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## **MANAGING A FAST-FOOD FRANCHISE: ACHIEVEMENT MOTIVATION AND CHALLENGES TO ENTREPRENEURS**

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### Abstract

The study sought to determine the level and relationship of achievement motivation, entrepreneurial challenges, and performance of the franchisees. Various variables corresponding to entrepreneur required skills and franchisee's service quality were carefully analyzed and processed to identify its overall effects on the franchisees.

The achievement motivation describes the personal outlooks or viewpoints of the franchisee respondents about their personal behaviors which are directly linked to their achievement motivation. Entrepreneurial challenges were categorized in terms of cash flow management; hiring employees; time management; and delegating tasks. For franchisee's performance, it was characterized by food service, food quality, services of staff, and cleanliness of the area.

Randomly selected registered franchisees and some of its customers in the City of San Fernando, Pampanga became the participants of this study. The participants as described in the latter, survey questionnaires were given and the results of which were tabulated and analyzed using statistical approach.

Frequency distribution and percentage distributions were used to process and analyze the data gathered. Moreover, statistical correlation was used to evaluate and describe the relationships between the variables of the study. The results of the latter were evaluated by professional statistician for the confirmation and verification.

Finding reveals that the level of achievement motivation and entrepreneurial challenges do not significantly affect the performance of the franchisee. The result may have been affected by the low flexibility of product modification by the franchisee.

Keywords: fast food, franchise, motivation, challenges, entrepreneurs

## Introduction

Fast food franchising has gained a foothold in the Philippine business landscape. It has grown to become a multi – billion peso industry that generated large investments from different business sectors and from different portions of the world. Furthermore, the growth of the said industry has produced more jobs for the locals.

The number of foreign brands is continuing to grow in the Philippines' consumer food service. Cham (2013) asserts that local companies perceive that establishment of an international brand is one of the best options compared to creating a home-grown brand. Likewise, Filipinos have high respect for foreign brands due to the high quality of services they provide when it comes to the food they offer.

In 2015, autonomous players registered slower growth in terms of the numbers of outlets, transactions volume, and value sales compared to chained brands (Cham, 2013). Although a number of Filipinos are becoming more susceptible to new food concepts, they regard heritage, accessibility, and price as important factors when choosing where to dine.

The ability of firms to innovate is a primary factor in gaining and sustaining competitive advantage. Hence, a widely supported idea is that innovative behaviors should be highly encouraged across all levels of the organization, given that such behaviors are likely to exert a positive influence in organizational effectiveness resulting to positive customer experience.

According to European Franchise Federation (2016), franchising is a system of marketing goods and/or services and/or technology, which is based upon a close and ongoing collaboration between legally and financially separate and independent undertakings, the franchisee and its individual franchisees. In our country, Philippine – Singer Sewing Machine was among the first franchisee. Before the Philippine Franchising Association was created in 1995, the period of franchising was limited only to foreign business organization and public utilities. During that

time, there were only 111 franchise concepts which eventually grew to 967 concepts in 2007 (Calub, 2009).

To maintain each franchisee's reputation, the franchisor also makes sure that all outlets provide the same quality of services and products (Levy, 2009). The latter promoted the franchisees to earn competitive business income for a minimal investment.

According to Yeboah (2014), the traditional emphasis was on the efforts of an individual who goes against the odds in translating a business vision into a successful business enterprise. Franchising is an integrated concept that permeates an individual's business in an innovative manner. It appears to offer the earliest operational of the entrepreneurial orientation concept.

Wild (2010) stated: some people seem to believe that world is divided into those who know and those who are ignorant. When franchising, the way of the former is to fortune while that of the latter is to misfortune. Momentary admission to elite circle come with the right tip. Tip is knowledge, knowledge tip, that is all you know on earth and all you need to know.

With this paper, the researcher, as an entrepreneur and instructor, checked the achievement motivation, entrepreneurial challenges to measure the franchisees performance to fast food franchises such as food service, food quality, services of the staff and the cleanliness of the area. The researcher wants to uncover the effects of entrepreneurial challenges like cash flow management, hiring employees, time management and delegating tasks to the SME fast food franchising performance. The researcher's primary place of concern is the City of San Fernando, Pampanga since huge number of franchisee together with their customers are present in this part of the province of Pampanga.

## Statement of the Problem

The general problem of the study: How may the achievement motivations and entrepreneurial challenges affect fast food franchisees' performance in the City of San Fernando, Pampanga?

Specifically, the study aimed to answer the following questions:

1. What is the level of achievement motivation of fast food franchisees?
2. How may the level of entrepreneurial challenges of fast food franchisees be described in terms of
  - 2.1. cash flow management,
  - 2.2. hiring employees,
  - 2.3. time management, and
  - 2.4. delegating tasks?

3. What is the level of franchisee's performance as measured by its

3.1 food service,

3.2 food quality,

3.3 services of staff, and

3.4 cleanliness of the area?

4. Are there significant relationships between the fast food franchisee's performance and

4.1 achievement motivation, and

4.2 level of entrepreneurial challenges?

5. What business management skills on fast food franchising may be recommended as yielded by the study?

## Methodology

The researcher, being an entrepreneur in Sta. Ana, Pampanga, had chosen the City of San Fernando, Pampanga since large population of franchising industry is located in the said city. She also had chosen this city because this is the capital of the province where competition is often present.

In the selection of respondents, a complete enumeration of franchisee registered in the Mayor's Office of the City of San Fernando, Pampanga were taken. Thirty (30) percent sample size of the total registered franchises were randomly selected using the fishbowl approach which is equivalent to fifty - one (51) franchisees. The said 51 franchisees answered the following: (1) Part I: Respondent's Profile, the Franchisee; (2) Part II: Level of Achievement Motivation; and (3) Part III: Level of Entrepreneurial Challenges of the franchisee.

The researcher then randomly selected ten (10) customers from each food franchise as respondents to answer the following: (1) Part I: Respondent's Profile, the Customers; and (2) Part II: Level of Performance of Franchisees. A total of five hundred ten (510) customers or clients became the respondents to measure the performance of the food franchisees.

Documentary analysis and locally constructed questionnaires were used in obtaining the relevant information requirements of the study.

The content of the questionnaire designed for the customers comprised mainly of specific questions pertaining to the relationship to the level of performance of the franchise. The questionnaire was used from an undergraduate thesis in Colegio de San Gabriel Arcangel about

Chowking Fast Food Chain Survey form. In addition the questions were provided by McDonald's Survey form and the Survey Monkey site. The researcher selected the item questions used and rephrased some in order to achieve the questions intended specifically for fast food chains in selected establishments in the City of San Fernando, Pampanga. The level of performance of franchisees was divided in sub – areas, namely: (1) food service; (2) food quality; (3) services of staff; and (4) cleanliness of the area.

### *Scale Verbal Interpretation*

4.60 - 5.00 Outstanding

3.60 - 4.59 Very Satisfactory

2.60 - 3.59 Satisfactory

1.60 - 2.59 Fair

1.00 - 1.59 Poor

The approved questionnaires were reproduced and distributed to the respondents in random visit in the fast food franchises of entrepreneurs and their customers in City of San Fernando, Pampanga.

Unstructured interviews were constructed when there is a need for clarification or follow-up questions. Secondary data from the Department of Trade and Industry (DTI) and other concerned government units were used in order to comprehensively address the data requirements of the study, specifically with respect to the different features of the franchises performance.

The data gathered were organized, analyzed, and processed using the following statistical tools and methods: frequency and percentage distribution; and spearman – pearson's correlation.

The said methods were used to test the hypotheses that: The level of achievement motivation has significant relationship with the level of performance of the fast food franchisee; and the level of entrepreneurial challenges has significant relationship with the level of performance of the fast food franchisee.

## Results and Discussion

The main goal of this study is to be able to answer the general problem of the study: How may the achievement motivations and entrepreneurial challenges affect fast food franchisees performance in the City of San Fernando, Pampanga?

Four (4) variables were gathered and analyzed namely: (a) Profile of Respondents; (b) Level of Achievement Motivation of Franchisees; (c) Level of Entrepreneurial Challenges; and (d) Level of Franchisee's Performance. The said variables were then statistical treated to answer the general problem of the study. In addition, the researcher proposed measures and explanations to address and explain the findings of this particular study.

## a. Profile of Respondents

To facilitate the interpretation of the responses of the respondents, frequency and percentage distribution were used.

The profile of the respondents were determined by the researcher with the intention to know basic characteristic of the participants of this study. In addition, this particular variable can be used as a comparison for future study or other researchers, students, or even government bodies or instrumentalities.

Table 1 shows the frequency and percentage distribution of the profile of the respondents for customers and franchisees.

**Table 1**

*Frequency and Percentage Distribution of the Profile of the Respondents*

Variables	Customers		Franchisees	
	Frequency	Percentage	Frequency	Percentage
<b>1. Age</b>				
20 years and below	228	44.71	0	0
21 to 30 years old	110	21.57	1	1.96
31 to 40 years old	64	12.55	28	54.90
41 to 50 years old	48	9.41	16	31.37
51 to 60 years old	28	5.49	4	7.84
61 years old and above	3	0.59	0	0
Not identified	29	5.69	2	3.92
<b>Total</b>	<b>510</b>	<b>100</b>		
<b>2. Gender</b>				
Male	188	36.86	15	29.41
Female	303	59.41	32	62.75
Not identified	19	3.73	4	7.84
<b>Total</b>	<b>510</b>	<b>100</b>	<b>51</b>	<b>100</b>
<b>3. Educational Attainment</b>				
College Level	235	46.08	0	0
College Graduate	195	38.24	49	96.08
Not specified	80	15.69	2	3.92
<b>Total</b>	<b>510</b>	<b>100</b>	<b>51</b>	<b>100</b>

## b. Level of Achievement Motivation of Franchisees

The researcher measured the level of achievement motivation of the franchisees using a structured questionnaire. The results of which were summarized in Table 2.

Table 2 shows the descriptive measures of the level of achievement motivation for franchisees.

## **c. Level of Entrepreneurial Challenges**

To enhance the results of this study, the researcher identified the level of entrepreneurial challenges in terms of: Cash Flow Management; Hiring Employees; Time Management; and Delegating Tasks.

Table 3 shows the descriptive measures of the level of entrepreneurial challenges in terms of cash flow management.

Table 4 shows the descriptive measures of the level of entrepreneurial challenges in terms of hiring employees.

Table 5 shows the descriptive measures of the level of entrepreneurial challenges in terms of time management.

Table 6 shows the descriptive measures of the level of entrepreneurial challenges in terms of delegating tasks.

## **d. Level of Franchisee's Performance**

To further improve the essence of this study, the level of franchisee's performance was measured by the researcher. The said performance is categorized in terms of: food service; food quality; services of staff; and cleanliness of the area. These categories were used to measure the individual level of franchisee's performance.

### **Table 2**

*Descriptive Measures of the Level of Achievement Motivation for Franchisees*

Items	5	4	3	2	1	Mean	Verbal Interpretation	
1. I am happy to see employees who are working hard particularly those assigned in the counter as they are the frontliners in the delivery of services to customers.	17	13	14	6	1	3.76	Highly Motivated	
2. I like taking risks of hiring people even if they no experience in fast food chain as long as they are willing to learn.	14	14	7	1	15	3.22	Motivated	
3. I ask experts for advice in dealing with problems related to the operation of the franchise to be certain with my action.	8	1	16	13	13	2.57	Not Motivated	
4. I like it when my employees express in front of others that I am doing a good job as a franchisee.	2	16	13	14	6	2.88	Not Motivated	
5. I know that I can be successful as a fast food franchise even if others try to disrupt my plans.	16	14	13	8	0	3.75	Highly Motivated	
6. In a tight situation such as decision making as to what product to purchase for the benefit of the fast food franchise, I like it when I am in-charge and the blame or praise will come to me.	20	16	2	12	1	3.82	Highly Motivated	
7. I enjoy spending much of my time alone in doing the accounting side of the fast food franchise.	11	14	16	1	9	3.33	Motivated	
8. In fantasies about my career as a fast food franchisee, often I am in a group and they are praising me.	12	7	13	15	4	3.16	Motivated	
9. I am basically a competitive person to other fast food franchise, and I compete just for the sake of competing.	19	13	7	12	0	3.92	Highly Motivated	
10. Having good friends is important especially with other fast food franchisee like me so that I can expand my network and pick more ideas from them.	16	15	1	7	12	3.31	Motivated	
11. When it is possible to avoid conflict with other fast food franchise, I do so.	16	14	17	3	1	3.8	Highly Motivated	
12. Most people who know me say I am ambitious especially in creating innovations in my franchise.	15	12	15	9	0	3.65	Highly Motivated	
						<b>Average Mean</b>	<b>3.43</b>	<b>Motivated</b>

## Level of Entrepreneurial Challenges in terms of Cash Flow Management

**Table 3**

*Descriptive Measures of the Level of Entrepreneurial Challenges in terms of Cash Flow Management*

Items	5	4	3	2	1	Mean	Verbal Interpretation
1. The salary of the employees is released twice a month and they are entitled to avail of cash advances, if needed.	14	16	14	1	6	3.61	Very Satisfactory
2. There is an across- the- board salary increase for the fast food crew every year.	15	13	7	16	0	3.53	Satisfactory
3. Fast food crew and managers receive 13 <sup>th</sup> and 14 <sup>th</sup> month pay.	2	7	16	14	12	2.47	Fair
4. Fast food crew and managers are entitled to their sick leave and/or vacation leave benefits.	17	1	13	7	13	3.04	Satisfactory
5. Fast food crew and managers receive transportation allowance.	15	15	13	1	7	3.59	Satisfactory
6. The rental fee of the fast food franchise establishment is paid on time to avoid inconvenience.	17	19	2	2	11	3.57	Satisfactory
7. The loans and other payables of the franchise and/or the employees are up-to-date.	8	11	13	5	14	2.88	Satisfactory
8. Premiums (SSS, Pag-ibig, etc.) of the employees are paid on time.	14	18	7	0	12	3.43	Satisfactory
9. The cash balance disburse by the franchise at the start of the working day is properly reimbursed at the end of the day.	15	15	17	2	2	3.76	Very Satisfactory
10. Utilities (telephone, water, electricity, internet, etc.) are paid on time to avoid inconvenience to the fast food crew, customers and the franchise operation.	13	14	15	1	8	3.45	Satisfactory
<b>Average Mean</b>						<b>3.33</b>	<b>Satisfactory</b>

## Level of Entrepreneurial Challenges in terms of Hiring Employees

**Table 4**

*Descriptive Measures of the Level of Entrepreneurial Challenges in terms of Cash Flow Management*

Items	5	4	3	2	1	Mean	Verbal Interpretation
1. There are educational benefits, like scholarship grants, to allow for the professional growth of the fast food crew and managers.	8	13	14	16	0	3.25	Satisfactory
2. There are top caliber fast food franchise managers and crew in my fast food chain.	14	1	16	7	13	2.92	Satisfactory
3. The interview for job applicants is rated "A" to the fast food franchise managers and crew applicants.	3	19	16	2	11	3.02	Satisfactory
4. The written job application examination follows an international fast food franchise standard format.	14	11	7	5	14	3.12	Satisfactory
5. Once hired, a free uniform for the fast food franchise manager and crew is provided.	18	15	14	2	2	3.88	Very Satisfactory
<b>Average Mean</b>						<b>3.24</b>	<b>Satisfactory</b>

## Level of Entrepreneurial Challenges in terms of Time Management

**Table 5**

*Descriptive Measures of the Level of Entrepreneurial Challenges in terms of Time Management*

Items	5	4	3	2	1	Mean	Verbal Interpretation
1. I use goal setting to decide on actions that should be taken and should work on specific tasks especially in deciding on what cooking materials to buy.	14	7	14	16	0	3.37	Satisfactory
2. I work on the highest priority tasks particularly in attending the needs of the fast food franchise customers during the day.	13	14	16	7	1	3.61	Very Satisfactory
3. I promptly respond to e-mails received especially if it is related to fast food franchise.	20	2	16	2	11	3.35	Satisfactory
4. I set aside a small amount of time for planning and scheduling work that are related to the needs of fast food franchise customers, managers, and crew.	12	13	7	5	14	3.08	Satisfactory
5. I entertain queries from the fast food franchise customers.	16	17	14	2	2	3.84	Very Satisfactory
6. I attend meetings on fast food franchise innovation.	15	12	15	9	0	3.65	Very Satisfactory
<b>Average Mean</b>						<b>3.48</b>	<b>Satisfactory</b>

## Level of Entrepreneurial Challenges in terms of Delegating Tasks

**Table 6**

### *Descriptive Measures of the Level of Entrepreneurial Challenges in terms of Delegating Tasks*

Items	5	4	3	2	1	Mean	Verbal Interpretation
1. I delegate everything about the operations of the fast food franchise to others.	15	12	15	5	4	3.57	Satisfactory
2. I assign specific tasks to the right employee by carefully choosing those that should be in the counter, cleaning area, kitchen, accounting office, and other areas related to the needs of the fast food franchise.	12	13	7	5	14	3.08	Satisfactory
3. I check if tasks within the fast food franchise are already accomplished by the specific employee assigned to the job.	16	17	14	2	2	3.84	Very Satisfactory
<b>Average Mean</b>						<b>3.50</b>	<b>Satisfactory</b>

Table 7 shows the descriptive measures of the level of franchisee's performance in terms of food service.

## Level of Franchisee's Performance in terms of Food Service

**Table 7**

### *Descriptive Measures of the Level of Franchisee's Performance in terms of Food Service*

Items	5	4	3	2	1	Mean	Verbal Interpretation
1. The food is served on the table as fast as expected.	73	130	241	47	19	<b>3.37</b>	Satisfactory
2. The food served with a napkin.	140	164	136	55	15	3.7	Very Satisfactory
3. The food is served the way it is presented in the menu, posters or advertisements of the franchise.	153	159	139	49	10	<b>3.78</b>	Very Satisfactory
4. Sauces and utensils are always available.	152	155	149	23	31	3.73	Very Satisfactory
5. The menu board is readable.	112	167	201	21	9	3.69	Very Satisfactory
<b>Average Mean</b>						<b>3.66</b>	<b>Very Satisfactory</b>

Table 8 shows the descriptive measures of the level of franchisee's performance in terms of food quality.

## Level of Franchisee's Performance in terms of Food Quality

**Table 8**

*Descriptive Measures of the Level of Franchisee's Performance in terms of Food Quality*

Items	5	4	3	2	1	Mean	Verbal Interpretation
1. The food served is freshly made.	129	242	46	21	72	3.66	Very Satisfactory
2. The menu has a good variety of items.	135	55	16	139	165	2.72	Satisfactory
3. The quality of food is excellent.	50	11	154	160	135	2.37	Fair
4. The food is tasty and flavorful.	24	32	153	156	145	2.28	Fair
<b>Average Mean</b>						<b>2.76</b>	<b>Satisfactory</b>

Table 9 shows the descriptive measures of the level of franchisee's performance in terms of services of staff.

## Level of Franchisee's Performance in terms of Services of Staff

**Table 9**

*Descriptive Measures of the Level of Franchisee's Performance in terms of Services of Staff*

Items	5	4	3	2	1	Mean	Verbal Interpretation
1. Fast food franchise crew always serve with a smile.	243	127	45	23	72	3.87	Very Satisfactory
2. Fast food franchise crew are patient when asking taking order.	59	114	153	29	155	2.79	Satisfactory
3. Fast food franchise crew speak clearly.	74	111	152	99	74	3.02	Satisfactory
4. Fast food franchise crew are friendly and courteous.	55	16	164	160	115	2.48	Fair
<b>Average Mean</b>						<b>3.04</b>	<b>Satisfactory</b>

Table 10 shows the descriptive measures of the level of franchisee's performance in terms of cleanliness of the area.

## Level of Franchisee's Performance in terms of Services of Cleanliness of the Area

**Table 10**

*Descriptive Measures of the Level of Franchisee's Performance in terms of Cleanliness of the Area*

Items	5	4	3	2	1	Mean	Verbal Interpretation
1. The comfort room is clean.	73	130	241	47	19	3.37	Satisfactory
2. The dining table is clean.	134	72	242	44	18	3.51	Satisfactory
3. The flooring is clean.	82	132	239	36	21	3.43	Satisfactory
4. The glass wall is clean.	145	75	234	39	17	3.57	Satisfactory
						<b>Average Mean</b>	<b>3.47</b>
							<b>Satisfactory</b>

## e. Relationship between the Level of Achievement Motivation, Level of Entrepreneurial Challenges, and Level of Franchisees Performance

The statistical results as presented in the previous sections were tabulated and analyzed in a manner to identify the relationships to each other. The said tabulation is presented in Table 11.

Using Spearman-Pearson Correlation in measuring the relationship between achievement motivation, entrepreneurial challenges, and franchisee's performance, the study found out the following: (a) there is a negligible association between the level of achievement motivation and franchisee's performance since the value of  $r$  were  $-0.350$ ,  $0.347$ ,  $0.213$ , and  $-0.073$  in terms of food service, food quality, services of staff, and cleanliness of the area, respectively. The coefficient shows no significant relationship at 0.05 level of significance, thus the hypothesis for level of achievement motivation and performance of fast food franchisee should be rejected; (b) there is a negligible association between entrepreneurial challenges and franchisee's performance since the value of  $r$  were all under the critical value of 0.178. The coefficient shows no significant relationship at 0.05 level of significance thus, the hypothesis for level of entrepreneurial challenges and performance of fast food franchisee should be rejected;

Table 11 shows the descriptive measures of the relationship of level of achievement motivation and entrepreneurial challenges that may significantly affect the level of performance of fast food franchisees.

## Relationship between the Level of Achievement Motivation, Level of Entrepreneurial Challenges, and Level of Franchisees Performance

### Table 11

*Significant relationship of the level of achievement motivation, level of entrepreneurial challenges and level of franchisee's performance*

		FDSRV	FOODQ	SERVI	CLEAN
MOTIV	Pearson Correlation	-.350	.347	.213	-.073
	Sig. (2-tailed)	.241	.246	.485	.812
CFLOW	Pearson Correlation	-.392	.350	.239	-.086
	Sig. (2-tailed)	.185	.241	.432	.780
HRNG	Pearson Correlation	-.299	.296	.305	-.220
	Sig. (2-tailed)	.321	.326	.311	.471
TMAN	Pearson Correlation	.049	.296	.215	-.264
	Sig. (2-tailed)	.873	.326	.480	.383
DELE	Pearson Correlation	.020	.272	.278	-.451
	Sig. (2-tailed)	.950	.368	.382	.141

Based on the above discussions and results the following conclusions were drawn: The level of achievement motivation had no significant effect in the level of performance of the fast food franchisees; and the level of entrepreneurial challenges had no significant effect in the level of performance of the fast food franchisees.

## f. Proposed Business Management Skills Required on Fast Food Franchising

The researcher proposed that the following management skills are requirement for a successful fast food franchising: strong leadership skills; hard-work empathy; system orientation; listening skills; and risk controller

## Conclusions

Based on the aforementioned findings, the following conclusions were drawn:

1. The level of achievement motivation had no significant effect in the level of performance of the fast food franchisees.
2. The level of entrepreneurial challenges had no significant effect in the level of performance of the fast food franchisees.

## Recommendations

In view of the findings and conclusions presented, the following recommendations are incorporated for considerations:

1. Franchisees may listen to advice from experts, customers, employees, or even from their competitors about the proper and successful undertakings of their franchise. They must understand that they do not have all the wisdom to choose the right decision in all situations. Franchisees may also attend trainings and seminars with regards to operating

their undertakings. The learnings and sharing from the latter can help them build a stronger knowledge to cope up with recent business trends and strategies.

2. It is also worthwhile to accept acknowledgment from employees and customers for job well done. The franchisee respondents tend to be very cautious about flattering comments from its stakeholders as evidenced by their response on item four (4) under level of achievement motivation. These comments from its stakeholders can be a source of encouragement to do better and perform superior food services.
3. Franchisee may consider the provision of at least 13th month pay for their employees. The researcher understands that most of their employees are not regular thus, not entitled to 13th month pay. However, based on the result of the study, cash flow management has moderate effect on franchisees' performance thus, employees should be provided by additional compensation for job well done.
4. Food quality and taste may be continuously improved by innovating new flavours and choices. Franchisees including their managers or even their staffs should attend food trade fairs so that ideas about better food product preparation and distribution can be learned. Nonetheless, the low level of franchisee's performance in terms of food quality is understandable because most of the respondents are micro franchisees.
5. Training and re-orientation of service crew and managers may also be done perpetually. Best practices about customer service should be learned by the employees including the franchisee. This recommendation can address the low grade responses of the customer respondent in this study.
6. The franchisees may express concern on the cleanliness of their dining area. Additional staffs should be hired if needed. The researcher understands that hiring additional crew means additional expense on the part of the franchisee. However, it is the best practice of successful franchisees that all corners of their area should be clean so as to maintain a healthy dining environment.
7. For future study, the researcher may conduct similar study but perform a different procedure of describing the franchisee's performance. The latter procedure can be done by the examining the financial and management reports of the franchisees.
8. For future study, the researcher may use different independent variables such as employees commitment, loyalty, job performance, work – life balance, job stress, etc.

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