

WORK PERFORMANCE OF FAST-FOOD CHAIN EMPLOYEES IN ILOILO CITY AMIDST THE COVID-19 PANDEMIC

Jet R. Nillos, Ian Jade E. Lozada and Liza Lyn L. Garcia

Clint Rhyan G. Fajutar, Dane M. Mallilay, Angela Therese G. Nanagad, Alana Marie C. Salting and Christian Paul J. Sanchez

ABSTRACT

This study aimed to determine the work performance level among the employees working at a fast-food restaurant in Iloilo City amidst the COVID-19 pandemic. The researchers selected convenience sampling. The respondents were the 73 employees working at fast-food chain in Iloilo City. The study employed a descriptive research design. Data were gathered using a 30-item researcher-made questionnaire and were rated using a 5-point Likert Scale. Descriptive statistics such as frequency count, percentage count, and mean, and inferential statistics such as One-Way ANOVA were used to analyze the gathered data. Results of the study revealed that fast-food chain employees have an outstanding work performance level in all of the dimensions job-task proficiency, non-job-task proficiency, written and oral communication, demonstrating effort, personal discipline, and peer and team performance amidst the COVID-19 pandemic.

Keywords: Work Performance, Covid-19 Ppandemic, Fast-food Chain

INTRODUCTION

The pandemic has brought significant shifts to the global economy. Consumers and businesses worldwide are catapulted into a new reality that trigger them to adopt new practices, especially in the way they operate. Many sectors are having difficulty keeping their businesses afloat during this time of crisis and are scrambling to adapt to new changes. The fast-food industry is not an exception.

Organizations are continuously trying to pull through and support themselves by requiring well-performed employees (Bishwas & Sushil, 2016). The unfortunate

COVID-19 pandemic has left businesses with much uncertainty. It becomes difficult to keep up the consistency in the operations of the business in uncertain external situations that can impact their employees' welfare. Furthermore, it has totally influenced the work of almost all the employees globally in a different setting as compared to before the pandemic. It has then triggered interventions and strict safety measures have been implemented, hence changing the way employees perform, affecting their routines, activities, and as well as their performance.

As the pandemic brought change in the way things are done before, customers and business establishments must also be able to keep up with the trend. Ordering online has become a new normal and more people are staying at home for fear of contracting the virus. Home cooked meals and meal kits became a new competitor to restaurants and fast-food chains. These business entities must be able to cope with and step up their game to overcome the situation. Employees must adhere to the new health and safety protocols to encourage customers to go to their stores and prioritize their products. They have to always sanitize their hands, wear face masks all the time, at times having required to wear face shield and maintain social distancing as much as possible, to ensure safety not just for the customers but most importantly to the workers. These new rules and procedures must be strictly adhered to all the time to make the customers feel safe. With all of the new guidelines, how were the employees able to adapt to all of these?

In this study, the researchers want to know how well the employees are performing amidst the pandemic crisis as they may feel uncomfortable in serving the customers in the new normal as they have to adapt to certain changes compared to what they were used to before the pandemic. Employees have to follow added safety routines and wearing protective paraphernalia is a must at all times. The study is focused on the food service industry or the fast-food chain because it is one of the largest workforce sectors in the country that was immensely affected by the pandemic. The researchers believe that the outcome of this study will yield data that will be helpful not only to

them but more so to the different groups of people.

Objectives of the Study

This study aimed to determine the work performance level among the employees working at a fast-food restaurant in Iloilo City amidst the COVID-19 pandemic.

Specifically, this study sought to:

1. Determine the profile of the respondents when taken as a whole group and when classified according to age, employment status, and job assignment;
2. Describe the work performance level of the respondents in terms of job-task proficiency, non-job-task proficiency, written and oral communication, demonstrating effort, personal discipline, and peer and team performance when taken as a whole group and when classified according to age, employment status, and job assignment; and,
3. Determine if there are significant differences in the level of the respondents in terms of job-task proficiency, non-job-task proficiency, written and oral communication, demonstrating effort, personal discipline, and peer and team performance when classified according to age, employment status, and job assignment.

Hypothesis

The following hypotheses was formulated:

There are no significant differences in the work performance level of the respondents in terms of job-task proficiency, non-job task proficiency, written and oral communication, demonstrating effort, personal discipline, and peer and team performance when

classified according to age, employment status, and job assignment.

Theoretical Framework

This study was anchored on Campbell's Theory (1990) view on work performance. He defined it as the behaviors pertinent to the organizational goals. Moreover, he presented the eight-factor model on its dimensions. (1) job-specific task proficiency. It includes behaviors encompassing job's central substantial tasks to be tackled. (2) non-job-specific task proficiency. It includes behaviors required to tackle not relating merely to a specific job. (3) written and oral communication. It refers to evaluation in terms of the adeptness in delivering communication. (4) demonstrating effort where performance is evaluated in terms of effort. This considers the degree of a person's commitment when it comes to job tasks. (5) maintaining personal discipline where a person should be in good standing with the law. (6) peer and team performance. It refers to the extent of giving a helping hand to teams and peers. (7) supervision. It refers to leadership or supervisory component of jobs. (8) management and administration. Administrative and managerial performance calls for those facets of a job that provides service not involving direct supervision.

Conceptual Framework

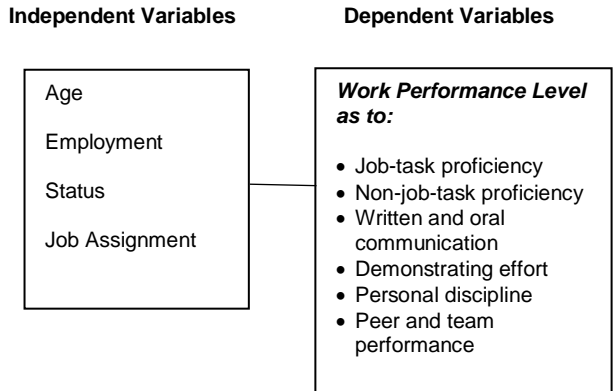


Figure 1. The paradigm of the study

Figure 1 presents the paradigm of the study. It consists of test variables. Age, employment status, and job assignment are the independent variables, and work performance level in terms of job-task proficiency, non-job-task proficiency, written and oral communication, demonstrating effort, personal discipline, and peer and team performance is the dependent variable. The last two dimensions which are supervision and management and administration were not included as the study only aims to test the dimensions from the employee's perspective.

Definition of Terms

For clarity and a common understanding of the terms used in the study, the following are defined:

Age. The quantity of time that has passed since an organism's birth (American Psychological Association, 2020).

In this study, it is grouped into five categories: 18-25 years old, 26-33 years

old, 34-41 years old, and 42 years old - above.

COVID-19 Pandemic. It is a continuing global pandemic of coronavirus disease (Wikipedia, 2021).

In this study, it is the work environment due to the pandemic that is frequently faced by employees at the fast-food restaurant.

Demonstrating Effort. It refers to the degree of commitment in job tasks and to the extent of working in an intense and persistent manner (Weiner, 2012).

In this study, it refers to how well the employees can deal with difficult situations professionally, set appropriate priorities for tasks, asking the right questions to gain clarity, maintain order and cleanliness in the assigned station, and actively look for ways to improve performance at work amidst the new normal working environment.

Employees. People to provide labor in the service of the employer for a specified job (Murray, 2020).

In this study, these refer to those working at the fast-food restaurant in Iloilo City.

Employment Status. The legitimate classification of someone in employment (Marshall & Scott, 2009).

In this study, it refers to whether the employees are full-time, part-time, or temporary.

Fast-food Chain. Is designating or of a type of restaurant that specializes in low-cost carryout food (fast food) that is quickly prepared and served (Talwar, 2018).

In this study, it refers to where the employees are working.

Job Assignment. It is a task or piece of work that you are given to do, especially

as part of your job or studies (Collins, 2017).

In this study, it refers to job duties that the employee is expected to perform. It is grouped into four categories namely; manager, front counter cashier, cook or food preparer, and others.

Job-specific Task Proficiency. It refers to the execution of tasks comprising the job's central technical requirements which set forth one job from others (Weiner, 2012).

In this study, it refers to how well the employees carry out their tasks efficiently and effectively, continue to meet customer's needs, works productively, manage to adjust by performing with minimal time and effort, and fulfill respective responsibilities amidst the new normal working environment.

Non-job-specific Task Proficiency. It refers to tasks execution not distinct to a job yet mainly required in the organization (Weiner, 2012).

In this study, it refers to how well the employees demonstrate initiative, have a clear understanding of the company's efforts to minimize health risks, take immediate action to problems, adapt changes to working habits in daily work routine, and deal with uncertain and unpredictable work situations amidst the new normal working environment.

Peer and Team Performance. It refers to the assistance to peers and helping the group function effectively as a unit (Weiner, 2012).

In this study, it refers to how well the employees maintain collaboration with the team, encourage and remind workmates to comply with the COVID-19 safety protocols, develop stronger relationships by staying connected with the team to

complete daily tasks, show support to other employees, and effectively exchange and share ideas within the team amidst the new normal working environment.

Personal Discipline. It refers to the refrain from negative or other forms of unproductive behavior (Jex, 2002).

In this study, it refers to how well the employees arrive on time, adhere on the COVID-19 healthy safety protocols, follow the 30-minute hand washing rule, manage to work along with personal needs, health, and well-being, and complete tasks properly and timely amidst the new normal working environment.

Work Performance. Is organization's total expected value an individual executes over a specified time (Kell & Motowidlo, 2012).

In this study, it is divided into six dimensions which are measured using a rating scale.

Written and Oral Communication. The written and verbal communication to an audience of any size (Weiner, 2012).

In this study, it refers to how well the employees actively participate during meetings/consultations, manage information and data effectively, comfortably express concerns about the COVID-19 pandemic, select and organize the right information before communicating, and encourage questions and feedback from others amidst the new normal working environment.

Significance of the Study

This study will be able to contribute data and knowledge on employees' work performance level. Therefore, the findings in general can be used for the improvement of employees and to enhance work performance. Moreover,

benefiting the study are the various sectors as follows:

Employees. The output's direct recipients are the employees currently working at the fast-food restaurant in Iloilo City. The findings of the study will guide these employees to take more interest and significant efforts to improve their performance for the success of the company.

Managers. The findings of the study will guide the branch managers to put some management strategies and techniques to effectively address the work performance of the employees.

Fast Food Chain Industry. The findings of the study will guide the other fast-food chains to make adjustments to the management strategies and techniques during this pandemic to maintain and improve employees' work performance that will lead the said industry to keep up.

Customers. The findings of the study will be of help to the customers in understanding employees' work performance.

Iloilo City Community. The employees are not excluded in the term "community". The findings of the study would benefit the community because producing effective employee work performance during the pandemic would help the needs of the community and eventually make them functional individuals.

Researchers and Academic Scholars. Both present and future researchers would benefit because the findings can be one of the bases from where a new learning theory arise. It can also encourage both present and future

researchers to develop or conduct similar studies.

Scope and Limitations of the Study

The study aimed to determine the work performance level of employees working at a fast-food restaurant. The researchers wanted to conduct the study to know how well the employees are performing amidst the crisis of the COVID-19 pandemic. The duration of the study was set in November 2021 - June 2022. The total number of respondents were 73, and these were the employees from the fast-food restaurant. The study was conducted at the fast-food restaurant in Iloilo City. A researcher-made questionnaire divided into two parts was utilized.

One of the limitations of the study was the time constraint. Also, the unwillingness of the respondents was another problem. Furthermore, some of them were busy since the questionnaires were distributed during working hours. Another limitation was the branch manager's decision if the conduct of the study is allowed or not. Additional limitation is that the last two dimensions which are supervision and management and administration were not included as the study only aims to test the dimensions on employee's point of view. Also, one of the limitations is that the questionnaires were distributed and concentrated to a franchised fast-food chain.

RELATED LITERATURE/STUDIES

Performance is crucial in work organization. It is the significant key to gain a competitive advantage. It can be measured through task-related facets and expected behaviors. It pertains to the performance attained by executing the tasks and jobs assigned.

The pandemic threatened the health and lives of millions. Likewise, the business and economy are also being impacted. It has implied changes that are significant in the way organizations work, thereby affecting routines, activities, and performances of the employees.

Nufable (2017), in his study about job performance of Municipal employees of Miagao, found out that the overall performance when taken as a whole is very satisfactory job performance.

Employees who were under the career service performed better than the employees in the non-career service.

Girao and Sierra (2008) on the factors associated with job satisfaction and job performance conducted among employees of a maritime school in Iloilo City, found out that there is a significant association between the monthly income and classification of work to job performance. This same study also considered the levels of job satisfaction among the respondents and it was found out that job satisfaction may not necessarily be a determinant in job performance. There are other factors and intervening variables that would affect job performance.

Posch, Rudolph, and Zacher (2021) conducted a longitudinal study in Germany to assess how work performance dimensions changed in the pandemic's early stages. They had expectations of work performance that there will be a decline due to the lockdown, and subsequently will increase when restrictions eased. Collected data were from 951 employees. Overall, the findings imply that the critical factor was the lockdown that led to the decline in the work performance dimensions.

Fetoshi (2021) conducted a study regarding work performance and the

COVID-19 pandemic impact on workers among 513 employees in Kosovo. The study assessed the factors that impact work performance. It was found out that there is a strong correlation with demographics, work environment, industry, task type, and expectations of the workers. The study analyzed the collected primary quantitative and qualitative data. The findings supported the hypothesis that performance of workers varies in terms of demographics and in terms of industries. The findings also suggested that the performance of the majority of workers was similar or has increased in the state.

METHODOLOGY

Research Design

A research design constitutes the investigation's blueprint strategy (Kothari, 2004). A descriptive research design was utilized in this study. According to Barrot (2017), "descriptive research design focuses on the observation and report of a certain phenomenon as it manifests itself." Since the present study aimed to describe a phenomenon, specifically, determined the employees' work performance level, the researchers believed that the descriptive research design was appropriate to use.

Respondents of the Study

The participants included in the study were qualified by the following descriptions: an employee 18 years old-above, either full-time, part-time, temporary, or seasonal employed either as a manager, front counter cashier, cook or food prepare, etc. at a fast-food chain in

Iloilo City and were willing to participate in this study. If the qualifications were not met, then the participants were not included in the study.

The respondents were the 73 employees working at a fast-food chain in Iloilo City. The sample was obtained using Krejcie and Morgan's sample size table (1970). The Krejcie and Morgan table helped the researchers to determine the sample size. In this study, the total target population was 90. By referring to the table, the researchers just need to get a feedback from 73 persons.

Furthermore, the researchers used convenience sampling. The University of Connecticut (2020) defines convenience sampling as respondents that are chosen for the reason that they are easily accessible. This study was conducted amidst the COVID-19 pandemic, thus, accessibility of the respondents and the

researchers to the data collection were considered as well as the limitations.

Data Gathering Instrument

This study utilized a researcher-made questionnaire divided into two parts. The first part contained profile questions such as name (optional), age, employment

status, and job assignment. The second part contained a 30-item rating scale wherein the respondents were asked to rate each question by selecting a numerical rating that were provided to them by the researchers. A 5-point Likert scale was adopted with the following equivalent ratings:

Likert Scale	Description	Interpretation
5	Outstanding	Performance levels far exceed normal expectations.
4	Good	Performance frequently exceeds job requirements.
3	Satisfactory	Performance meets all requirements of the job assignment clearly and fully.
2	Needs improvement	Performance is noticeably less than expected.
1	Poor	Performance is consistently below acceptable performance levels.

To interpret the mean, the following mean WPL range scale was used:

Mean Range	Description	Interpretation
4.21 – 5.0	Outstanding	The employee is able to consistently demonstrate exceptional performance in terms of quality and quantity of work.
3.41 – 4.20	Good	The employee is able to sustain performing at above-expected levels regularly. The quality of work is uniformly high.
2.61 – 3.40	Satisfactory	The employee is able to have a good, solid performance with thorough and on-time results.
1.81 – 2.60	Needs improvement	In general, the employee meets most job requirements but struggles to fully meet them all.
1.00 – 1.80	Poor	The employee’s performance fall below the required standard.

Validity of the Instrument

Validity refers to the extent to which an instrument measures what it is supposed to measure (Barrot, 2017). The researchers used content validation. The questionnaire was validated by three validators, wherein they assessed the validity of each item in the research instrument. Suggestions and recommendations given were integrated into the final questionnaire.

guarantee consistent delivery of test scores or results.

Data Gathering Procedures

The researchers first called the managers of franchised fast-food chains to ask permission if they can be allowed to conduct the study. After the conversation, if the manager was okay with it, the manager was given a letter of permission to conduct the study via email including the questionnaires. The respondents then answered the questionnaires online via google form anytime that they want as long as they are available and within the time of the study.

Reliability of the Instrument

Reliability refers to the consistency of the measures of an instrument (Barrot, 2017). In terms of reliability, the researchers used internal consistency to

The research instrument was finalized after validation. An informed consent form

was attached to the research instrument to explain the study's purpose. The respondents were informed beforehand that there were no risks involved and that the gathered data will be treated with uttermost confidentiality. The questionnaires were administered by the researchers. Included in the questionnaires were the instructions for the respondents to fill in the needed data.

Upon retrieval of the questionnaires, the researchers tallied the results which were then encoded in Microsoft Excel and Statistical Package for Social Sciences Software (SPSS). The gathered data after the procedure was used as the basis for expounding the findings and analysis of the study.

Ethical Considerations

Ethical considerations are considered to be one of the most important parts of research. In this study, the researchers presented an informed consent form with the intention that the respondents can take part freely (voluntarily) in the research study and having full information about what it means for them to participate in the study. There was no undue influence on them to consent. The respondents have been given ample time to participate and answer the questionnaires on their free time. Questionnaires are given to them online via Google Form.

The researchers acknowledged the importance of ethics in the conduct of this investigation so that only those employees who were willing to participate were respondents of the study. The identity of the respondents were kept anonymous all throughout the study as well as the confidentiality of the information acquired by the researchers in accordance with the

provisions of RA 10173 or the Data Privacy Act of 2012. All gathered data were used for research purposes only. The respondents were also given the freedom to withdraw their participation at any time if they were uncomfortable or felt threatened as a result of their participation in the study.

This study will be able to contribute data and knowledge on employees' work performance level. The risk involved is that while answering the questions, the respondents might feel discomfort, distress, and agitation. The researchers took consideration of their feelings as it will cause inadequate results to finish the survey. The participants included in the study met the following qualifications: an employee 18 years old-above, either full-time, part-time, temporary, or seasonally employed working in a fast-food chain in Iloilo City and was willing to participate in this study. If the qualifications were not met, then the participants were not included in the study. The results of this study will be presented at Central Philippine University to the research adviser and panel during the final defense without identifying any particular participant. The raw data collected were kept confidential by the researchers and were not be shared with anyone not part of the research team.

Since the study involved human participants, it included adequate provisions to maintain the confidentiality of research data. To maintain confidentiality, it required safeguarding the information that an individual has disclosed. Individuals may only be willing to share information for research purposes with an understanding that it will remain protected

from disclosure outside of the research setting or to unauthorized persons.

Data Analysis

Descriptive Statistics. To analyze the gathered data, the following statistical tools were used: frequency count, percentage count, and mean.

Frequency count was used to determine the profile of the respondents when classified according to age, employment status, and job assignment

Percentage count was used to determine the respondents' profile percentage when classified according to age, employment status, and job assignment.

Mean was used to determine the respondents' work performance level in terms of each of the six dimensions when taken as a whole group and when classified according to age, employment status, and job assignment.

Inferential Statistics. To analyze the gathered data, the following statistical tool at a 0.05 level of significance was used: One-Way ANOVA.

One-Way ANOVA was used to determine whether there are significant differences in the work performance level of the respondents in terms of each of the six dimensions when classified according to age, employment status, and job assignment.

RESULTS AND DISCUSSIONS

Profile of the respondents

The respondents of the study were the fast-food chain employees in Iloilo City. Table 1 presents the frequency distribution of the 73 respondents when grouped based on their personal profile.

The data show that the highest percentage (45.2%) of the respondents were 18-25 years old, and 26-33 years old. The majority (76.7%) were employed full-time and most (32.9%) were assigned to the counter.

Table 1
Profile of the Respondents

Category	Frequency	Percentage
Age		
18 - 25 years old	33	45.2
26 - 33 years old	33	45.2
34 - 41 years old	5	6.8
42 years old - above	2	2.8
Total	73	100.0
Employment Status		
Full-time employed	56	76.7
Part-time employed	13	17.8
Temporary employed	4	5.5
Total	73	100.0
Job Assignment		
Kitchen	17	23.3
Counter	24	32.9
Manager	18	24.7
Others	14	19.1
Total	73	100.0

As shown in Table 2, the mean as a whole ranged from 4.59 to 4.73 with mean performance level in oral and written

communication being the lowest and that in peer and team performance being the highest.

Table 2

Work Performance Level of Fast-food Chain Employees in terms of each of the six dimensions when taken as a whole

Dimensions	Mean	SD	Interpretation
Job-task proficiency	4.67	0.04	Outstanding
Non-job-task proficiency	4.65	0.03	Outstanding
Oral and written communication	4.63	0.06	Outstanding
Demonstrating effort	4.68	0.07	Outstanding
Personal discipline	4.70	0.05	Outstanding
Peer and team performance	4.69	0.03	Outstanding
Total	4.67	0.08	Outstanding

These data reveal that the respondents have outstanding work performance level in all of the work dimensions considered as well as in their overall performance level (4.66).

In terms of job-task proficiency the work performance level of fast-food chain employees when classified according to their profile indicate that respondents in the 18-25 year old category had the lowest

mean WPL (4.47) whereas those in the 34-41 year old category had the highest (4.84) as to employment status, their mean WPL were more use the same. But as to their job assignment, those assigned to kitchen have relatively the lowest and those in the management assign, the highest. In all these, the WPL of the respondents as well as their overall WPL, are considered outstanding (Table 3).

Table 3

Work Performance Level in terms of Job-Task proficiency when classified according to Respondent's Profile

Category	Mean	SD	Interpretation
Age			
18 - 25 years old	4.47	0.05	Outstanding
26 - 33 years old	4.78	0.06	Outstanding
34 - 41 years old	4.84	0.09	Outstanding
42 years old - above	4.80	0.27	Outstanding
Employment Status			
Full-time employed	4.65	0.03	Outstanding
Part-time employed	4.63	0.06	Outstanding
Temporary employed	4.60	0.42	Outstanding
Job Assignment			
Kitchen	4.42	0.09	Outstanding
Counter	4.58	0.08	Outstanding
Manager	4.88	0.07	Outstanding
Others	4.70	0.09	Outstanding
Total	4.67	0.11	Outstanding

The data indicate that the employees were able to consistently demonstrate exceptional performance in terms of how well they carried out their tasks efficiently and effectively, continued to meet customer’s needs, worked productively, managed to adjust by performing with minimal time and effort, and fulfilled respective responsibilities amidst the new normal working environment.

As to non-job-task proficiency, data in Table 4 show that the work performance level of fast-food chain employees when classified according to their profile follow a similar trend as to the WPL in terms of job-task proficiency. Moreover, their WPL when classified as to their age, unemployment status and job assignment were all considered as outstanding. The same holds true for their overall rating.

Table 4
Work Performance Level in terms of Non-Job-Task Proficiency when classified according to Respondent’s Profile

Age	Mean	SD	Interpretation
18 - 25 years old	4.41	0.06	Outstanding
26 - 33 years old	4.75	0.04	Outstanding
34 - 41 years old	4.88	0.11	Outstanding
42 years old - above	4.80	0.27	Outstanding
Employment Status			
Full-time employed	4.59	0.03	Outstanding
Part-time employed	4.68	0.08	Outstanding
Temporary employed	4.65	0.14	Outstanding
Job Assignment			
Kitchen	4.47	0.08	Outstanding
Counter	4.51	0.03	Outstanding
Manager	4.87	0.03	Outstanding
Others	4.53	0.17	Outstanding
Total	4.65	0.09	Outstanding

This means that the employees were able to consistently demonstrate exceptional performance in terms of how well they demonstrated initiative, had a clear understanding of the company’s efforts to minimize health risks, took immediate action to problems, adapted changes to working habits in daily work routine, and dealt with uncertain and

unpredictable work situations amidst the new normal working environment.

When the work performance level of fast-food chain employees in terms of written and oral communication were classified according to their profile data in Table 5 reveal that the respondents have outstanding work performance level regardless of their age, employment status, and job assignment.

Table 5

Work Performance Level in terms of Written and Oral Communication when classified according to Respondent's Profile

Category	Mean	SD	Interpretation
Age			
18 - 25 years old	4.49	0.10	Outstanding
26 - 33 years old	4.67	0.04	Outstanding
34 - 41 years old	4.68	0.18	Outstanding
42 years old - above	4.70	0.27	Outstanding
Employment Status			
Full-time employed	4.55	0.05	Outstanding
Part-time employed	4.75	0.13	Outstanding
Temporary employed	4.65	0.22	Outstanding
Job Assignment			
Kitchen	4.31	0.09	Outstanding
Counter	4.58	0.05	Outstanding
Manager	4.82	0.02	Outstanding
Others	4.69	0.11	Outstanding
Total	4.63	0.11	Outstanding

This shows that the employees were able to consistently demonstrate exceptional performance in terms of how well they actively participated during meetings/consultations, managed information and data effectively, comfortably expressed concerns about the COVID-19 pandemic, selected and organized the right information before communicating, and encouraged questions and feedback from others amidst the new normal working environment.

The work performance levels of fast-food chain employees in terms of demonstrating effort when classified according to the profile of the respondents were also determined and are presented in

Table 6. The data show that the respondents have outstanding work performance level in demonstrating effort when they were classified according to age, employment status, and job assignment.

These data indicate that employees were able to consistently demonstrate exceptional performance in terms of how well they dealt with difficult situations professionally, set appropriate priorities for tasks, asked the right questions to gain clarity, maintained order and cleanliness in the assigned station, and actively looked for ways to improve performance at work amidst the new normal working environment.

Table 6

Work Performance Level in terms of Demonstrating Effort when classified according to Respondent's Profile

Category	Mean	SD	Interpretation
Age			
18 - 25 years old	4.53	0.13	Outstanding
26 - 33 years old	4.82	0.06	Outstanding
34 - 41 years old	4.68	0.11	Outstanding
42 years old - above	4.60	0.42	Outstanding
Employment Status			
Full-time employed	4.65	0.06	Outstanding
Part-time employed	4.82	0.13	Outstanding
Temporary employed	4.65	0.38	Outstanding
Job Assignment			
Kitchen	4.42	0.10	Outstanding
Counter	4.63	0.07	Outstanding
Manager	4.98	0.03	Outstanding
Others	4.71	0.17	Outstanding
Total	4.68	0.15	Outstanding

Data in Table 7 presents the work performance level of fast-food chain employees in terms of personal discipline

when classified according to their age, employment status, and job assignment.

Table 7

Work Performance Level in terms of Personal Discipline when classified according to Respondent's Profile

Category	Mean	SD	Interpretation
Age			
18 - 25 years old	4.63	0.10	Outstanding
26 - 33 years old	4.79	0.06	Outstanding
34 - 41 years old	4.64	0.09	Outstanding
42 years old - above	4.70	0.27	Outstanding
Employment Status			
Full-time employed	4.69	0.06	Outstanding
Part-time employed	4.80	0.07	Outstanding
Temporary employed	4.60	0.29	Outstanding
Job Assignment			
Kitchen	4.59	0.19	Outstanding
Counter	4.63	0.12	Outstanding
Manager	4.87	0.08	Outstanding
Others	4.79	0.11	Outstanding
Total	4.70	0.13	Outstanding

As shown the data, the respondents have outstanding work performance level regardless of their age, employment status, and job assignment as supported by their mean WPL of 4.63 to 4.79, 4.6 to 4.8, and 4.59 to 4.87, respectively.

This means that the employees were able to consistently demonstrate exceptional performance in terms of how well they arrived on time, adhered to the COVID-19 healthy safety protocols, followed the 30-minute hand washing rule, managed to work along with personal

needs, health, and well-being, and completed tasks properly and timely amidst the new normal working environment.

As to their work performance level in terms of peer and team performance when

classified according to their profile, respondents who were 26-33 years old, employed part time and assigned as managers had relatively higher mean WPL. However, their WPL mean scores were all outstanding (Table 8).

Table 8

Work Performance Level in terms of Peer and Team Performance when classified according to Respondent's Profile

Category	Mean	SD	Interpretation
Age			
18 - 25 years old	4.65	0.03	Outstanding
26 - 33 years old	4.82	0.06	Outstanding
34 - 41 years old	4.68	0.11	Outstanding
42 years old - above	4.40	0.42	Outstanding
Employment Status			
Full-time employed	4.72	0.03	Outstanding
Part-time employed	4.83	0.06	Outstanding
Temporary employed	4.55	0.11	Outstanding
Job Assignment			
Kitchen	4.51	0.15	Outstanding
Counter	4.61	0.02	Outstanding
Manager	4.96	0.05	Outstanding
Others	4.91	0.03	Outstanding
Total	4.69	0.10	Outstanding

This indicate that the employees were able to consistently demonstrate exceptional performance in terms of how well they maintained collaboration with the team, encouraged and reminded workmates to comply with the COVID-19 safety protocols, developed stronger relationships by staying connected with the team to complete daily tasks, showed support to other employees, and effectively exchanged and shared ideas within the team amidst the new normal working environment.

Significant differences in the work performance level in terms of job-task proficiency of the respondents when classified according to their profile was

determined using the One-Way ANOVA (Table 9).

Results revealed have a significant differences among age groups ($p=0.015$) and job assignment ($p=0.013$), thus, the null hypothesis is rejected.

This shows that these two categories have a significant influence on the WPL of the fast food chain employees, in the conduct of post-hoc test analysis using Scheffer's method it appeared that there is significant differences between employees assigned in the kitchen and a manager with p -value of 0.018. On the other hand, there is no significant differences in WPL were found when the respondents were classified as to their employment status

($p=0.975$). Therefore the null hypothesis is accepted.

Table 9

The difference in the Work Performance Level in terms of Job-Task Proficiency of Fast-food Chain Employees when classified according to Respondent's Profile

Category	Mean	SD	df	p-value
Age				
18 - 25 years old	4.47	0.05		
26 - 33 years old	4.78	0.06	3	0.015*
34 - 41 years old	4.84	0.09		
42 years old - above	4.80	0.27		
Employment Status				
Full-time employed	4.65	0.03	2	0.975 ^{ns}
Part-time employed	4.63	0.06		
Temporary employed	4.60	0.42		
Job assignment				
Kitchen	4.42	0.09	3	0.013*
Counter	4.58	0.08		
Manager	4.88	0.07		
Others	4.70	0.09		

^{ns}= not significant

* =significant

As shown in Table 10, significant differences in the work performance level in terms of non-job-task proficiency of the fast-food chain employees when classified

according to the respondents profile was also determined using the One-Way ANOVA.

Table 10

The difference in the Work Performance Level in terms of Non-Job-Task Proficiency of Fast-food Chain Employees when classified according to Respondent's Profile

Category	Mean	SD	df	p-value
Age				
18 - 25 years old	4.41	0.06		
26 - 33 years old	4.75	0.04	3	0.021 *
34 - 41 years old	4.88	0.11		
42 years old - above	4.80	0.27		
Employment Status				
Full-time employed	4.59	0.03	2	0.261 ^{ns}
Part-time employed	4.68	0.08		
Temporary employed	4.65	0.14		
Job assignment				
Kitchen	4.47	0.08	3	0.157 ^{ns}
Counter	4.51	0.03		
Manager	4.87	0.03		
Others	4.53	0.17		

^{ns}= not significant

* =significant

Statistical analysis revealed that has significant differences among age groups ($p=0.021$), thus the null hypothesis is rejected. This shows that this categories have a significant influence on the WPL of the fast food chain employees. On the other hand, there is no significant differences in WPL were found when the respondents were classified as to their employment status ($p=0.261$) and job assignment ($p=0.157$). Therefore the null hypothesis is accepted.

When significant differences in the work performance level in terms of written and oral communication of the fast-food

chain employees when classified according to respondent's profile, were determined using the One-Way ANOVA, data in Table 11, mean differences in the work performance level in terms of written and oral communication of the fast-food chain employees were not significantly influenced by their age ($p=0.514$), employment status ($p=0.102$) and job assignment ($p=0.157$).

These show that regardless of the respondents' age, employment status and job assignment, their WPL remain the same.

Table 11

The difference in the Work Performance Level in terms of Written and Oral Communication of Fast-food Chain Employees when classified according to Respondent's Profile

Category	Mean	SD	df	p-value
Age				
18 - 25 years old	4.49	0.10		
26 - 33 years old	4.67	0.04	3	0.514 ns
34 - 41 years old	4.68	0.18		
42 years old - above	4.70	0.27		
Employment Status				
Full-time employed	4.55	0.05		
Part-time employed	4.75	0.13	2	0.102 ns
Temporary employed	4.65	0.22		
Job assignment				
Kitchen	4.31	0.09		
Counter	4.58	0.05	2	0.157 ns
Manager	4.82	0.02		
Others	4.69	0.11		

ns= not significant

* =significant

Therefore, the null hypothesis that no significant differences in their work performance level in terms of written and oral communication when classified according to age and employment status is accepted.

As to their presents work performance level in terms of demonstrating effort when

classified according to the respondents' profile, the One-Way ANOVA still revealed no significant differences among mean WPL as influenced by age ($p=0.150$) and employment status ($p=0.282$) means that whether the respondents are young or old and whether they are employed full-time or temporarily employed, their WPL is still the

same. On the contrary, significant differences were obtained in WPL as influenced by job assignment. in the conduct of post-hoc test analysis using Scheffer's method it appeared that there is significant difference between employees

assigned in the kitchen and as manager with p=value of 0.048. It can be seen that the respondents who are managers have higher mean WPL than those who are working in the kitchen and in the counter. These results are all shown in Table 12.

Table 12

The difference in the Work Performance Level in terms of Demonstrating Effort of Fast-food Chain Employees when classified according to Respondent's Profile

Category	Mean	SD	df	Sig.
Age				
18 - 25 years old	4.53	0.13		
26 - 33 years old	4.82	0.06		
34 - 41 years old	4.68	0.11	3	0.150 ns
42 years old - above	4.60	0.42		
Employment Status				
Full-time employed	4.65	0.06		
Part-time employed	4.82	0.13	2	0.282 ns
Temporary employed	4.65	0.38		
Job assignment				
Kitchen	4.42	0.10		
Counter	4.63	0.07		
Manager	4.98	0.03	3	0.038 *
Others	4.71	0.17		

ns= not significant

* =significant

As presented in Table 13, mean differences in the work performance level in terms of personal discipline of the fast-food chain employees were not significantly influenced by their age

(p=0.412), employment status (p=0.896) and job assignment (p=0.421). These show that regardless of the respondents' age, employment status and job assignment, their WPL remain the same.

Table 13

The difference in the Work Performance Level in terms of Personal Discipline of Fast-food Chain Employees when classified according to Respondent's Profile

Category	Mean	SD	df	Sig.
Age				
18 - 25 years old	4.63	0.10		
26 - 33 years old	4.79	0.06	3	0.412 ns
34 - 41 years old	4.64	0.09		
42 years old - above	4.70	0.27		
Employment Status				
Full-time employed	4.69	0.06		
Part-time employed	4.80	0.07	2	0.896 ns
Temporary employed	4.60	0.29		
Job assignment				
Kitchen	4.59	0.19		
Counter	4.63	0.12	3	0.421 ns
Manager	4.87	0.08		
Others	4.79	0.11		

ns= not significant

* =significant

Table 14 presents that One-Way ANOVA was used to compute the significant differences in the work performance level in terms of peer and

team performance of the fast-food chain employees when classified according to respondent's profile.

Table 14

The difference in the Work Performance Level in terms of Peer and Team Performance of Fast-food Chain Employees when classified according to Respondent's Profile

Category	Mean	SD	df	p-value
Age				
18 - 25 years old	4.65	0.03		
26 - 33 years old	4.82	0.06	3	0.766 ns
34 - 41 years old	4.68	0.11		
42 years old - above	4.40	0.42		
Employment Status				
Full-time employed	4.72	0.03		
Part-time employed	4.83	0.06	2	0.116 ns
Temporary employed	4.55	0.11		
Job assignment				
Kitchen	4.51	0.15		
Counter	4.61	0.02	3	0.050 ns
Manager	4.96	0.05		
Others	4.91	0.03		

ns= not significant

* =significant

The data show that there are no significant differences in the work performance level in terms of peer and

team performance when classified according to age, employment status and job assignment with the p= value of 0.766,

0.116 and 0.050 respectively. These show that regardless of the respondents' age,

employment status and job assignment, their WPL remain the same.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the above findings, the following conclusions are hereby drawn:

Fast-food chain employees have an outstanding work performance level in terms of job-task proficiency, non-job-task proficiency, written and oral communication, demonstrating effort, personal discipline, and peer and team performance amidst the COVID-19 pandemic.

They have an outstanding work performance level in terms of job-task proficiency with how they carried out their tasks efficiently and effectively, continued to meet customer's needs, worked productively, managed to adjust by performing with minimal time and effort, and fulfilled respective responsibilities amidst the new normal working environment.

They have an outstanding work performance level in terms of non-job-task proficiency with how they demonstrated initiative, have a clear understanding of the company's efforts to minimize health risks, took immediate action to problems, adapted changes to working habits in a daily work routine, and dealt with uncertain and unpredictable in work situations amidst the new normal working environment.

They have an outstanding work performance level in terms of written and oral communication with how they actively participated during meetings and/or

consultations, managed information and data effectively, comfortably expressed concerns about the COVID-19 pandemic, selected and organized the right information before communicating, and encouraged questions and feedback from others amidst the new normal working environment.

They have an outstanding work performance level in terms of demonstrating effort with how they dealt with difficult situations professionally, set appropriate priorities for tasks, asked the right questions to gain clarity, maintained order and cleanliness in the assigned station, and actively looked for ways to improve performance at work amidst the new normal working environment.

They have an outstanding work performance level in terms of personal discipline with how they arrived on time, adhered to the COVID-19 healthy safety protocols, followed the 30-minute hand washing rule, managed work along with personal needs, health, and well-being, and completed tasks properly and timely amidst the new normal working environment.

However, when the mean WPL of the respondents were statistically compared, it was found out that there were no significant differences among the WPL based on the respondents' age, employment status for all the six dimensions considered and included in this study. Only the mean WPL of the

respondents when they were categorized as to their job assignment in terms of non-job proficiency, personal discipline, and peer and team performance, significantly varies.

They have an outstanding work performance level in terms of peer and team performance which included how they maintained collaboration with the team, encouraged and reminded workmates to comply with the COVID-19 safety protocols, developed stronger relationships by staying connected with the team to complete daily tasks, showed support to other employees, and effectively exchanged and shared ideas within the team amidst the new normal working environment.

Recommendations

On the basis of the above findings and conclusions drawn from this study, the following recommendations are offered: the record are monotonous. They only differed in the dimension.

In terms of job-task proficiency, the researchers recommend that fast-food chain employees should maintain consistency in the execution of their tasks comprising their job's central technical requirements.

In terms of non-job-task proficiency, the researchers recommend that fast-food chain employees should maintain consistency in the execution of their tasks not distinct to a job yet mainly required in the organization.

In terms of written and oral communication, the researchers recommend that fast-food chain employees should maintain consistency in their written and verbal communication to an audience of any size.

In terms of demonstrating effort, the researchers recommend that fast-food chain employees should maintain consistency in their commitment to job tasks with the extent of working intensely and persistently.

In terms of personal discipline, the researchers recommend that fast-food chain employees should maintain consistency in refraining from negative or other forms of unproductive behavior.

In terms of peer and team performance, the researchers recommend that fast-food chain employees should maintain consistency in assisting their peers and helping their group function effectively as a unit.

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