

# ORGANIZATIONAL CONTROL AND WORKPLACE ENVIRONMENT IN RELATION TO THE WORK PRODUCTIVITY OF FAST FOOD CHAIN EMPLOYEES

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## ABSTRACT

This study investigated the relationship between the organizational control and workplace environment to the work productivity of fast-food chain employees. Sets of adapted questionnaires were administered to 50 selected fast-food chain employees in Kidapawan City. Results show a very high organizational control, positive workplace environment, and very high work productivity. Moreover, organizational control and workplace environment have significant relationship with the work productivity of fast-food chain employees.

**Keywords:** organizational control, workplace environment, work productivity, descriptive correlational, organizational control

## INTRODUCTION

Workplace productivity is one of the major factors that contribute to organizational success. Any issues that cause stress to the employees can affect their mental and physical being, undermining their ability to perform at their best (Heathfield, 2020). Productivity in the workplaces relates on how efficient the workers or employees in accomplishing the company's goals and produce goods or services for customers (Donohoe, 2018), for example the speed at which workers produce a product at a factory or serve customers at a restaurant or in fast-food chain. However, productivity at work relies on how the management utilized its human resources (Gamage, 2015).

Employee productivity, on the other hand, is a topic that arises in a variety of countries. Employees in Australia leave voluntarily because they don't feel valued, according to Mckenna (2017), who also reported that employees are only 60% as productive in their workplaces, and that work-related stress costs businesses in excess of \$7 billion in absenteeism each year, as well as

unproductive work engagement, which costs businesses in excess of \$28 billion per year. Furthermore, according to Sander et al., (2019) "US Workplace Survey," only one out of every four employees is working in an ideal workplace. They desire a healthy work atmosphere in which they may collaborate with their coworkers and supervisor (Freedman, 2020). According to Gyekye (2006), the environment has an impact on employee safety perception, which in turn has an impact on employee commitment. Furthermore, according to a poll conducted by Lohilahti, (2021) in America, uncivil or uncourteous workplaces hinder the productivity of 25% of employees.

Meanwhile, Watson (2015) conducted an Asia Pacific study on employee performance and found that 72 percent of employees are productive and committed to their work; however, productivity rates in Philippine companies have continued to decline; work arrangement, workplace quality, and supervisory relationships are the factors that have contributed to employee performance declining. Furthermore, a study conducted in Davao by Gamil & Soria (2009) on employee efficiency and productivity demonstrated that behavior management control had an impact on employees' work performance. In other words, corrective action such as counseling employees and establishing workplace norms has an impact on employee productivity.

Researchers have been involved in determining the factors that influence work productivity for many years. Although there has been a lot of research done on factors that affect employee productivity in the workplace, such as organizational control (Verburg et al., 2018) and workplace environment (Al-Shammari, 2015), no study has been done on the combined impact of organizational control and workplace environment on an employee's work productivity. It is uncommon in the literature for predictors such as organizational control of work productivity to be focused on white collar or office based employment, and recent research have been focused on white collar or office based jobs. Similarly, there is little literature on the food business, thus this study will focus on a position that does not require formal schooling, notably fast-food employees.

Thereby, there is a need to conduct a study about the association of the factor such as organizational control and workplace environment and its relationship on the work productivity of employees in the fast-food chain industry. To look for ideal elements to fit for the food industry business, and identify in what way these predictors help and affect employees' productivity and dedication to their work. The result of this study will also determine how possibly improve the performance of employees in the organization.

## **Statement of the Problem**

This study determined the relationship of organizational control and workplace environment with the work productivity of fast-food chain employees. Specifically, it sought answers to the following questions:

1. What is the level of organizational control of employees?
2. What is the extent of employees' perception towards workplace environment?
3. What is the level of work productivity of employees?
4. Is there a significant relationship between
  - 4.1 organizational control and work productivity of employees
  - 4.2 workplace environment and work productivity of employees?

## **FRAMEWORK**

This study is anchored on three theories: Goal-setting theory (Locke, 1968), Theory of Planned Behavior (Ajzen, 1985), and the Theory of Human Motivation (Maslow, 1943). The Goal-setting Theory had been proposed by Edwin Locke in the year 1968. He demonstrated that employees are motivated by a clear, well-defined goals and feedback and that a little workplace challenge is no bad thing. Locke explained that the management must establish a clear and measurable goals rather than giving a general or vague instructions to the employees in order to generate a more specific outcome where employees are governed and guided by these specific goals in identifying what level of performance they must perform and delegate in the workplace to attain the desired goals of the organization. Aside from clear and well-defined goals, he also explained that implementing challenging goals in the workplace is somehow not bad since he demonstrated that an easy or tedious goal is demotivating, which means that challenging goals, head-first allows the employees to work hard, develop and to maximize their skills and productivity.

The second theory is The Theory of Planned Behavior proposed by Ajzen in 1985. He explained that the theory was intended to explain all behaviors over which people have the ability to exert self-control. The key component to this model is behavioral intent; behavioral intentions are influenced by the attitude about the likelihood that the behavior will have the expected outcome and the subjective evaluation of the risks and benefits of that outcome. He expounds that the behavioral intent and behavior of a person is influenced by his norms,

perceived power and self-control. An employee in the workplace considers some factors such as the possible risk or benefits of the outcomes before making an action or setting their attitude in the workplace. Established social and individual norms also affect their behavior where their actions are guided by what they perceived as to what is the right or wrong actions in the workplace.

The third theory in this study is the Theory of Human Motivation proposed by Abraham Maslow in the year 1943. He outlined a pyramid that showed the human being's hierarchy of needs or Maslow's Hierarchy of Needs, he divided the human needs into basic-levels: basic needs, psychological needs and self-fulfillment needs. The psychological need demands the needs of employees to be safe and secure in the workplace. Safety and security in the workplace denotes the condition and the quality of environment in the organization. He explained that failure to meet psychological needs; will make them worry and further deviate the employee from work. This theory suggests the significance of safe working place and job security towards the performance of employees or workers in the organization.

## **METHOD**

### **Research Design**

This study utilized the descriptive- correlational research design. Quantitative research is the process of collecting and analyzing numerical data. It can be used to find patterns and averages, make predictions, test causal relationships, and generalize results to wider populations (Creswell, 2008). In this study, it was used to determine the relationship of organizational control and workplace environment with the work productivity of employees.

### **Research Locale**

The study was conducted in Kidapawan City. The city is geographically located at the southern part of Cotabato Province. It is traversed by the Davao-Cotabato national highway, and is midway between cities of Davao and Cotabato. It spans an area of about 33, 926 hectares of flat to rugged hilly and mountainous terrain.

### **Research Respondents**

The study included 50 employees from a selected fast-food business in Kidapawan City as respondents. The purposive sampling technique was employed in selecting the respondents. To define this technique, Oliver (2006) stated that the purposive sampling is a form of non-probability sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher, based upon a variety of criteria which may include specialist knowledge of the research issue, or capacity and willingness to participate in the

research. Non-probability sampling is the rational choice in cases where it is impossible to identify all the members of a population De Vos (1998). The selection of the respondents follows with criteria that he/she has worked at least six (6) months in the food industry.

## **Research Instruments**

This study will utilize an adapted survey questionnaire in acquiring data from the respondents. The questionnaires was based and patterned from literatures in similar studies. The tool used to measure the level of organizational control set by the management in the workplace was adapted from the study of (Verburg et al 2018). On the other hand, the workplace environment questionnaire was adapted from the study of Addai (2015). Furthermore, the tool used to measure the work productivity of employees was adapted from the study of (Manu, 2015).

## **Statistical Tools**

The following statistical techniques were used in the analysis of the data.

**Mean and Standard Deviation** were used to measure the levels of organizational control, workplace environment, and worker's productivity.

**Pearson's coefficient** was used in order to determine the strength of correlation between quantitative variables; independent and dependent which refers to the organizational control, workplace environment and work productivity.

# **RESULTS AND DISCUSSION**

## **Organization Control**

The first table below exhibits the result of the level of organizational control which are divided into three (3) categories, output, process, and normative, which are followed and implemented in the workplace. The mean scores are as follows: output control (4.89), process control (4.87) and normative control is (4.77), all are interpreted as very high. This denotes that the respondents strictly adhere to the three categories of organizational control in the workplace.

This is supported by the study of Weibel et al., (2016) which measure the importance of the three (3) types of control in the workplace. The output control measure focuses on the extent to which standards are set, progress is monitored, and goal attainment is rewarded. Process control relate to the extent of written rules regarding activities and procedures in the organization. Normative control

referred to the presence of formal and informal consequences for the violation of norms, ethics, and organizational values.

Organizational control comprises the specification of organizational standards for aligning the actions of employees with the goals of the organization, as well as the monitoring and rewarding of the extent to which such standards are met (Flamholtz, Das, & Tsui, 1985; Snell, 1992). Control practices can consist of varying combinations of formal and informal controls. Formal controls rely on officially documented rules and are often implemented by managers, whereas informal controls are based on norms and often enacted by peers (Baldauf, Cravens, & Piercy, 2005). In addition, there are different control targets. For example outcome controls are focused on attaining goals and results, process controls are concerned with compliance with procedures, and normative controls are targeted toward value congruence among employees (Kirsch, 1996; Weibel et al., 2016). Control practices generally to ensure that employees are provided with information on relevant performance standards, to correct deviant behavior, and to stimulate effective performance (Sitkin et al., 2010).

**Table 1. Level of Organization Control**

Organizational Control	Mean	Std. Deviation	Interpretation
Output Control	4.89	.232	Very High
Process Control	4.87	.204	Very High
Normative Control	4.77	.236	Very High
Overall mean	4.84	.170	Very High

## **Workplace Environment**

Table 2 below shows the level on how workplace environment is perceived by the respondents. Overall, the respondents have a strong positive perception towards workplace environment. The results indicate that the respondents strongly agree that workplace environment satisfies their daily work experience and thus their perception towards the workplace environment is positive. The highest mean is 5.00 in the aspects of feeling comfortable safe and healthy, and the layout of workplaces is good. On the other hand, the lowest mean is 4.84 in terms of sufficiency of ventilation. This supports the findings of Garg & Talwar (2017) that the working environment is important in an organization and it is perceived to motivate employees that results in a better productivity, greater passion for business and a deeper engagement with their customers. It is believed that an individual would contribute positively to the business outcome when they feel valued and respected at their workplace. A positive environment will always be good for both individual and the organization.

Table 2. Extent of Workplace Environment

Statements	Mean	Std. Deviation	Interpretation
1. Workspaces are well designed.	4.90	.303	Very High
2. The level of cleanliness here is good.	4.98	.141	Very High
3. There is sufficient ventilation.	4.84	.468	Very High
4. There are enough light.	4.94	.240	Very High
5. There are sufficient safety measures in case of fire emergencies.	4.78	.418	Very High
6. The temperature and air conditions are in appropriate condition.	4.78	.418	Very High
7. I feel comfortable, safe and healthy.	5.00	.000	Very High
8. The layout of workspaces is good.	5.00	.000	Very High
9. There is enough personal protective equipment for work.	4.56	.501	Very High
10. We have the requisite equipment to perform our duties.	4.98	.141	Very High
Overall Mean	4.88	.144	Very High

### Work Productivity

The Table 3 below shows the level of work productivity of employee's in selected fast-food chains in Kidapawan city. The overall mean is 4.79 which is described as very high. This means that employee productivity is always observed. In particular, the highest mean is represented by the item "the health of the employees is good and their morale is high" with a value of 5.00, while the lowest mean is "there is no absenteeism" with a value of 4.32. This is consistent with Roberts (2017) findings that most employees in food chain organizations have high productivity since their performance is constantly checked and they are focused on delivering the best results.

**Table 3**  
Level of Work Productivity

Statements	Mean	Std. Deviation	Interpretation
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1. Performance of workers is high.	4.98	.141	Very High
2. Workers are very much committed to their employer.	4.98	.141	Very High
3. Workers are always happy.	4.46	.503	Very High
4. Workers are very hard working.	4.94	.240	Very High
5. The health of the employees is good and their morale is high.	5.00	.000	Very High
6. Employees enjoy what they do in the workplace.	4.70	.544	Very High
7. The motivation level of employees is high.	4.90	.303	Very High
8. It is not stressful to work in the workplace at all.	4.72	.497	Very High
9. Communication is good.	4.92	.274	Very High
10. There is no absenteeism.	4.32	.551	High
<b>Overall Mean</b>	<b>4.79</b>	<b>.186</b>	<b>Very High</b>

### Relationship between the Variables

Table 4 shows the results of correlation analysis which purpose is to determine the relationships between the variables. The results show that there is a significant relationship between organizational control and work productivity ( $r=.438$ ,  $p<.05$ ), and workplace environment and work productivity ( $r=.313$ ,  $p<.05$ ). This implies that the increase in organizational control and workplace environment would also likely increase the work productivity of employees. This conforms to the findings of Verburg et al., (2018) that organizational control have positive relationship with work productivity, and Siregar et al. (2020) that work environment is link with better work productivity.

Table 4. Correlation of Organizational Control and Workplace Environment to Work Productivity

Variables	r	p-value	Remarks
Organization Control	.438**	.001	Significant
Workplace Environment	.313**	.027	Significant



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