individual skills but also on coordination, communication, and consistency across employees.

3. Methodology

This study used a descriptive-comparative research design to examine the relationship between Herzberg's Two-Factor Theory and employee productivity in a casual dining restaurant. The descriptive component documented the extent to which motivator and hygiene factors influenced productivity, while the comparative component determined whether productivity significantly differed between novice and experienced employees.

The participants consisted of all 44 employees and managers of Max's Restaurant, Petron NLEX Marilao. The population included 19 Front of the House staff, 18 Back of the House staff, six supervisors, and one branch manager. Based on tenure, 25 respondents, or 56.8 percent, had one to three years of work experience and were treated as novice employees, while 19 respondents, or 43.2 percent, had four or more years of tenure and were treated as experienced employees.

For purposes of analysis, employees with one to three years of tenure were operationally classified as novice employees, while employees with four or more years of tenure were classified as experienced employees. This classification was adopted to distinguish employees according to workplace exposure, familiarity with organizational procedures, and accumulated work experience within the restaurant setting.

The study employed purposive quota sampling to ensure the inclusion of both novice and experienced employees. Data were collected using a structured questionnaire developed by the researchers and anchored on Herzberg's Two-Factor Theory. The questionnaire included items on demographic profile, motivator factors, hygiene factors, and productivity indicators. Items were rated using a four-point Likert scale. For motivator and hygiene factors, the verbal interpretations were Great Extent, Moderate Extent, Small Extent, and No Extent at All. For productivity level, the interpretations were Very High, High, Low, and Very Low.

The instrument underwent content validation by the research adviser and panel members to ensure clarity, relevance, and alignment with the study objectives. A reliability test was conducted after pilot testing, and the computed Cronbach's Alpha was 0.848, indicating good internal consistency. Data were gathered through Google Forms after permission was sought from the restaurant management. Participation was voluntary, and responses were treated with confidentiality.

Weighted mean was used to determine the extent of influence of motivator and hygiene factors and the level of productivity. An independent samples t-test was used to determine whether there was a significant difference between the productivity levels of novice and experienced employees.

4. Results and Discussion

Table 1. Motivator Factors Influencing Employee Productivity

Motivator Factors	WM Novice	WM Experienced	Average WM	Verbal Interpretation
Advancement	3.29	3.26	3.04	Moderate Extent
Recognition	2.96	2.88	2.92	Moderate Extent
Achievement	2.92	2.66	2.79	Moderate Extent
Growth	2.96	2.75	2.85	Moderate Extent
Responsibility	3.03	2.21	2.62	Moderate Extent
Job Challenge	3.11	1.97	2.53	Moderate Extent
Work Itself	3.07	2.10	2.58	Moderate Extent
Promotion	2.95	2.16	2.55	Moderate Extent
Overall Weighted Mean	3.04	2.50	2.74	Moderate Extent

Table 1 shows that motivator factors exerted a moderate influence on productivity, with an overall weighted mean of 2.74. Novice employees obtained a higher overall motivator rating of 3.04 compared with 2.50 among experienced employees. Advancement emerged as the strongest motivator factor, with novice employees rating it 3.29 and experienced employees rating it 3.26. This finding indicates that career growth, promotion pathways, and professional development opportunities encouraged productivity across both groups. The strongest individual indicator under Advancement was clear communication of career advancement opportunities, which obtained an overall weighted mean of 3.77 and was interpreted as Great Extent in the original thesis.

The least influential motivator factor differed by tenure. Among novice employees, Promotion received the lowest average rating at 2.95, while among experienced employees, Job Challenge received the lowest rating at 1.97. These results suggest that novice employees were generally responsive to growth-oriented motivators, while experienced employees may have required more meaningful, autonomy-driven, or leadership-related forms of

motivation. The result supports Herzberg's view that motivator factors contribute to employee engagement, but their influence may differ according to employee experience and role expectations.

Table 2. Hygiene Factors Influencing Employee Productivity

Hygiene Factors	WM Novice	WM Experienced	Average WM	Verbal Interpretation
Work Conditions	3.17	3.45	3.41	Moderate Extent
Policies and Administrative Practices	3.20	2.99	3.09	Moderate Extent
Salary and Benefits	3.05	2.86	2.95	Moderate Extent
Supervision	2.89	3.14	2.99	Moderate Extent
Status	3.00	2.95	2.97	Moderate Extent
Job Security	3.00	2.93	2.96	Moderate Extent
Personal Life	3.03	2.89	2.96	Moderate Extent
Co-workers	3.13	2.80	3.00	Moderate Extent
Overall Weighted Mean	3.06	3.00	3.04	Moderate Extent

Table 2 reveals that hygiene factors also moderately influenced productivity, with an overall weighted mean of 3.04. Work Conditions obtained the highest average weighted mean of 3.41, indicating that a safe, comfortable, and well-equipped workplace supported productivity across both novice and experienced employees. The availability of tools, organized workstations, and supportive physical conditions helped reduce operational barriers and enabled employees to perform tasks efficiently.

Salary and Benefits obtained the lowest overall average weighted mean of 2.95, although it remained within the Moderate Extent category. Novice employees rated salary and benefits higher than experienced employees, suggesting that early-career employees may rely more on financial stability and tangible rewards. Co-worker relationships and status-related indicators also showed areas for improvement, particularly because teamwork and camaraderie were later reflected as weaker productivity indicators. These results support the interpretation that hygiene factors may not strongly increase productivity by themselves, but they help prevent dissatisfaction that can disrupt performance.

Table 3. Productivity Levels of Novice and Experienced Employees

Productivity Indicators	WM Novice	WM Experienced	Average WM	Verbal Interpretation
Work Efficiency (Speed/Accuracy)	3.38	3.07	3.29	High
Quality of Service Delivered	3.05	3.02	3.03	High
Customer Satisfaction/Feedback	2.94	2.98	2.96	High
Teamwork and Cooperation	2.65	2.89	2.77	High
Punctuality and Attendance	3.09	2.86	2.97	High
Overall Weighted Mean	3.02	2.96	2.98	High

Table 3 indicates that both novice and experienced employees demonstrated a high level of productivity. The overall productivity weighted mean was 2.98, with novice employees obtaining 3.02 and experienced employees obtaining 2.96. Work Efficiency received the highest average weighted mean of 3.29, suggesting that employees were generally able to complete tasks quickly and accurately. In a casual dining context, this may include timely order taking, accurate service delivery, efficient table preparation, and completion of assigned duties within expected timeframes.

Teamwork and Cooperation obtained the lowest average weighted mean of 2.77, although it was still interpreted as High. This result suggests that while employees were productive in individual and efficiency-related tasks, communication and coordination among team members remained areas for improvement. This finding is important because restaurant operations require synchronized work among front-of-house staff, back-of-house staff, supervisors, and managers, especially during peak service periods.

Table 4. Independent Samples t-Test of Productivity Levels by Employee Experience

Variables	df	t-value	t-critical	Decision	Interpretation
Productivity Level of Novice Employees and Productivity Level of Experienced Employees	42	0.92	± 2.02	Fail to Reject the Null Hypothesis	No Significant Difference

Table 4 presents the independent samples t-test result comparing the productivity levels of novice and experienced employees. The computed t-value was 0.92, while the critical value at the 0.05 level of significance was ± 2.02 . Since the absolute computed value was lower than the critical value, the null hypothesis was not rejected. Therefore, there was no statistically significant difference between the productivity levels of novice and experienced employees.

This finding suggests that productivity was not determined by tenure alone. Instead, consistent motivator and hygiene influences helped stabilize performance across both employee groups. Advancement encouraged both novice and experienced employees to perform productively, while Work Conditions provided the resources, safety, and physical support necessary for efficient work. Standardized casual dining operations may also have contributed to similar productivity outcomes because tasks, expectations, and procedures were relatively consistent across employee groups.

5. Conclusion

The study concludes that employee productivity in the selected casual dining restaurant was influenced by both motivator and hygiene factors. Advancement emerged as the strongest motivator factor, indicating that clearly communicated opportunities for career growth and progression encouraged employees to perform productively. Work Conditions served as the strongest hygiene factor, showing that safe, comfortable, organized, and well-equipped work environments supported productivity regardless of tenure.

Although novice and experienced employees differed in some motivational preferences, their overall productivity levels did not significantly differ. Novice employees appeared more responsive to growth-oriented motivators and supportive hygiene factors, while experienced employees were influenced by consistent workplace systems and role-related expectations. The findings confirm that productivity was shaped more by organizational structures, workplace conditions, growth opportunities, and standardized operations than by experience level alone.

The study further concludes that teamwork and cooperation require improvement. While both groups performed well in efficiency-related tasks, the relatively lower rating for teamwork indicates the need for stronger communication, coordination, and collaborative routines within restaurant operations.

Managerial Implications

The findings of this study provide several implications for restaurant managers and hospitality practitioners. Advancement emerged as the strongest motivator factor influencing employee productivity, indicating the importance of establishing clear career pathways, promotion opportunities, and employee development programs.

Managers should communicate advancement opportunities effectively and provide continuous learning experiences that support professional growth.

Work conditions emerged as the most influential hygiene factor, emphasizing the importance of maintaining safe, organized, and supportive work environments. Restaurant organizations should continue investing in workplace facilities, equipment, and operational systems that enable employees to perform efficiently and effectively.

The finding that productivity did not significantly differ between novice and experienced employees suggests that employee performance is influenced more by organizational support systems than by tenure alone. Managers should therefore implement mentoring programs, coaching initiatives, and team-building activities that benefit both novice and experienced employees. Strengthening teamwork and cooperation may further improve organizational performance and service quality.

6. Recommendations

Management may design experience-sensitive development pathways for novice and experienced employees. Novice employees may be provided with guided task progressions, micro-skill checklists, and structured learning cycles. Experienced employees may be assigned higher-order responsibilities such as shift-level decision-making, mentoring, process improvement, and service innovation tasks.

Management may also strengthen hygiene factors by improving workplace stability, role clarity, and interpersonal relations. Since work conditions strongly support productivity, restaurant managers should maintain safe, clean, organized, and well-equipped workstations. Salary, benefits, job security, status, and co-worker relationships may also be reviewed to prevent dissatisfaction and strengthen employee morale.

Supervisors may implement pre-shift huddles, task-switching exercises, standardized communication cues, and novice-experienced buddy systems to improve teamwork and coordination. These practices may help employees anticipate peak-hour challenges, clarify responsibilities, and support one another during service operations.

Hospitality programs and academic institutions may integrate simulation-based restaurant service drills, teamwork exercises, and communication-based performance assessments into student training. Future researchers may conduct similar studies across multiple branches, restaurant types, or geographic locations to determine whether the same patterns apply in broader hospitality contexts.

7. Limitations and Future Research

The study was limited to one casual dining restaurant, Max's Restaurant, Petron NLEX Marilao, and involved 44 respondents. Because the study used a descriptive-comparative design and self-reported survey responses, the results should be interpreted within the specific organizational context of the participating restaurant. Future studies may include larger samples, multiple branches, observational productivity measures, or qualitative interviews to deepen understanding of how motivator and hygiene factors influence restaurant employees across different service settings.

References

- Adorna, D. M., Jatulan, J. K., & Perez, J. A. (2025). Chapter 1 & 2: Determining factors of employee turnover in fast food industry at Malabon City. Scribd. <https://www.scribd.com/document/731414411/CHAPTER-1-2-DETERMINING-FACTORS-OF-EMPLOYEE-TURNOVER-IN-FAST-FOOD-INDUSTRY-AT-MALABON-CITY>
- Ahmad, S., Wong, W.-K., Riaz, S., & Iqbal, A. (2024). The role of employee motivation and its impact on productivity in modern workplaces while applying human resource management policies. *Arabian Journal of Business and Management Review*, 13(2), 7–12. <https://j.arabianjbm.com/index.php/kcajbm/article/view/1224>

- Alghaithi, A. H. S., Wang, W., & Xu, H. (2022). The comparative advantage of Aden Port from the perspective of the Belt and Road Initiative. *Open Journal of Social Sciences*, 10(2), 126–146. <https://doi.org/10.4236/jss.2022.102008>
- Alrawahi, S., Al Saidi, N., & Al Maqbali, A. (2020). The application of Herzberg's two-factor theory for job satisfaction among healthcare professionals. *International Journal of Nursing Studies*, 111, 103668. <https://doi.org/10.1016/j.ijnurstu.2020.103668>
- Aquino, N., & Galvez, D. (2024). Two-factor theory model testing: A case of the Department of Foreign Affairs employees. *Psychology and Education: A Multidisciplinary Journal*, 17(6), 1–1. <https://ejournals.ph/article.php?id=25454>
- Frögéli, E., et al. (2023). Effectiveness of formal onboarding for facilitating socialization of new professionals: A systematic review. *BMC Psychology*, 11, 38. <https://pmc.ncbi.nlm.nih.gov/articles/PMC9934447/>
- Gallup. (2024, January 12). Employee recognition: Low cost, high impact. Gallup. <https://www.gallup.com/workplace/236441/employee-recognition-low-cost-high-impact.aspx>
- Gu, Z., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of employees' workplace environment on employees' performance: A multi-mediation model. *Frontiers in Public Health*, 10, 890400. <https://doi.org/10.3389/fpubh.2022.890400>
- Heimerl, P., Haid, M., Benedikt, L., & Scholl-Grissemann, U. (2020). Factors influencing job satisfaction in the hospitality industry. *SAGE Open*, 10(4), 215824402098299. <https://doi.org/10.1177/2158244020982998>
- Herawati, H., Setyadi, D., Michael, M., & Hidayati, T. (2023). The effect of workload, supervisor, and coworker supports on job performance through job satisfaction. *International Journal of Finance, Economics and Business*, 2(1), 13–33. <https://doi.org/10.56225/ijfeb.v2i1.168>
- Herzberg, F., Mausner, B., & Snyderman, B. B. (2011). *The motivation to work* (2nd ed.). Transaction Publishers.
- Jo, H., & Shin, D. (2025). The impact of recognition, fairness, and leadership on employee outcomes: A large-scale multi-group analysis. *PLOS ONE*, 20(1), e0312951. <https://doi.org/10.1371/journal.pone.0312951>
- Jung, H. “Julie,” Lee, S. H., & Lim, S. (2023). Enhancing teamwork in the hospitality industry: The importance of empathy. *International Journal of Hospitality Management*, 114, 103557. <https://doi.org/10.1016/j.ijhm.2023.103557>
- Kim, H., Im, J., & Shin, Y. H. (2022). The impact of employees' perceived restaurant innovativeness on adaptive behavior: The mediating role of job engagement. *Journal of Hospitality and Tourism Management*, 50, 309–317. <https://doi.org/10.1016/j.jhtm.2022.02.003>
- Lazaro, M. A. V., Dela Cruz, J. C. V., Gomugda, L. M. O., & Puno, A. A. (2024). Productivity performance of employees in a McDonald's fast-food chains in Olongapo City. *International Journal of Academic Accounting, Finance & Management Research*, 8(3), 52–64. <http://ijeais.org/wp-content/uploads/2024/3/IJAAFMR240306.pdf>
- Lee, S. E., & Shin, G. (2023). The effect of perceived organizational and supervisory support on employee engagement during COVID-19 crises: Mediating effect of work-life balance policy. *Public Personnel Management*, 52(3). <https://doi.org/10.1177/00910260231171395>
- Liu, X., Cheng, F., Zhang, R., & Li, Z. (2024). Impact of employee compensation structure on company performance: Moderating effects of ownership concentration. *Finance Research Letters*, 74, 106702. <https://doi.org/10.1016/j.frl.2024.106702>

- Manzoor, F., Wei, L., & Asif, M. (2021). Intrinsic rewards and employee performance with the mediating mechanism of employee motivation. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.563070>
- McCarthy, D. (2025, July 21). Philippine restaurant industry statistics: Industry growth, market data & key insights. Restroworks Blog. <https://www.restroworks.com/blog/philippine-restaurant-industry-statistics/>
- Metz, J. (2018). The impact of achievement motivation, job satisfaction and work-life balance among retail managers. Pepperdine Digital Commons. <https://digitalcommons.pepperdine.edu/cgi/viewcontent.cgi?article=1991&context=etd>
- Mitsakis, M., & Galanakis, M. (2022). An empirical examination of Herzberg's theory in the 21st century workplace. *Psychology*, 13(2), 264–272. <https://doi.org/10.4236/psych.2022.132015>
- Najafi, B., et al. (2023). Support experiences for novice nurses in the workplace: Enhancing adjustment and productivity. *Journal of Nursing Management*, 31(4), 771–779. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10176594/>
- Ndiango, S., Gabriel, D., & Changelima, I. A. (2024). Give me my flowers before I die! Linking employee recognition, job satisfaction and employee retention in logistics companies: A multigroup analysis. *Social Sciences & Humanities Open*, 10, 101053. <https://doi.org/10.1016/j.ssaho.2024.101053>
- Patropis, I. M., & Arispe, V. J. (2025). Enhancing customer experience through product and service innovation: Evidence from a quick-service restaurant in the Philippines. *East Journal of Human Science*, 1(5), 110–135. <https://doi.org/10.63496/ejhs.Vol1.Iss5.169>
- Peralta, A., Española, M., Fernandez, K., Vasco, K., & Limos-Galay, J. (2025). Working environment, leadership style, and performance of employees in the fast-food industry in San Jose, Occidental Mindoro. *International Journal of Research Studies in Management*, 13, 125–136. <https://doi.org/10.5861/ijrsm.2025.25509>
- Rodríguez-López, M. E., Alcántara-Pilar, J. M., Del Barrio-García, S., & Muñoz-Leiva, F. (2020). A review of restaurant research in the last two decades: A bibliometric analysis. *International Journal of Hospitality Management*, 87, 102387. <https://doi.org/10.1016/j.ijhm.2019.102387>
- Savellano, J. N. (2023). Streamlining operations and best practices in the restaurant industry: A catalyst for business expansion. *Corporate & Business Strategy Review*, 4(3), 26–36. <https://doi.org/10.22495/cbsrv4i3art3>
- Subagyo, J. M., Prasetyo, D. W., & Wasis, W. (2023). The influence of work experience on work productivity with job satisfaction as mediator. *International Journal of Management Science and Application*, 2(2), 61–75. <https://doi.org/10.58291/ijmsa.v2i2.151>
- Sun, L., & Zhang, Q. (2021). Career advancement and its influence on employee productivity and engagement in Chinese hotels. *Journal of Hospitality & Tourism Management*, 48, 12–25. <https://www.sciencedirect.com/science/article/abs/pii/S1447677021001065>
- Utama, A. N. B., Ady, A., & Sekamdo, M. A. (2024). The relationship between work environment and employee development program to productivity and job satisfaction in the manufacturing industry in West Java. *Sciences du Nord: Humanities and Social Sciences*, 1(2). <https://doi.org/10.58812/snhss.v1i2.25>
- Varga, S., Mistry, T. G., Ali, F., & Cobanoglu, C. (2021). Employee perceptions of wellness programs in the hospitality industry. *International Journal of Contemporary Hospitality Management*. <https://doi.org/10.1108/ijchm-12-2020-1417>

- Yang, P., & Zhang, S. (2025). Employee experience: Conceptualization, scale development, and validation. *Humanities and Social Sciences Communications*, 12(1). <https://doi.org/10.1057/s41599-025-04926-5>
- Yang, W., Wang, Y., Choi, M., & Li, Y. (2024). Influence of mentoring on the proactive behavior of new employees: Moderated mediation effect of agreeableness. *Frontiers in Psychology*, 15. <https://doi.org/10.3389/fpsyg.2024.1370815>
- Zhang, Y. (2024). From jobs to careers: Drivers and barriers to career development in emerging labor markets. *Frontiers in Sociology*, 9, Article 1486871. <https://doi.org/10.3389/fsoc.2024.1486871>
- Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of employees' workplace environment on employees' performance: A multi-mediation model. *Frontiers in Public Health*, 10, 890400. <https://pmc.ncbi.nlm.nih.gov/articles/PMC9136218>
- Zhu, J.-J., & Song, H.-M. (2022). The impact of career growth on knowledge-based employee engagement: The mediating role of affective commitment and the moderating role of perceived organizational support. *Frontiers in Psychology*, 13, Article 805208. <https://doi.org/10.3389/fpsyg.2022.805208>

عوامل التحفيز والعوامل الصحية المؤثرة في إنتاجية الموظفين لدى العاملين الجدد وذوي الخبرة في مطاعم الوجبات غير الرسمية: أدلة من الفلبين

فيرجيليا ج. أريسبي^١، نينا س. بورس^٢، ماريا أنجيلا ب. دي خيسوس^٣، جانيكا ريات. كروز^٤
^{١,٢,٣,٤} كلية الضيافة وإدارة السياحة، كلية ماريلاو المجتمعية (Pambayang Dalubhasaan ng Marilao)، الفلبين.

الملخص:

تُعد إنتاجية الموظفين عاملاً حاسماً في تحديد الأداء التشغيلي في منشآت الضيافة، ولا سيما في مطاعم الوجبات غير الرسمية، حيث تعتمد سرعة تقديم الخدمة وجودتها ومستوى العمل الجماعي بدرجة كبيرة على أداء العاملين في الخطوط الأمامية. هدفت هذه الدراسة الكمية ذات المنهج الوصفي المقارن إلى استقصاء عوامل التحفيز والعوامل الصحية المؤثرة في إنتاجية العاملين المبتدئين وذوي الخبرة في أحد مطاعم الوجبات غير الرسمية المختارة في الفلبين. واستندت الدراسة إلى نظرية العاملين لهيرزبرغ، حيث جرى تقييم عوامل التحفيز، والعوامل الصحية، ومؤشرات الإنتاجية باستخدام استبانة منظمة طُبقت على (٤٤) موظفاً ومديراً في مطعم ماكس (Max's Restaurant)، وهو أحد المطاعم المعروفة في الفلبين. وتكونت العينة من (٢٥) موظفاً تراوحت مدة خدمتهم بين سنة وثلاث سنوات، و(١٩) موظفاً بلغت مدة خدمتهم أربع سنوات فأكثر. وتحليل البيانات، استُخدم المتوسط الحسابي المرجح واختبار (t) للعينات المستقلة.

وأظهرت النتائج أن فرص الترقية والتقدم الوظيفي كانت أقوى عوامل التحفيز، في حين برزت ظروف العمل بوصفها أكثر العوامل الصحية تأثيراً. كما سجلت الإنتاجية أعلى مستوياتها في كفاءة الأداء الوظيفي، ولا سيما فيما يتعلق بسرعة الإنجاز، ودقة الأداء، وإنجاز المهام في الوقت المحدد، بينما حصل العمل الجماعي والتعاون على أدنى مستوى من تقييم الإنتاجية. وعلى الرغم من وجود تباين في تأثير عوامل التحفيز والعوامل الصحية بين العاملين المبتدئين وذوي الخبرة، فقد أظهرت نتائج اختبار (t) عدم وجود فروق ذات دلالة إحصائية بين المجموعتين في مستويات الإنتاجية الكلية.

وتشير هذه النتائج إلى أن إنتاجية العاملين في مطاعم الوجبات غير الرسمية لا تتحدد بمدة الخدمة وحدها، وإنما تتأثر بدرجة أكبر بتوافر مسارات النمو والتطور الوظيفي، وتهيئة ظروف عمل داعمة، وتطبيق إجراءات تشغيل معيارية، واعتماد ممارسات إدارية تراعي اختلاف مستويات الخبرة بين العاملين..

الكلمات المفتاحية: إنتاجية الموظفين، نظرية العاملين لهيرزبرغ، عوامل التحفيز، العوامل الصحية، العاملون المبتدئون، العاملون ذوو الخبرة، مطاعم الوجبات غير الرسمية.