

Quick Servicing Restaurants' Middle Managers' Motivation and Retention Towards Financial Literacy Program

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Abstract—This study examined the relationship between motivation and retention among middle managers of the NKS Organization, focusing on the relative impact of intrinsic and extrinsic motivators on long-term commitment. Using a descriptive-correlational design, demographic profiling and statistical analysis revealed that respondents, primarily young, mid-tenure employees, exhibited consistently high motivation levels. Both intrinsic motivators (meaningful work, pride, learning opportunities) and extrinsic rewards (incentives, recognition, pay) contributed to engagement, though intrinsic factors demonstrated the strongest influence on sustained retention. Favorable retention outcomes were supported by benefits and job satisfaction, but challenges remained in workload balance, staffing, and communication of non-monetary benefits. Findings confirmed a significant positive relationship between motivation and retention, underscoring the importance of prioritizing intrinsic motivators such as career development and personal fulfillment in organizational strategies to reduce turnover risks.

Index Terms—QSR industry, middle managers, employee retention, motivation theories, financial literacy, Philippine labor law.

1. The Problem and its Setting

A. Introduction

The quick-service restaurant (QSR) industry, valued at USD 289.68 billion in 2024 and projected to reach USD 468.98 billion by 2034, continues to expand globally amid shifting consumer lifestyles and urbanization. Despite this growth, employee motivation and retention, particularly among middle managers, remain critical challenges, with global turnover rates averaging 30–40% annually. The COVID-19 pandemic further exacerbated managerial burnout, workload pressures, and disengagement. In the Philippines, the food service sector contributes significantly to the economy but faces persistent difficulties in sustaining managerial talent, as evidenced by fluctuating turnover rates and transitions to other industries. Anchored in the Philippine Labor Code and Republic Act No. 6715, this study situates managerial retention within legal frameworks emphasizing employee welfare and organizational responsibility. Drawing on motivational theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Vroom's Expectancy Theory, the research

highlights the importance of psychological fulfillment, recognition, and career growth. Contemporary scholarship further underscores the role of financial literacy in reducing stress and enhancing job satisfaction.

This study proposes a Financial Literacy Program tailored for QSR middle managers, integrating motivational theory with financial education to strengthen engagement, mitigate attrition, and improve organizational competitiveness. By bridging global industry trends, national labor dynamics, and theoretical foundations, the research advances a strategic intervention that empowers managers, supports compliance with labor laws, and reinforces the resilience of the QSR sector.

2. Methodology

This study presents the systematic procedures employed in conducting the study. It outlines the research design, participants, instruments, and methods of data collection and analysis that guided the investigation. The methodology serves as the foundation for ensuring the validity, reliability, and rigor of the study, providing a clear framework through which the research objectives were addressed. By detailing the processes undertaken, this chapter establishes transparency and allows future researchers to replicate or build upon the study's findings.

A. Research Design

This study utilized a descriptive quantitative correlational design to examine the relationship between motivation and retention among middle managers in NKS Organization's quick-service restaurants. The design enabled statistical measurement of associations between intrinsic and extrinsic motivators and retention outcomes without experimental manipulation. Respondents were selected through purposive sampling, ensuring inclusion of managers with relevant tenure and supervisory roles. Demographic profiling contextualized motivational patterns, while correlation analysis confirmed that intrinsic motivators such as meaningful work, pride, and learning opportunities exerted the strongest influence on long-term commitment, with extrinsic rewards serving as complementary factors. This methodological approach,

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validated by prior studies, provided analytical depth and contextual relevance, strengthening the foundation for developing a financial literacy program tailored to QSR middle managers.

B. Population and Sampling

This study employed purposive sampling, a non-probability technique wherein participants are deliberately selected based on characteristics aligned with the research objectives. Middle managers in quick-service restaurants were chosen due to their pivotal role as the link between frontline staff and senior leadership, making their motivation and retention central to organizational performance. By focusing on this defined group, the study ensured that data reflected the lived realities of those most directly impacted by motivational and retention factors, thereby enhancing contextual relevance and analytical depth.

C. Data Extraction and Analysis

Data were collected using a structured, self-administered questionnaire tailored to the QSR managerial context in Metro Manila. The instrument comprised four sections: demographics, intrinsic and extrinsic motivational factors, retention attitudes and behaviors, and organizational commitment, with responses measured on a 4-point Likert scale. Content validity was established through expert review in organizational behavior and human resource management, ensuring clarity and alignment with study objectives. A pilot test refined item wording and confirmed comprehensibility. Reliability testing using Cronbach’s alpha yielded a coefficient of 0.89, exceeding the accepted threshold of 0.70, thus demonstrating strong internal consistency. These validation and reliability procedures enhanced the credibility of the instrument, ensuring accurate and dependable findings on motivation and retention among QSR middle managers.

D. Data Analysis

Data analysis employed multiple statistical tools to ensure validity and rigor. Frequency distribution described the demographic profile of respondents, while mean and standard deviation quantified motivation and retention levels and assessed response consistency. To examine group differences, the Kruskal–Wallis test was applied, revealing no significant variations across demographic categories. Spearman’s rho correlation confirmed a significant positive relationship between motivation and retention, while tests of normality justified the use of non-parametric methods. Finally, regression analysis demonstrated that motivation significantly predicted retention outcomes, with intrinsic motivators exerting the strongest effect. Collectively, these tools provided a comprehensive framework that reinforced the conclusion that motivation is a key determinant of workforce stability and organizational commitment.

E. Scope and Limitations

This study is limited to examining the demographic profile, motivation, and retention of middle managers within NKS Organization’s quick-service restaurants. It focuses on age, income, tenure, and dependents as demographic variables, with

motivation assessed through intrinsic and extrinsic factors and retention measured by benefits and job satisfaction. The scope excludes entry-level employees and senior executives, and findings are confined to NKS, limiting generalizability to other QSR firms. Using a cross-sectional design and self-reported measures may introduce bias, and retention determinants are narrowly defined. Despite these constraints, the study offers valuable insights into the motivation–retention link and supports the development of a financial literacy program to enhance managerial stability.

3. Results

A. Socio-economic and Demographic Profile

On the Demographic Profile of NKS Organization Middle Managers as respondents of the study, majority of them were between 26–35 years old (58.5%), followed by those aged 36–40 years (24.6%). In terms of Household Income, more than half of them (56.9%) reported earning ₱20,000–₱29,000 monthly. Meanwhile, in their Years of Service, the largest group had 3–5 years of service (33.8%), while 27.7% had 6–9 years. On their Financial Dependents, the modal category was two dependents (38.5%), with 66.2% of respondents having two or fewer dependents.

Table 1

| Age Group | Frequency | Percentage | Rank |
|--------------|-----------|--------------|------|
| 24-25 | 4 | 6.20% | 4 |
| 26-35 | 38 | 58.50% | 1 |
| 36-40 | 16 | 24.60% | 2 |
| 41-45 | 5 | 7.70% | 3 |
| 46-50 | 2 | 3.10% | 5 |
| Total | 65 | 100.0 | |

Table 2

| Household Income | Frequency | Percentage | Rank |
|------------------|-----------|--------------|------|
| Below 20K | 9 | 13.80% | 4 |
| 20K-29K | 37 | 56.90% | 1 |
| 30K-39K | 10 | 15.40% | 2 |
| 40K-49K | 3 | 4.60% | 5 |
| 50K & Up | 6 | 9.20% | 3 |
| Total | 65 | 100.0 | |

B. Level of Motivation

On the Level of Motivation among Employees, overall resulted to Mean of 3.68 (Strongly Agree), indicating high motivation both intrinsically and extrinsically. The Intrinsic Motivation with 3.71 (Strongly Agree) while the Extrinsic Motivation with 3.65 (Strongly Agree).

Table 3

| Motivation | Mean | Standard Deviation | Verbal Interpretation |
|--------------------------------------|-------------|--------------------|-----------------------|
| Intrinsic | 3.71 | 0.388 | Strongly Agree |
| Extrinsic | 3.65 | 0.431 | Strongly Agree |
| General Assessment Motivation | 3.68 | 0.379 | Strongly Agree |

C. Level of Retention

On the Level of Retention among Middle Managers, overall resulted to 3.35 (Strongly Agree), suggesting favorable

retention conditions. Benefits with 3.31 (Strongly Agree) while Job Satisfaction with 3.39 (Strongly Agree)

Table 4

| Motivation | Mean | Standard Deviation | Verbal Interpretation |
|------------------------------|------|--------------------|-----------------------|
| Benefits | 3.31 | 0.521 | Strongly Agree |
| Job Satisfaction | 3.39 | 0.534 | Strongly Agree |
| General Assessment Retention | 3.35 | 0.497 | Strongly Agree |

D. On significant Difference on Level of Motivation in Terms of their Profile

The findings imply that higher levels of motivation, both intrinsic and extrinsic, directly contribute to stronger employee retention. Overall, the study confirms that motivation is a critical factor in sustaining workforce stability and reducing turnover.

Table 5

| Demographic Profile | Mean | Std. Deviation | Level (k) | $\chi^2(H)$ | df | P-value | Decision | Conclusion |
|---------------------|------|----------------|-----------|-------------|----|---------|------------------|-----------------|
| Age | | | 4 | 7.25 | 4 | 0.123 | Failed to reject | Not Significant |
| Household Income | 3.68 | 0.379 | 2 | 3.64 | 4 | 0.458 | Failed to reject | Not Significant |
| Year of Service | | | 4 | 2.37 | 4 | 0.669 | Failed to reject | Not Significant |
| No. Independent | | | 2 | 2.77 | 5 | 0.736 | Failed to reject | Not Significant |

E. On Significant Relationship Between the Levels of Motivation and Retention

The findings imply that higher levels of motivation—both intrinsic and extrinsic, directly contribute to stronger employee retention. Overall, the study confirms that motivation is a critical factor in sustaining workforce stability and reducing turnover.

Table 6

| Motivation | Retention | Rho | df | p | Decision | Conclusion |
|------------|------------------|-------|----|--------|------------------------|-------------|
| Intrinsic | Benefits | 0.541 | 63 | <0.001 | Reject H ₀₁ | Significant |
| | Job Satisfaction | 0.619 | 62 | <0.001 | Reject H ₀₁ | Significant |
| | Overall | 0.580 | 63 | <0.001 | Reject H ₀₁ | Significant |
| Extrinsic | Benefits | 0.587 | 63 | <0.001 | Reject H ₀₁ | Significant |
| | Job Satisfaction | 0.602 | 62 | <0.001 | Reject H ₀₁ | Significant |
| | Overall | 0.595 | 63 | <0.001 | Reject H ₀₁ | Significant |

F. On motivation Singly or in Combination Impact the Retention

The study suggests that while incentives and recognition remain important, focusing more on intrinsic motivators—like career development, meaningful work, and personal satisfaction, will have the greatest impact on keeping middle managers engaged and committed to the organization. Extrinsic motivators should complement these efforts, but the core strategy should emphasize strengthening intrinsic motivation.

Table 7

| Variable | Estimate | SE | T | p | Interpretation |
|-----------|----------|-------|--------|-------|-----------------------|
| Intercept | -0.0522 | 0.446 | -0.117 | 0.907 | |
| Intrinsic | 0.5926 | 0.166 | 3.562 | <.001 | significant predictor |
| Extrinsic | 0.3293 | 0.15 | 2.2 | 0.032 | significant predictor |

4. Conclusion

The study concludes that middle managers of NKS Organization are predominantly young, mid-tenure employees with modest household incomes and few dependents. Motivation levels are consistently high across demographic profiles, driven by both intrinsic factors—such as meaningful work, pride, and learning opportunities—and extrinsic rewards like pay, recognition, and incentives. Retention is generally favorable, supported by benefits and job satisfaction, though challenges remain in workload balance, staffing adequacy, and communication of non-monetary benefits. Statistical analysis confirmed a significant positive relationship between motivation and retention, with intrinsic motivators exerting the strongest influence on long-term commitment. While extrinsic rewards remain relevant, they function best as complementary supports. Sustaining managerial stability therefore requires strategies that prioritize intrinsic motivators, particularly career development, meaningful work, and personal fulfillment, reinforced by fair and consistent extrinsic benefits.

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