



**A STUDY ON THE ROLE OF MOTIVATION IN THE
PERFORMANCE OF MCDONALD'S BEIJING EMPLOYEES**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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Independent Study

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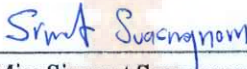
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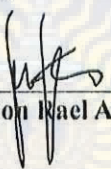
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ABSTRACT

The Rationale of Work. An employee's productivity, a demotivated employee, can have a detrimental effect on the entire team, contributing to a hostile environment. Additionally, due to increased absenteeism or tardiness to work and a lack of attention to daily responsibilities, other employees may get agitated as they attempt to take up the slack. Some issues are rising when there is a lack of motivation factors.

Aims. The current study has researched the role of the motivation factors in employees' job performance. The independent variables are learning and development motivation factors, benefits and compensation, leadership, and team culture, while the dependent variable is employees' job performance.

Method. The research method used in the current study uses a quantitative method and has collected 130 respondents from McDonald's in Beijing, China, to fill in the questionnaires. In addition, Pearson R has been run by SPSS version 26.0 to examine the relationship between demographic factors and each motivation factor and employee job performance.

Results. Three motivation factors have a significant relationship to employee job performance, which are learning and development ($p=0.001$), leadership ($p<0.001$), and team culture ($p=0.025$). In contrast, benefits and compensation have no relationship to employee job performance ($p=0.081$).

Keywords: learning and development, leadership, team culture

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CHAPTER 1

INTRODUCTION

1.1. Industry Overview

China's food and beverage (F&B) business is expanding rapidly. Sales are estimated to reach US\$176 billion in 2021, accounting for 63% of worldwide F&B revenue (Yu, 2021). Between 2021 and 2025, the yearly revenue growth rate is 8.38 percent. China's consumption upgrading trend is not new, with consumers in high-tier cities increasingly purchasing premium and luxury goods and services. In contrast, those in lower-tier cities increasingly choose branded goods (Yu, 2021). While the COVID-19 outbreak may have somewhat curbed expenditure, the tendency continues to grow. The food and beverage business is undergoing a similar trend. Chinese wealthy and educated consumers have begun to prioritize a higher quality of life (Yu, 2021). In terms of that, the performance of the services in the F&B has become a critical point in China. Indeed, Beijing is the first-tier city in China where the consumers would have a higher sense of quality due to their income, education level, and more. Hence, there is a need to enhance the performance of the service in the F&B industry in Beijing, China. Yu (2021) mentioned that low-tier cities are more forward to being branded like McDonald's, but first-tier cities like Beijing are starting to be picky. Indeed, McDonald's in Beijing takes a critical run in the F&B industry and enhances performance to raise its competitive advantage. There are 3.79 thousand McDonald's stores in China. The first McDonald's in China was founded in 1990; more prominently, the world's largest McDonald's opened in 1992 in Beijing.



Figure 1.1 Largest McDonald's opened in 1992 in Beijing

Source: (Metselaar; n.d.)

1.2. Background of the Study

Performance is an organization's intended outcome, and it is the organization's effectual output at various levels to meet its objectives. Performance and compensation are the relationships of equal commitment between employees and organizations, which embodies the principle of equivalent exchange in the market economy. Performance means that every member of society assumes their

responsibility according to the role defined by the social division of labor. In enterprises, the performance management of employees has multiple purposes. First, a company's success cannot be evaluated in isolation from its employees (Stoyanova & Iliev, 2017). Employees are undoubtedly a company's most precious asset, and how they perform at work has a significant impact on the company's profitability and development. Second, managers utilize the findings of performance evaluations to make available human resource choices, such as staff promotion, transfer, incentives, and punishments, among other things, all of which should be based on the findings of performance evaluations. Third, the performance evaluation results can be used to determine the training and development needs, ensuring whether the employee has the ability or skills to adapt to the job requirements and how to get improvement on it (Kotane & Merlino, 2017). Fourth, as a standard for the effectiveness of personnel training and development programs, the performance evaluation results will be the quality assurance that measures the employee's performance.

Employee motivation plays a critical role in employee performance (Ciobanu, Androniceanu & Lazaroiu, 2019). Performance management of a series of measures is all about enterprise employees. Through evaluation, enterprises understand the advantages and disadvantages of employees, understand the needs of the employees, understand employees and enterprise development, therefore, based on targeting the enterprise combining with personal ideals to achieve expected growth. In turn, motivation can improve performance to achieve a higher level of performance (Ciobanu, Androniceanu & Lazaroiu, 2019). The cause of a corporation and its personnel is crucial. It aids a person in reaching their personal goals. A motivated individual may have increased job satisfaction, better results, and a desire to strive. The rest of the team, as well as the organization as a whole, appreciate it. On the other side, many administrators are concerned about staff motivation. Unmotivated employees are prone to putting in little or no effort to finish essential duties, accomplishing the bare minimum without a commitment to attain high-quality results, and avoiding daily workplace meetings and events. If there is no spark of inspiration, they are less likely to succeed.

Indeed, motivation can be categorized into two types which are intrinsic motivation and extrinsic motivation (Ryan & Deci, 2020). Extrinsic motivation is a form of motivation derived from the external environment. Extrinsic motivators are typically financial or tangible (Ryan & Deci, 2020). A raise in pay, a bonus, a corporate vehicle, or promotion are common examples. These benefits are unrelated to the job itself. It is also worth noting that the form of extrinsic incentive is usually determined by someone else, such as the employer. Extrinsically driven employees perform well, mainly to receive a reward. In a sense, unmotivated employees are likely satisfied with their situation and none of the willingness to strive hard. Rather, the ones who are motivated do well to get a monetary reward for their contributions. Intrinsic motivators are psychological, as opposed to extrinsic motivators, and originate from the inside (Ryan & Deci, 2020). Employees benefit from intrinsic wants since they are tied to a profound feeling of personal fulfillment. According to some experts, extrinsic motivation is the only sort of drive that leads to long-term success. According to the experts, intrinsically motivated employees are more likely to succeed and develop in their jobs. Intrinsic motivation might come from a desire to impress a supervisor, acquire a specific talent, or assist the firm in achieving its

objectives. Since they are guided by intrinsic motivation, personal growth goals are crucial to good performance management. Extrinsic and intrinsic motivation play critical roles in an employee's performance to raise the opportunities for a business to succeed.

However, most past studies are researching a specific part of motivation, extrinsic or intrinsic motivation, instead of applying both parts of it. The current study has then filled the gap by researching the role of motivation (extrinsic motivation & intrinsic motivation) in employee performance.

1.3. Problem Statement

When leaders cannot give their employees leadership, mentoring, and inspiration, employee performance frequently suffers (Forster, 2005). Ineffective leadership is the primary cause of significant staff turnover and productivity loss. Indeed, the majority are driven by money, at the very least, to meet their fundamental necessities. Employee incentives can shape salary increases or any variety of "additional perks" such as vehicles, holidays, or other physical goods purchased and utilized as rewards. Employee motivation and performance are harmed by poor compensation (Larkin, Pierce & Gino, 2012). Culture enhances the sense of play, purpose, and possibility felt by its citizens and decreases emotional strain, economic strain, and lethargy. Instead, being involved in a hostile culture led to poor performance. Learning development is the way to enhance employee performance. If there is no learning and development, the employees will lose their way and stay in their comfort zone, demotivating them from striving (Zahra, Iram & Naeem, 2014).

Losses incurred as a result of uninspired personnel are not uncommon. These involve employee and productivity losses (Zahra, Iram & Naeem, 2014). Employees who lack enthusiasm for their job or organization are more inclined to search for jobs elsewhere. This employee may leave with little warning, leaving the company with little time to recruit and train a replacement. Additionally, demotivated employees are less inclined to offer their all. They may skip deadlines, submit substandard work, or work slowly. Apart from affecting an individual's productivity, a demotivated employee can negatively affect the entire team, contributing to a hostile environment.

Additionally, due to increased absenteeism or tardiness to work and a lack of attention to daily responsibilities, other employees may get agitated as they attempt to take up the slack (Salleh, Zahari, Said & Ali, 2016). This can compound demotivation in the team over time, as teammates feel overworked and underappreciated. Some issues are rising when there is a lack of motivation factors. The research questions are formed since the motivation factors play a significant role in employee performance.

This study assessed the role of motivation in the general work performance of McDonald's employees in Beijing, China. Specifically, this study answered the following questions:

1. What is the profile of the respondents in terms of:
 - a. gender;
 - b. education;
 - c. income;
 - d. working experience; and
 - e. job position.
2. What is the effect of the following on employee performance?

- a. learning and development;
 - b. compensation and benefits;
 - c. leadership; and
 - d. team culture.
3. Is there a significant relationship between the following variables?
- a. learning & development and employee performance;
 - b. compensation & benefits and employee performance;
 - c. leadership and employee performance;
 - d. team culture and employee performance?

1.4. Definition of Terms

1.4.1. Benefits and compensation

Compensation and benefits is a sub-discipline of human resources that is concerned with determining the salary and benefits of employees in their positions. However, although monetary incentives and rewards are apparent, intangible prospects such as respect, a healthy work-life balance, and professional development are not (Kadir, AlHosani & Ismail, 2019). The aggregate of these components is referred to as the total reward.

1.4.2. Employee performance

Employee performance is defined as how well a person carries out their job responsibilities and completes the tasks that have been assigned to them. It refers to the final product's efficacy, consistency, and quality (Pradhan & Jena, 2017).

1.4.3. Extrinsic motivation

Extrinsic motivation is defined as behavior motivated by things beyond one's control, such as income, popularity, grades, and recognition. In contrast to natural drive, which comes from within the person, this type of inspiration comes from without (Ryan & Deci, 2020).

1.4.4. Intrinsic motivation

Intrinsic motivation is the act of accomplishing tasks without any apparent external drive. Instead, it is done because it is enjoyable and intriguing. After all, there is an external reason or responsibility to perform it, such as a monetary reward or a deadline (Ryan & Deci, 2020).

1.4.5. Leadership

Leadership refers to a person's, a group's, or an organization's capacity to "lead," manage or steer other individuals, teams, or whole organizations. It is a study topic and a functional competence (Rahmani, Roels & Karmarkar, 2018).

1.4.6. Learning and development

Learning and development, commonly known as training and growth, is a human resource organizational feature. Learning and development align employee expectations and results with the companies (Goller & Paloniemi, 2017). Many people in charge of a company's learning and growth must first identify competence gaps among employees and divisions, then develop and deliver training to bridge

those gaps.

1.4.7. Motivation

Motivation has an impact on behavior, desire, and expectations. Motivation is derived from the word intent, a must-fulfillment desire (Kanfer, Frese & Johnson, 2017).

1.4.8. Team culture

The organization's climate determines how employees can conduct themselves within a firm. Leaders build shared values and beliefs, which are then communicated and repeated, impacting employee attitudes, actions, and comprehension (Jamshed, Nazri, Bakar & Majeed, 2018).

1.5. The Objectives of the Research Study

This study aimed to examine the role of:

1. Learning & development on employee performance.
2. Benefits & compensation on employee performance.
3. Leadership on employee performance.
4. Team culture on employee performance.

1.6. Statement of Null Hypothesis

1. There is no significant relationship between learning and development and employee performance.
2. There is no significant relationship between benefits and compensation and employee performance.
3. There is no significant relationship between leadership and employee performance.
4. There is no significant relationship between team culture and employee performance.

1.7. The Benefits of the Research

1.7.1. McDonald organization

The first benefit of the research would be benefiting the management of McDonald's. The current study has examined the role of employee motivation in employee performance, allowing McDonald's management to know the factors affecting employees' motivation. Indeed, the organization's management could be making adjustments based on it, which raises the employee performance to lead to the success of McDonald's.

1.7.2. Employees

Other than that, the current study would benefit the employees. The employees could know the factors that are affecting their motivation. Indeed, the employees could get away to raise their motivation to raise their success.

1.7.3. Future researchers

Another benefit would be filling the gap in the related field. As mentioned earlier, past studies mainly examine part of motivation (extrinsic or intrinsic), and this

current study would include both extrinsic and intrinsic motivation. The current study could then fill the gap of the past studies and benefit the researchers interested in the related field.

1.7.4. Customers

This study also contributed to the consumers as the performance of the McDonald's is enhanced, the consumers, especially those in Beijing, could enjoy a better quality of the services. This has then aligned with the life philosophy of the consumers in a first-tier city.

1.7.5. The researcher

The researcher has benefited from this study by learning more concepts about the role of motivation and employee performance. Essentially, this study has benefited the researcher by giving a deeper view of conducting research.

1.7.6. Potential/future franchiser

This study allows the investors to understand how they should manage their employees to enhance their employee performance. Indeed, they would gain a higher return on investment with so.

1.8. The Scope of the Research Study

The study explored the role of motivation in employee performance. The study used a quantitative method. The study distributed the questionnaire to 130 employees of McDonald's in Beijing, China. The period of the study is from 1 March to 30 June 2021. Respondents were asked to answer a questionnaire to determine the role of the different variables in their work motivation.

1.9. Limitation of the Study & Further Research

1.9.1. The limitation of the research

The current study has some limitations. The first limitation would be the sample of the current study. The current study has distributed questionnaires to the employees in McDonald's in Beijing. This can impact the survey's reliability because it increases uncertainty, which can lead to bias as all of them are just from McDonald's in Beijing, which might lead to the issue of generalization.

Other than that, the duration of completing the tasks is another limitation. The current study would need to complete before the due date, which is not freely adjusted time by the researcher. The rush of collecting the data in a short time might lead to the small sample size as the first limitation and also affects the results of the questionnaires.

1.9.2. Future research

As mentioned earlier, the sample would be a limitation of the current study that affects the generalization of the study. A more significant number of responses from various sources would better generalize the sample and bring significance to the study. Further research could then be more extensive on the sample size. This could then be helpful to the generalization in order rising the validity and reliability of the study.

CHAPTER 2

RELATED DOCUMENTS AND RESEARCH

2.1 The Concept of the Study

2.1.1. Herzberg's Two-factor theory

Frederik Herzberg's theory of motivation and health postulates that one factor, such as motivation, represents higher job satisfaction, while another type, such as health, is likely to cause job dissatisfaction. Herzberg's application of management and human resource practices shows that although managers carefully consider health factors to avoid dissatisfaction, they do not motivate people to work more. Only motivating elements, according to Herzberg, may motivate people to put in more effort and excitement at work, resulting in improved employee performance (Alshmemri, Shahwan & Maude, 2017)

Company policy, supervision, working environment, compensation, safety, and workplace protections are considered hygiene considerations. One working in an unfavorable environment, for example, is working in an office without air conditioning during the summer. In such an atmosphere, one will undoubtedly be dissatisfied. If these problems were resolved, the workplace temperature would be optimal, and you would not feel harassed. Even if one does not have it, they are driven. One would probably assume the scenario was typical. In reality, many aspects of our workplace are things we ignore when they are not there but take for granted when they are. Motivators, on the other hand, are employment characteristics that are essential to it, such as achievement, appreciation, intriguing employment, expanded responsibilities, growth, and advancement prospects. According to Herzberg's research, Motivators are the conditions that drive people to work longer hours.

Wage may have symbolic significance by signaling that employees are appreciated for their efforts and signaling that they are moving up the corporate ladder. Similarly, the quality of supervision or the kind of connections employees have with their superiors may impact whether they are allocated exciting assignments, appreciated for their potential, and given greater responsibility. Because it emphasizes that improving the work environment only goes so far in empowering people, the idea may be a beneficial tool for managers. Because their absence causes unhappiness, contextual elements are significant. However, concentrating just on sanitary features will not be enough; managers should also enhance vocations by providing workers with challenging work, increased responsibility, opportunities for advancement, and a position in which their subordinates may feel victorious.

2.1.2. Equity theory

People expect to be treated fairly at work, which is the basis of equity theory. Fairness means that people compare what they give with what they get. The contribution to a job includes education level, age, work experience, productivity, and ability. Earnings include salary, benefits, recognition, achievements, and prestige. These gains can be tangible, such as financial benefits, or intangible, such as recognition and achievement from others. An individual's understanding and perception of fairness is a critical factor in dealing with performance because a sense of fairness arises from exchanging and comparing with others. For example, suppose

an IT professional trades his talents, intelligence, and hard work for tangible and intangible rewards from his company. To better measure this fairness, he unconsciously compares his talents, abilities, and efforts with others inside and outside the company. Finally, it will impact a person's perception of what they invest and get. This sense of unfairness arises when the input is out of proportion to the gain (Cheng, Zhou, Guo & Yang, 2020).

According to this viewpoint, people are driven by a feeling of fairness in their relationships. Our cultural comparisons also influence our sense of fairness. We compare and contrast our inputs and outcomes with those of others with great attention. When we assume that the input-to-outcome ratio we bring into the situation is the same as that of a similar person or a reference, we feel fairness. We are motivated to take action to eliminate perceived injustice by our perceptions of injustice. People's perceived contributions to the world are referred to as inputs. Hard work, loyalty to the organization, length of service with the organization, and degree of education, training, and talents were all potential inputs in the previous case. Outcomes are the imagined benefits that someone can obtain from a circumstance.

The idea outlines a variety of reactions to perceived unfairness (Cheng, Zhou, Guo & Yang, 2020). Changing our perceptions of our own or the referent's inputs and outcomes will also aid us in perceiving the situation. We may rationalize the circumstance by downplaying our inputs, giving our outputs a more excellent value, distorting the other person's inputs, or manipulating the other person's results. Another possibility is for the referent to raise inputs. If the other individual contributes more to the scenario, it is only fair to expect more. Equity can be accomplished if the individual is forced to work harder or on more complex tasks. Individuals who perceive an inequity can often try to minimize inputs or increase outcomes. The perceived inequity would be minimized if the lower-paid individual put in less effort. According to a study, those subjected to injustice reduce their job performance or the quality of their contributions. Employers will profit if they pay attention to all aspects of justice. Paying attention to justice perceptions is the right thing to do, but it also helps businesses achieve the results they care about. Injustice directly negatively impacts workers' psychological well-being and well-being, leading to stress. High levels of justice lead to greater employee loyalty to organizations, linked to improved job efficiency. On the other hand, low levels of justice contribute to retaliation and support for unionization.

2.1.3. Expectancy Theory

This theory holds that each person acts based on expectations, and how to meet those expectations, this behavior will lead to a desired or undesired outcome. The three critical aspects of behavior and outcome are described below:

The first question is whether the individual assumes that putting forth much effort will result in desirable results, such as success or efficiency. Expectancy is the term for this perception (Scott, 2018). The link between effort and performance. Employees perceive the possibility of achieving performance through a certain level of effort. If employees feel that no matter how hard they work, they cannot achieve the required level of performance, then their motivation to work will disappear. Employees cannot assume that their efforts result in high results for various reasons. First, they may not have the necessary expertise, experience, or abilities to do their

jobs well. Training workers or recruiting eligible people for the positions in question may be the solution to this issue. Second, employees' low expectations may be because they believe that anything other than effort, such as political involvement, predicts outcomes. Third, employees' expectations will suffer if they feel the work climate is not conducive to high performance. As a result, removing obstacles to success and building an atmosphere where employees do not feel constrained would be beneficial. Finally, as they have an external locus of control, poor self-esteem, or other personality qualities that make them believe their efforts will be in vain, some employees will perceive a minimal correlation between their effort and performance level. Giving constructive feedback and encouragement can help motivate employees in these situations.

2.2. The Theories of the Study

2.2.1. The motivation theory

2.2.1.1. Learning & development

Learning and development, commonly known as training and growth, is a human resource organizational feature. The process of aligning employee expectations and results with the company's goals is known as learning and development (Goller & Paloniemi, 2017). Many people in charge of a company's learning and growth must first identify competence gaps among employees and divisions, then develop and deliver training to bridge those gaps.

It might be difficult for those with poor self-esteem to push themselves, attain their full potential, or maintain positive relationships with co-workers. Extremely high levels of self-worth, on the other hand, might result in an inability to learn from one's experiences, incredibly critically, from ones that fail. In the corporate environment, managing the spectrum of employee self-worth is a valuable skill in and of itself. Line managers and team leaders effectively use their resources to balance high staff motivation and low employee motivation.

Employees' poor sense of self-worth can develop due to frequent feelings of inadequacy and unpleasant speech or behavior. A vicious cycle can emerge if they or others do not act, and the situation can quickly spiral out of hand. Human resources and line managers are responsible for ensuring that their workers do not suffer from poor self-worth, particularly given that their emotions might impact their job performance. People who are ready to learn and grow in a business are a solid indicator that the organization either recruited successfully or can encourage and enhance its personnel (Asare, Balasuriya, Huot, Keene, Berg, Smith & Boatright, 2018). It is not as straightforward as it appears to create this environment. Still, by investing in employees, one may unlock their full potential, increasing employee engagement and reducing employee turnover.

The key to increasing one's sense of self-worth at work is understanding and motivating coworkers. Through employee training, they will understand how their position fits into their company's overall structure, purpose, and priorities. In addition, employees are more motivated when they recognize how important their jobs are. Employees are also aware of situations where their work procedures or productivity may be enhanced on par with or better than their bosses. People might not have the resources or knowledge necessary to realize their full potential in certain

circumstances. Investing in training, particularly for departments and teams, will help to enhance the overall quality and result of jobs performed. As a result, according to research, employees are more satisfied at their jobs, more optimistic about their chances of success, and have a stronger feeling of self-worth (Tam, Asamoah & Chan, 2021).

Opportunities for training and advancement should be viewed as an investment in crucial human capital, not as a cost. When businesses deliver training to their employees, they must remember to underline the importance of their employees' contributions to the organization—demonstrating succession planning, a commitment to training and growth, and a long-term commitment to employee career advancement. Employee self-worth will help them feel more attached, loyal, and motivated. It should also pique the interest of the majority of workers in structuring their learning and growth to meet organizational needs, thus improving employee efficiency and promoting organizational opportunities. As a result, the company would create an optimal learning and growth environment, which brings motivation to raise their performance (Jover & Gómez, 2017).

2.2.1.2. Benefits & compensation

Compensation and benefits is a sub-discipline of human resources that is concerned with determining the salary and benefits of employees in their positions. However, although monetary incentives and rewards are apparent, intangible prospects such as respect, a healthy work-life balance, and professional development are not (Kadir, AlHosani & Ismail, 2019). The aggregate of these components is referred to as the total reward.

The company's remunerations paid to its employees and the subsidies offered to those who contributed are compensation and benefits. Without question, wages and benefits are a significant concern for all employees and one of the most important aspects of improving employee performance (Kadir, AlHosani & Ismail, 2019). Employees' potential can be maximized through a scientific incentive system, resulting in increased value for the company. The compensation and benefit system is the most straightforward and practical of the several incentive systems available. When contrasted to standard pay management, salary, and incentive systems, the compensation incentive system creates a win-win situation for both the company and the employees. Allowing employees to work to exploit the value of self allows them to pursue their interests and businesses together, allowing them to work rather than passively. Furthermore, the company will recognize employees' efforts through compensation and welfare incentives, ensuring their psychological needs are met. At the same time, a competitive wage and benefits structure can help businesses attract top talent and boost employee productivity.

The positive working attitude of an organization's personnel is a requirement for its long-term success. Employee satisfaction with the salary and benefits system, influenced by employee expectations, is a critical issue for human resource managers in firms. When employees' compensation and benefits expectations are too high, they will be dissatisfied with the compensation and benefit system, which will lead to a loss of work motivation, which will damage employee performance and the enterprise's development (Ruiz, Vidal-Salazar, & Córdón-Pozo, 2019). As a result, it is vital to entirely change employees' wage and benefit expectations to utilize their

incentive function fully. The compensation standard is determined by the intensity of the labor and the abilities required by the employees' work. As a result, if the enterprise's wage system is unfair, it will produce psychological unhappiness among employees, negatively impacting their work efficiency (Ruiz, Vidal-Salazar, & Cordón-Pozo, 2019). Reasonable compensation and benefit system measurement is based chiefly on employee work obligations and the ability to create compensation and benefit payment standards. Therefore, compensation and benefit system establishment should be reasonable. Employee-employer and employee-employee friction can be avoided by an appropriate salary and benefits structure, which will boost employee performance and encourage the enterprise's growth.

Employers may be able to increase their benefits and compensation package in various ways. To begin with, to ensure that remuneration and benefits are distributed relatively (Jrgensen, Anker, & Lassen, 2020). Compensation and benefit incentives are based on the principle of impartiality. The result is reasonable and fair; however, wages and benefits must be adjusted based on the employee's abilities; compensation management processes must be fair, and black box operations must be firmly discontinued. Salary management information is available to the public, making it easy for employees to question. Salary is the most critical metric for evaluating an employee's performance. Employees' enthusiasm is harmed when there is injustice in management, which has negative consequences. A fair wage and benefit structure can give employees a sense of belonging, boost their loyalty, and foster internal cohesion, which can help businesses grow.

Realize the natural marriage of pay and performance. Employees' basic living guarantee salary is the basic income. The performance salary for completing the defined tasks, the incentive income for completing the duties, and the compensation and benefit of the employees make up the enterprise's pay and welfare. The preceding sections show that performance compensation has a significant incentive effect on enterprise personnel. Moreover, the incentive salary and performance in the enterprise's pay management directly impact employees' working attitudes. Therefore, only by creating more value for the enterprise can employees gain more significant benefits to achieve the organic combination of the interests of employees and the firm's interests and support the joint development of the firm and employees.

Ascertain that the remuneration and benefit incentives are long-lasting. Employees' working mood and attitude appear to be short-term positive phenomena due to the short-term qualities of their pay. In other words, the pure pay incentive effect has a short-term effect. Employees will work actively in the near future, but their excitement will wane. In truth, the bottom-line employees of businesses face short-term challenges but so do the top-level executives. When the company falls into the above position, it will impact its growth. As a result, to avoid a decline in employee work enthusiasm due to short-term incentive behavior, the HR department should develop a compelling incentive to ensure that employees at all levels can work actively and promote the enterprise's long-term development.

Build a competitive compensation and benefit system (Steinbaum & Stucke, 2020). The labor market environment dramatically influences the incentive effect of compensation and benefit. Therefore, enterprises should have a comprehensive understanding of the supply and demand of the labor market and the wages in the same industry. A reasonable salary and welfare system should be constructed based on

the labor market price. Once the labor market is in short supply, the salary level should be increased to attract talents.

Conversely, when the supply exceeds the demand in the labor market, enterprises should appropriately reduce the salary level of employees to reduce the future labor cost. When the salary and benefits exceed the labor market price, we can attract excellent talents; otherwise, it will cause talent loss. Therefore, to realize the long-term development of enterprises, we must build a competitive market salary and compensation and benefit system.

2.2.1.3. Leadership

Leadership refers to a person's, a group's, or an organization's capacity to "lead," manage or steer other individuals, teams, or whole organizations. It is a study topic and a functional competence (Rahmani, Roels & Karmarkar, 2018).

Leadership is the driving force behind motivating others to improve employee performance. However, employees' needs must be met before any effective motivation method can be implemented. The goal is to determine the future state of activities, which is essential in motivating people and meeting their needs. When it comes to motivating employees, leaders can set appropriate goals. Reasonable objectives should be worthwhile, challenging, and achievable. In addition, it must meet specific social, group, and individual needs and make the necessary efforts to do so. Whether the goal is set too high or too low, it will not motivate employees.

Allowing employees to participate in the decision-making and management of significant issues in their department and unit and overseeing leaders' behavior is what participation motivation entails. This strategy can fully mobilize employee motivation, increase efficiency, and improve management effectiveness (Weissbrod, 2019). Communication is used to achieve the goals of participation and motivation. Employees can voice their opinions and ask questions, and leaders can actively listen to them and respond to them. In this way, a bridge between leaders and employees can be built in outstanding national scientific and technological journals, allowing them to communicate, exchange ideas, and understand one another. In addition, a good atmosphere of mutual support and mutual trust can be created between leaders and employees through participation and encouragement, which has a high motivation effect.

Another method would be to use rewards and punishments to motivate people. Leaders should be adept at combining material and spiritual rewards to reward and motivate employees. Rewards should be given on time. Outdated rewards reduce the motivational effect of rewards, but they can also cause employees to have a negative attitude toward them. The reward method should be tailored to the needs of subordinates so that it differs from one person to the next. The reward level should be comparable to subordinate contributions, and the leader should set the reward level based on employee contributions. The incentives should be diverse.

On the other hand, leaders should impose reasonable penalties and turn negative factors into positive ones. Punishment should be used in conjunction with assistance and education. Punishment must be accompanied by patient assistance and education so that the person who has been punished can learn from his mistakes and make amends. Master the art of punishment timing, uncover the truth and deal with the situation on time. Punishment should take into account the actions' causes and

motives. Those who behave improperly or negligently but have a good motive or are primarily caused by objective reasons should receive a lighter punishment; punishment for general errors should be light rather than heavy. When punishing the wrongdoer, we should consider the nature of the error and the wrongdoer's characteristics and punish them appropriately.

Fairness is essential to people. They will be happy and work hard if they have a sense of fairness. Furthermore, if one feels unfair regularly, one will get angry, complain, and lose motivation at work. Therefore, fairness is an essential tool for increasing motivation. Because the leader's reasonable distribution of the department's interests reflects justice, the leader should strive to be fair and reasonable in the distribution, promotion, reward, use, and other aspects of employees during the work process.

A leader who cares about and supports his subordinates' work is essential for motivation. To support subordinates' work, we must respect them, pay attention to protect their enthusiasm, and leaders must frequently speak with the next subordinates, understand their needs, assist them in overcoming obstacles, and create favorable working conditions. Subordinates will gain more motivation, courage, and confidence due to the leader's support in overcoming obstacles and completing work tasks.

2.2.1.4. Team culture

The organization's climate determines how employees can conduct themselves within a firm. First, leaders build shared values and beliefs, which are communicated and repeated in many ways, impacting employee attitudes, actions, and comprehension (Jamshed, Nazri, Bakar & Majeed, 2018).

The function of corporate culture to stimulate employee motivation and potential ability through various components that fall under spiritual motivation is referred to as the motivation function of corporate culture (Rahbi, Khalid, & Khan, 2017). Employees' spiritual needs may be met, spiritual strength mobilized, and a feeling of belonging, self-esteem, and success provided by corporate culture, helping them to attain their full potential. Corporate culture must be understood and recognized by employees. Once employees have a strong resonance with corporate culture, it will have the traits and benefits of longevity, integrity, and omnipotence.

Employees can be motivated by corporate culture for a variety of reasons. First and foremost, a positive corporate culture can help employees work in a positive environment (Komljenovic, Loiselle & Kumral, 2017). According to traditional incentive theory, the organizational environment, among many other incentive factors, is closely related to incentive strength. A firm with an excellent corporate culture has a more pleasant internal atmosphere and better employee interactions. Employees impacted by it have a strong desire to advance in their careers and a high moral sense. They can directly link the company's success and its accomplishments, enabling them to work with a positive attitude. Work performance has naturally improved since one believes in each other for power, bonuses, and wage fighting. At the same time, in an excellent corporate culture, employees' contributions can be recognized, appreciated, and rewarded over time, resulting in a high sense of satisfaction, honor, and responsibility among employees, who devote themselves to work with great enthusiasm with a remarkable motivation effect.

Second, a positive corporate culture can meet employees' spiritual needs and contribute to spiritual motivation (Sancoko, Setiawan & Troena, 2019). Although external motivation methods such as improving working conditions, financial status, security, and can improve employee job performance, Herzberg, an American psychologist, believes that intrinsic motivation can truly mobilize people's enthusiasm and that appropriate spiritual motivation is long-lasting. Corporate culture, for example, can play a comprehensive role in various motivation means, such as goal motivation, leadership motivation, competition motivation, reward and punishment motivation, to arouse the excitement of all departments and personnel inside the company, and this passion has also become the inexhaustible force of company growth

The second issue is the individual's belief that success is determined by subsequent outcomes, such as rewards. This perception is described as "instrumentality" (Scott, 2018). The relationship between reward and performance. The extent to which employees believe that after achieving a certain level of performance, they will receive the desired reward. Employees' motivation to work will dwindle if they believe that no matter how hard they try, they will not be able to achieve the required level of performance. If employees see their efforts rewarded, their perceptions of instrumentality will improve. As a result, using incentives, award schemes, and merit pay to link pay and other rewards to success is the first step in affecting instrumentality. However, this is not always enough since high performers may be unaware of some benefits. Any competitions or award programs must be publicized to bring incentives to employees' attention. It is also crucial to emphasize that success, not anything else, is rewarded. If an organization provides an employee of the month award cycled among workers, workers are unlikely to infer that achievement is being paid. This sort of meritless reward structure might impair the motivation of the top-performing individuals by weakening instrumentality.

Finally, individuals are concerned about the monetary value of the advantages accrued due to their laborious work. The predicted amount of enjoyment from a specific event is the value of the outcome (Scott, 2018). The link between rewards and personal goals. If the outcome is attractive to one, they might be putting more effort into it since the expectancy and instrumentality are high. Employees are more likely to be driven if the incentive appeals to them. Managers must determine what their workers value as part of this method. Desirable incentives are usually equitable and meet the diverse needs of various workers. Getting to know a company's employees is vital for ensuring high valence. Talk to employees and conduct surveys to understand better what benefits they value. Finally, increasing valence by offering workers an option between several incentives is a brilliant idea.

This motivating model backs up the assumption that the amount of money does not just decide a person's effort. Employees must believe that they can perform tasks and that more remarkable performance outcomes will result in more significant incentives in line with their objectives. Employees' potential and motivation will be successfully boosted if these three factors are met simultaneously.

2.3. The Empirical Study

2.3.1. The relationship between learning & development and employee performance

According to Sandamali, Padmasiri, Mahalekamge, and Mendis (2018), organizations promote various training programs for executive-level workers, but there is no mechanism to ensure how these programs influence employee performance. The research aims to determine the relationship between training and growth and executive-level employee performance in Sri Lankan apparel companies. The analysis was quantitative and cross-sectional, with data obtained using a formal questionnaire. According to the findings, the employee performance of executive-level workers is positively linked to training and growth.

2.3.2. The relationship between benefits & compensation and employee performance

According to Nzyoka and Orwa (2016), today's businesses operate in a fast-paced, highly competitive environment requiring constant adjustments to competitive strategies to stay relevant. One of the ways a company can build a competitive strategy for attracting, sustaining, and maintaining the peak performance of the employee is through compensation. To ensure improved success and overall growth are sustained, the organization's management has developed a compensation structure. The study specifically established the relationship between different compensation components, such as base pay, bonuses, and benefits. There is a relationship between compensation and employee performance.

2.3.3. The relationship between leadership and employee performance

According to Shafie, Baghersalimi, and Barghi (2013), the goal of the research was to find a link between leadership style and employee performance in the Tehran province's Real Estate Registration. The descriptive correlation approach was used in this study. The research population included all employees at the 1000-number Tehran Real Estate Registration. Two questionnaires about leadership style and employee performance were used to collect data. The correlation approach was used to test the hypotheses using SPSS tools. Furthermore, the findings revealed that a development-oriented and pragmatic leadership style positively affects employee success.

2.3.4. The relationship between team culture and employee performance

Jamshed and Majeed investigate information sharing and team emotional intelligence in regulating the relation between team culture and performance (2019). According to the study, team culture impacts team members' information-sharing behavior and the development of emotional intelligence skills at the team level. Data was collected using a survey questionnaire from 535 respondents representing 95 teams working in private healthcare organizations as a quantitative research approach. According to the results, information sharing and team emotional intelligence significantly impact cooperation. Furthermore, this study demonstrates the significant relationship between team culture and success from information sharing and team emotional intelligence. This research gives healthcare professionals observational data to familiarise employees with emotional intelligence's potential and urge them to share knowledge for better team achievement. To foster information sharing, managers and executives in healthcare businesses will learn to decentralize culture at the team level.

Table 2.1 Summary of literature

Author	Purpose	Findings
Sandamali, Padmasiri, Mahalekamge and Mendis (2018)	To determine the relationship between training and growth and executive-level employee performance in Sri Lankan apparel companies.	Employee performance of executive-level workers is positively linked to training and growth.
Nzyoka and Orwa (2016)	To ensure improved success and overall growth are sustained, the organization's management has developed a compensation structure.	The study specifically established the relationship between different compensation components, such as base pay, bonuses, and benefits. In addition, there is a relationship between compensation and employee performance.
Shafie, Baghersalimi, and Barghi (2013)	To find a link between leadership style and employee performance in the Tehran province's Real Estate Registration.	A development-oriented and pragmatic leadership style has a positive effect on employee success.
Jamshed and Majeed (2019)	Study the role of information sharing and team emotional intelligence in regulating the relation between team culture and performance	Information sharing and team emotional intelligence have a significant impact on cooperation. Furthermore, this study demonstrates the significant relationship between team culture and success from information sharing and team emotional intelligence.

Source: Researcher Made from Research Questionnaire

2.4. Contributions to the Literature Review

The past studies, as shown above, lack research and focus on Asian cultures such as China. However, China is now one of the leading economic countries globally, so it is always significant to research its background. This study will fill the gap of the lack of Asian culture research and provide a specific view of the employee motivation of the employees with China's background. Furthermore, this study is different because the study was conducted in a metropolitan city like Beijing which has a population of higher income levels and education levels. This is essential because the trend in the F&B industry has changed in first-tier cities, and so this study is different from the past studies as it is researching the first-tier city, Beijing, that with Asian culture.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. The Research Population

The current study distributed the questionnaires to the employees of McDonald's in Beijing, China. There are 130 regular employees, and they are the respondents (N=130) for filling the questionnaire in the current study. Therefore, all regular employees are respondents from McDonald's in Beijing, China. Part-time employees were not included in the survey.

McDonald's Corporation is an American fast-food restaurant chain started in 1940 in San Bernardino, California, by Richard and Maurice McDonald. It is frequently referred to as a fast-food behemoth. By 2020, McDonald's will have already employed 200 thousand people. Doyle adds that for large corporations, such as McDonald's, with geographically scattered teams, human resource managers must guarantee that employees have access to reward and recognition programs in every working location. This means that the motivation of McDonald's employees may be necessary for the company's academic performance. Essentially, the current study will be distributed 130 questionnaires to the employees of McDonald's in Beijing, China, for analysis. The sample included which 130 respondents are included is because of the priori analysis for determining the sample size.

3.2. The Research Sampling Methods

The study applies purposive sampling as the research sampling method. Purposive sampling, also known as judgemental sampling, selective sampling, or subjective sampling, is a non-probability sampling approach. Researchers pick community individuals to participate in their sample based on their own opinions rather than statistical criteria.

3.3. The Research Variable

Learning & Development Goller and Paloniemi (2017) defined it as training and growth and the organizational aspect of human resources. Learning and development align employee expectations and results with the companies.

Benefits & Compensation Kadir, AlHosani, and Ismail (2019) defined compensation and benefits as a sub-discipline of human resources determining job pay and benefits.

According to Rahmani, Roels, and Karmarkar (2018), **Leadership** is a study field and a functional competency that covers an individual's, group's, or organization's ability to "lead," control, or direct other people, teams, or entire organizations.

Team Culture is defined by Jamshed, Nazri, Bakar, and Majeed (2018) as the climate of a firm that determines how employees can conduct themselves within the firm.

According to Pradhan and Jena (2017), **Employee Performance** is defined as how successfully a person executes their job responsibilities and completes their given tasks. It refers to the output's consistency, efficacy, and quality.

3.4. Research Framework

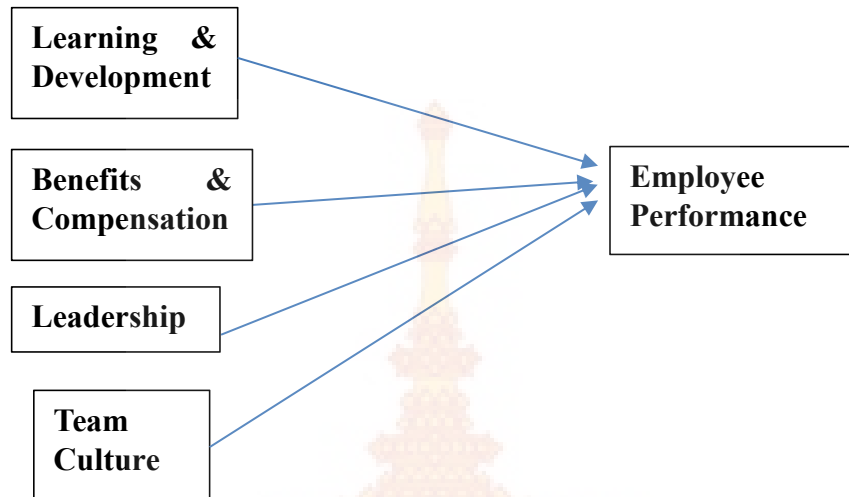


Figure 3.1 Conceptual framework

Source: Researcher Made from Research Questionnaire

3.5. Data Collection

The current study would be designed as a quantitative method, and the current study would collect and analyze data in a quantitative approach. The current study would use a questionnaire as the tool for collecting data, and it would be distributed to the employees in McDonald's Beijing, China. All respondents should have answered all questions in the questionnaire. The data would then be handled and analyzed further.

3.6. The Research Instruments

The instrument that is needed in the current study would be a questionnaire. The questionnaire will be categorized into three parts.

3.6.1. The questionnaires design

The first part would be the demographic part which collects the personal characteristic of the respondents. The questions included gender, age, education level, income, organization, work experience, and position.

The next part would be the items of the independent variable. Each level of the independent variable, motivation, would be measured. There are 12 items for learning and development, 18 items for benefits and compensation, 45 items for leadership, and 30 items for team culture. 5-point Likert Scale measures all the items.

The last part would be the part of the dependent variable, which is employee performance. There are 13 items included in the questionnaire for measuring it; 5-point Likert Scale measures all the items. The questionnaire is all running Cronbach Alpha, the standard test for reliability.

3.7. The Research Analysis

The current study would be analyzing the data with a quantitative approach. It would be analyzed by using IBM SPSS, which systematically handles data. Pearson's "r" is to find out the relationship between two variables, which the current study will use for analyzing the relationship between each independent variable and dependent variable. The sig value lower than 0.05 refers to a significant relationship between the two variables.

3.8. The Research Statistics

SPSS is a statistical program that can be used for descriptive and inferential statistics. The two major branches of statistics are descriptive statistics and inferential statistics. Descriptive statistics are used to summarize data succinctly, either numerically or graphically. Inferential statistics use a random sample of data from a population to define and draw conclusions about that population. Inferential statistics is beneficial when it is neither practical nor viable to analyze each individual in a population. Instead, the sample data were used to make generalizations about the data of the representatives.

3.9. Validity and Reliability of Questionnaires

This study has used expert validation to ensure the validity of the study. The questionnaire was validated by experts in the fast-food industry in China. Their comments are:

Comment 1: This survey is very long for me, and I think employees might feel bored if that long. However, I believe it is okay for research because you have to know more details. So asking more questions is good. So overall, I think it is good to go.

Comment 2: Basically, I think it is suited to the context of knowing the performance of the staff. I like the part of the leadership because they could be identified which types they are as well.

CHAPTER 4 DATA ANALYSIS

Chapter 4 pertains to the presentation, analysis of data, and interpretation of data gathered from the employees of McDonald's in Beijing, China.

4.1 Demographic Factor

Table 4.1 Gender

Gender	Frequency	Percent
Male	62	47.7
Female	68	52.3
Total	130	100.0

Source: Researcher Made from Research Questionnaire

According to the table above, the distribution of the gender of the respondents in the current study is that 52.3 percent of them are females while 47.7 percent of them are males. When confronted with a choice between equally competent women and men, employers prefer to choose males, known as gender discrimination (Green, Jegadeesh, & Tang, 2009). On the one hand, if gender discrimination is a factor in hiring choices, one would predict that women will have a more significant obstacle to overcome than males and that women who can overcome this obstacle will, on average, perform better than their male counterparts (Green, Jegadeesh, & Tang, 2009). On the other hand, women would do worse than males on average if affirmative action is a significant influence in hiring choices; nevertheless, if affirmative action is a significant role in recruiting decisions, employers may set a lower bar for women to create gender balance (Green, Jegadeesh, & Tang, 2009). In a gender equality culture, the employees could find diverse cultures and intend to work. In other words, it means gender equality allows McDonald's to have employees with better performance and so recommended McDonald's to have recruit employees based upon gender equality rules.

Table 4.2 Education level

Education Level	Frequency	Percent
Lower than Bachelor's Degree	93	71.5
Bachelor's Degree	22	16.9
Master's Degree	15	11.5
Total	130	100.0

Source: Researcher Made from Research Questionnaire

According to the table above, the distribution of the education level of the respondents in the current study is 71.5 percent of them are lower than a bachelor's degree, 16.9 percent of them are a bachelor's degree, and only 11.5 percent of them are a master's degree. This implies that most employees might have lower education

qualifications when getting into the food industry, such as McDonald's. Furthermore, employees' educational attainment has been associated with destructive work behaviors such as workplace violence, on-the-job substance abuse, and tardiness (Adkins, 2015). This may be because college-educated persons are more likely to adhere to norms regarding attendance and the preservation of organizational property. Furthermore, low-level work in McDonald's does not require a college degree, contributing to the higher number of employees with a lower level of education. However, a study has stated that low education levels of employees will have poor mental health (van Zon et al., 2017). Thus, an employee with poor mental health will be demotivated and unwilling to engage in his or her work. Essentially, demotivated and unengaged employees lower their performance and serve a poor-quality service. This is a mismatch in the lifestyle of the citizens in Beijing and might affect the consumers' purchase willingness. With so, McDonald's would have lower sales revenue.

Table 4.3 Income

Income	Frequency	Percent
Less than 3000 RMB	80	61.5
3000 but less than 6000 RMB	27	20.8
6000 but less than 9000 RMB	23	17.7
Total	130	100.0

Source: Researcher Made from Research Questionnaire

According to the table above, the respondents' monthly income is categorized into Less than 3000 RMB, 3000 but less than 6000 RMB, and 6000 but less than 9000 RMB. Therefore, 61.5 percent of them are less than 3000 RMB, 20.8 percents are 3000 but less than 6000 RMB, and 17.7 percent are 6000 but less than 9000 RMB. This implies that most of the employees in McDonald's have less than 3000 RMB per month, which might be related to their education level, as most of them have a lower education level. However, a lower income might lead a lower motivation and bring a lower employee performance of the employees in McDonald's. This is because they will feel insecure about their basic salary and living (Gilbert, Murphy, Stepka, Barrett & Worku, 2018). Indeed, they will not be motivated to engage in the work. Essentially, demotivated and unengaged employees lower their performance and serve a poor-quality service. This is a mismatch in Beijing people's lifestyles and might affect the purchase willingness of the consumers. With so, McDonald's would have lower sales revenue.

Table 4.4 Working experience

Working Experience	Frequency	Percent
3 months below	16	12.3
3 – 12 months	59	45.4
12- 24 months	33	25.4
24 months above	22	16.9
Total	130	100.0

Source: Researcher Made from Research Questionnaire

The working experience of the respondents is primarily from 3 to 12 months (45.4 %). 12.3 percent of them work for three months and below, 25.4 percent work between 12 to 24 months, and 16.9 percent are 24 months and above. Most of the employees of McDonald's have a working experience between 3 to 12 months, and this might be helpful for them in performing. This is because they could experience dealing with the consumers compared to the new workers (3 months and below). This means McDonald's is good at retaining their employees as most have been working for more than three months. This allows the employees to serve the consumers better and smoothen the operation in McDonald's even during the peak timing.

Table 4.5 Job position of respondents

Job Position	Frequency	Percent
Crew	80	61.5
Supervisor	27	20.8
Manager	23	17.7
Total	130	100.0

Source: Researcher Made from Research Questionnaire

All respondents are from McDonald's in Beijing, China, while 61.5 percent of the respondents work as a crew while 20.8 percent of them are supervisors and 17.7 percent are managers.

4.2 Motivation Factors

Table 4.6 Learning & development

Learning & Development	Mean	Interpretation
Learning		
1. Do you believe the training program was created with the job requirements in mind?	3.92	Often
2. Is the type of training you received relevant to the job when you complete it?	3.91	Often
3. Did you know what the training's goal was?	3.82	Often
Development		
4. Has the training increased your enthusiasm for your job?	3.81	Often
5. Does training help you gain new skills, information, or an improved attitude?	3.92	Often
6. Is your job satisfying as a result of the training?	3.90	Often
Effectiveness of Learning and Development		
7. Do you believe the organization's training strategy is effective?	3.88	Often
8. Do you have sufficient training to perform your work effectively?	3.83	Often
9. Do you believe the amount spent on employee training is sufficient?	3.89	Often

10. Is the training program evaluated in the middle or at the end?	3.99	Often
11. Do you believe the organization's training expenditures are effective?	4.04	Often
12. Are you satisfied with the overall quality of the organization's training programs?	3.93	Often
Average Mean	3.90	Often

Source: Researcher Made from Research Questionnaire

This means that most respondents responded with '4', which represents 'often' on the scale of learning and development. In other words, learning and development are often concerned by the respondents. As mentioned earlier, this could be because the respondents' education is relatively low. Learning and development could then be helpful for them in enhancing their work quality in terms of securing them in the work position even with a lower education level. Quality has a wide array of effects on a business, ranging from productivity and profitability to customer happiness and public perception.

Additionally, quality affects a business's total operating costs. Concentrating on quality enables a business to remain successful in all areas. Customer satisfaction is inversely proportional to product quality. Firms that produce high-quality products or provide high-quality services will receive better ratings in surveys from satisfied customers than businesses that do not produce high-quality products or provide high-quality services. Additionally, consumers who are dissatisfied with a company's product or service are more vocal in their complaints about the company. Many websites will rate various firms depending on their customer satisfaction levels and product quality. Poor enterprises may be able to make their initial sale of a product or service, but this does not imply that they will continue to do so. In short, it means learning and development allow the employees to have better service quality to raise consumer satisfaction with McDonald's.

Table 4.7 Benefits & compensation

Benefits & Compensation	Mean	Interpretation
Compensation		
1. My Net Wages.	3.82	Satisfied
2. My package of benefits.	3.72	Satisfied
3. The most recent promotion that I have received.	3.75	Satisfied
4. My pay is influenced by my boss.	3.81	Satisfied
5. I am currently employed.	3.83	Satisfied
6. The employer's contribution to my benefits.	3.88	Satisfied
Benefit		
7. Prior raises.	3.83	Satisfied
8. The compensation structure of the company.	3.78	Satisfied
9. The corporation provides me with information about pay concerns that I am concerned about	3.69	Satisfied
10. The amount of money I make regularly.	3.78	Satisfied
11. My benefits' worth.	3.85	Satisfied

12. Compensation for other positions within the organization.	3.81	Satisfied
Compensation & Benefits Packages		
13. Pay policies that are consistent throughout the company.	3.82	Satisfied
14. My existing remuneration package.	3.91	Satisfied
15. The total amount of benefits I am entitled to.	3.83	Satisfied
16. How to determine my raises.	3.77	Satisfied
17. Pay disparities throughout the organization.	3.87	Satisfied
18. Pay administration at the company.	3.87	Satisfied
Average Mean	3.81	Satisfied

Source: Researcher Made from Research Questionnaire

Most of the respondents responded with '4', which represents 'satisfied' on the scale of the benefits and compensation. In other words, respondents are satisfied with their benefits and compensation. Most of the employees from McDonald's have a lower income rate, as mentioned in the demographic part, but McDonald's provides a series of compensation packages for them. For example, McDonald's provides three Preferred Provider Organization (PPO) medical plan choices that employ the First Health network of physicians (Anonymous,n.d.). The plans have various benefits and pay more for in-network covered expenditures than out-of-network covered charges. All three plans contain a prescription medication program and an available lifetime maximum benefit. In addition, the McDonald's medical plans offer preventative care, including yearly physical exams for employees and their family members (up to \$400 per person per year), well-baby care, and child vaccines and inoculations (Anonymous,n.d.). In addition, insurance and more compensation are given to the employees, and these might satisfy them instead of the basic pay. To ensure good work performance, workers must be satisfied with their jobs. Therefore, compensation has a significant impact on work satisfaction. It motivates people to work more efficiently, hence boosting productivity and job performance to raise the business performance of McDonald's.

Table 4.8 Leadership

Leadership Types of Leadership	Mean	Interpretation
Democratic Leadership		
1. When solving difficulties, seeks out different points of view.	3.73	Agree
2. Looks out for the group's best interests rather than one's own.	3.73	Agree
3. Considers me as an individual rather than a group member.	3.79	Agree
4. Shows that problems must become chronic before action is taken.	3.81	Agree
5. Acts in a manner that earns my respect	3.81	Agree
6. Recognizes that my needs, abilities, and objectives differ from those of others.	3.89	Agree

Laissez-Faire Leadership		
7. Ignores problems until they become serious.	3.80	Agree
8. Draw attention to anomalies, errors, exceptions, and deviations from the norm.	3.87	Agree
9. Refuses to get involved when significant difficulties develop.	3.78	Agree
10. Is not available when it is needed	3.71	Agree
11. Waits for anything to go wrong before acting.	3.88	Agree
12. Refuses to make decisions.	3.78	Agree
Strategic Leadership		
13. Identifies who is responsible for meeting performance goals in concrete terms.	3.75	Agree
14. Reexamines essential assumptions to see if they are still valid.	3.87	Agree
15. Discusses the future with a positive outlook	3.71	Agree
16. Makes me feel proud to be linked with him/her.	3.85	Agree
17. Encourages me to consider challenges from a variety of perspectives.	3.85	Agree
18. Assists me in honing my skills	3.80	Agree
19. Offers new perspectives on how to perform assignments.	3.81	Agree
20. Is thrilled about the work that has to be done.	3.81	Agree
Coach-Style Leadership		
21. Is willing to help me in exchange for my efforts.	3.76	Agree
22. Emphasizes the significance of a strong feeling of purpose.	3.83	Agree
23. Gives back to the community by educating and coaching.	3.77	Agree
24. Specifies what can be expected when performance objectives are met.	3.77	Agree
25. Demonstrates that he or she is a firm believer in the phrase "If it ain't broke, do not repair it."	3.78	Agree
26. Discusses their most fundamental values and beliefs.	3.81	Agree
27. Devotes all of his or her time to deal with errors, complaints, and failures.	3.85	Agree
28. Thinks about the moral and ethical implications of decisions.	3.78	Agree
29. Keeps a record of all errors.	3.81	Agree
30. Exudes a sense of authority and self-assurance.	3.79	Agree
31. Communicates a compelling future vision.	3.74	Agree
32. Draws my attention to standards that have not been met.	3.80	Agree
Average Mean	3.79	Agree

Source: Researcher Made from Research Questionnaire

This means that most respondents responded with '4', which represents 'agree' on the leadership scale. In other words, respondents agree that their leadership is one of their concerns in the workplace. The respondents in the current study are mostly the crew in McDonald's, and the crew might have a weaker autonomy in deciding

their work. In other words, they will respect and follow their leaders in making a decision that benefits the team. Leadership is always crucial in business operations because it allows for better decisions. For example, a good leader could manage the number of employees during peak and regular hours to utilize those in need. This could allow McDonald's to be cost-efficient but high-performance.

Table 4.9 Team culture

Team Culture	Mean	Interpretation
Relationship		
1. Members of this organization are proud to be a part of it.	3.94	Agree
2. Our worldview emphasizes the importance of people solving challenges independently.	3.88	Agree
3. Employees at this company do not have much faith in one another.	3.83	Agree
4. Employees in this company are known for being calm and distant from one another.	3.82	Agree
5. The ties between management and other employees in this organization are pretty cordial.	3.72	Agree
Objective-oriented		
6. This organization's responsibilities are clearly defined.	3.83	Agree
7. We have very high-performance requirements in this organization.	3.77	Agree
8. We do not rely on individual judgment too much; practically everything is examined twice.	3.73	Agree
9. We are under constant pressure to improve our individual and group performance.	3.80	Agree
10. It appears that things are frequently disorganized around here.	3.84	Agree
11. Management frowns on you double-checking everything; if you think you have got it correct, go ahead and do it.	3.73	Agree
12. A lack of organization and planning can affect our productivity.	3.87	Agree
13. I have had minimal opportunity to express my thoughts on the aims and standards that have been established for my work.	3.94	Agree
14. People are encouraged to start projects that they believe are significant in our company.	3.79	Agree
15. In this organization, good performance is acknowledged quite fast.	3.86	Agree
16. I know exactly what I am supposed to be doing at work.	3.8	Agree
Mission-oriented		
17. You will undoubtedly be chastised if you make a mistake in this company.	3.86	Agree
18. This organization's policies and goals are clearly understood.	3.83	Agree

19. The objectives I am meant to meet in my field are reasonable.	3.77	Agree
20. There is insufficient compensation and acknowledgment for good performance in this organization.	3.84	Agree
21. In this organization, I have the opportunity to help determine the performance requirements for my position.	3.81	Agree
22. People in this organization do not seem to enjoy their accomplishments.	3.78	Agree
23. We have a promotion structure that allows the best employees to advance to the top.	3.83	Agree
24. I rarely meet with my boss to discuss my overall performance and effectiveness.	3.88	Agree
25. Management establishes demanding objectives.	3.80	Agree
26. In this company, employees are compensated based on how well they accomplish their jobs.	3.82	Agree
27. Performance in this company is evaluated regularly against agreed-upon goals and criteria.	3.79	Agree
28. In this organization, the standards do not always require everyone to put out their best effort.	3.89	Agree
29. There is not much encouragement to take on more responsibilities in this organization.	3.85	Agree
30. The benefits and encouragement you receive usually outweigh the threats and criticism you receive.	3.91	Agree
Average Mean	3.83	Agree

Source: Researcher Made from Research Questionnaire

This means that most of the respondents responded with '4', which represents 'agree' on the scale of the team culture. In other words, respondents agree that their team culture is one of their concerns in the workplace. This might be because the employees are from different backgrounds, such as different gender and different education levels. Team diversity allows the employees to agree with the concern of the team's diversity in terms of relating to the team culture. Therefore, a managed diversified team with positive team culture is always benefiting the company.

Table 4.10 Employee job performance

Employee Job Performance	Mean	Interpretation
1. Tasks are completed with care and accuracy.	3.78	Agree
2. Tasks are accomplished according to specifications and guidelines.	3.79	Agree
3. The materials and tools comply with the established criteria and standards.	3.93	Agree
4. Prior to delivering products or services, a quality inspection is performed.	3.80	Agree
5. The products or services meet customers' expectations.	3.77	Agree
6. The output units correspond to the number of	3.88	Agree

employees.		
7. The output units meet the requirements of the organization.	3.78	Agree
8. The output units within my control are appropriate for my skills and abilities.	3.41	Neutral
Average Mean.	3.9433	Agree

Source: Researcher Made from Research Questionnaire

This means that most of the respondents responded with '4', which represents 'agree' on the scale of the employee job performance. In other words, respondents agree that they have a relatively good employee job performance with the mentioned factors.

Table 4.11 Summary of motivation factors

Motivation Factors	Average Mean	Interpretation
Learning & Development	3.90	Often
Benefits & Compensation	3.81	Satisfied
Leadership	3.79	Agree
Team Culture	3.83	Agree
Employee Job Performance	3.94	Agree

Source: Researcher Made from Research Questionnaire

In terms of understanding the effect of motivation factors on employee job performance, it is imperative to look at the mean of each factor. For example, employees from McDonald's are concerned about all the motivation factors as their average mean is 4 for each item.

Table 4.12 Test of relationship between learning & development and employee job performance

Indicators	Pearson-r	P-Value (2-tailed test)	Decision on Ho	Interpretation
Variables correlating the relationship between Learning & Development and Employee Job Performance	.278	.001	Rejected	There is a significant relationship between Learning & Development and Employee Job Performance.

Source: Researcher Made from Research Questionnaire

The null hypothesis is rejected based on the table above because the p-value is smaller than 0.05. So there is a significant relationship between Learning &

Development and Employee Job Performance. As mentioned, learning and development could better provide knowledge and skills and improve the quality of the employees' work to raise their job performance. The relationship details will be discussed later, discussing findings in the next chapter.

Table 4.13 Test of relationship between benefits & compensation and employee job performance

Indicators	Pearson-r	P-Value (2-tailed test)	Decision on Ho	Interpretation
Variables correlating the relationship between Benefits & Compensation and Employee Job Performance	.154	.081	Accepted	There is no relationship between Benefits & Compensation and Employee Job Performance

Source: Researcher Made from Research Questionnaire

The null hypothesis is accepted based on the table above because the p-value is more significant than 0.05. So there is no relationship between Benefits & Compensation and Employee Job Performance. This might be due to the low basic pay of McDonald's.

Table 4.14 Test of relationship between leadership and employee job performance

Indicators	Pearson-r	P-Value (2-tailed test)	Decision on Ho	Interpretation
Variables correlating the relationship between Leadership and Employee Job Performance	.344	.000	Rejected	There is a significant relationship between Leadership and Employee Job Performance

Source: Researcher Made from Research Questionnaire

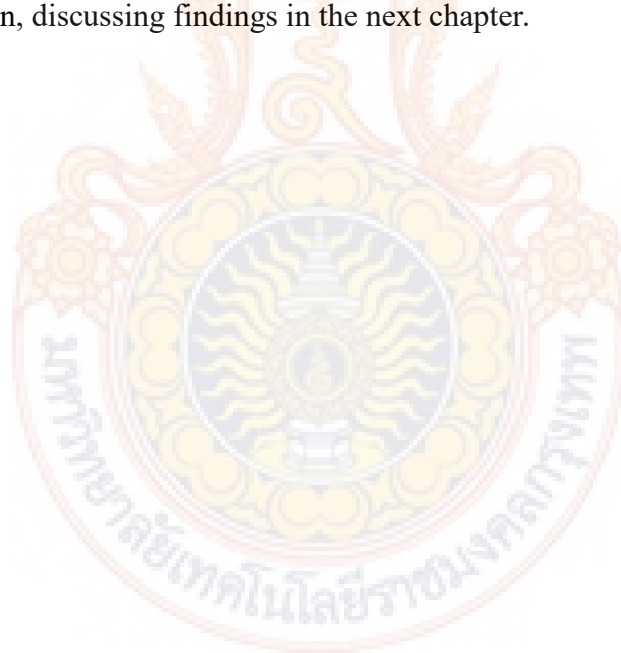
Based on the table above, the null hypothesis is rejected because the p-value is smaller than 0.05, and so there is a significant relationship between Leadership and Employee Job Performance. The leadership could guide the employees to improve their work as the leaders could be coaching the employees in a weaker part of their work. Indeed, the job performance will be enhanced. The relationship details will be discussed later, discussing findings in the next chapter.

Table 4.15 Test of relationship between team culture and employee performance

Indicators	Pearson-r	P-Value (2-tailed test)	Decision on Ho	Interpretation
Variables correlating the relationship between Team Culture and Employee Job Performance	.196	.025	Rejected	There is a significant relationship between Team Culture and Employee Job Performance

Source: Researcher Made from Research Questionnaire

The null hypothesis is rejected based on the table above because the p-value is smaller than 0.05. So there is a significant relationship between Team Culture and Employee Job Performance. Team culture allows the employees to be in a harmonious and pleasant environment. Furthermore, as mentioned in the study of Jamshed and Majeed (2019), team culture allows the employees to be willing to knowledge sharing and bring them better job performance. The relationship details will be discussed in the later section, discussing findings in the next chapter.



CHAPTER 5 CONCLUSION

This chapter discusses the study's findings and the discussion of the findings.

5.1 Summary of the Findings

1. There is no significant relationship between learning and development and employee performance. (Rejected)
2. There is no significant relationship between benefits and compensation and employee performance. (Accepted)
3. There is no significant relationship between leadership and employee performance. (Rejected)
4. There is no significant relationship between team culture and employee performance. (Rejected)

5.2 Discussion of the Findings

Learning and development are necessary conditions for any business to compete worldwide (Nguyen & Duong, 2021). Training and development have long been acknowledged, and as a result, academic authors have devoted considerable study attention to them. Training techniques such as learning events, programmers, and instructors modify behaviors systematically and organize, enabling people to execute their jobs more efficiently because training enables individuals to acquire knowledge, skills, and competencies (Nguyen & Duong, 2021). Training and development produce accurate results like increased production, improved goods and services, and resource maximization or optimization. Beyond observable outputs like as enhanced skills, knowledge, and capacities, learning and development also produce intangible consequences such as higher self-esteem, increased morale, and greater subordinate satisfaction, among other things (Nguyen & Duong, 2021). Furthermore, various studies have revealed that training and development may increase the productivity and efficiency of an organization.

Employee performance is inversely proportional to their confidence in their superiors, independent of the leadership style employed. According to the study's findings, there is a strong link between trust and employee activities that improve performance, such as the willingness to stay with the company for the long term (Samnani & Singh, 2014). An effective leader motivates, encourages, and guides her staff to attain predefined goals and objectives. Leaders can impact employee morale, retention, absenteeism, and overall productivity by making decisions, delegating duties, resolving arguments, and interacting with their staff.

Since employees frequently engage with and identify more with their immediate workgroup than with the business, their attitudes and behaviors are frequently highly influenced by their immediate workgroup's culture (Shin, Kim, Choi & Lee, 2015). Additionally, employees create agreed patterns of meanings and interpretations for corporate events. This collaborative sense-making process forms a distinct subculture inside the work unit, distinct from that of other work units within the business. Using Chan's (1998) (as cited in Shin, Kim, Choi & Lee, 2015) referent-shift consensus model, team culture is defined as the shared views of the normative beliefs and

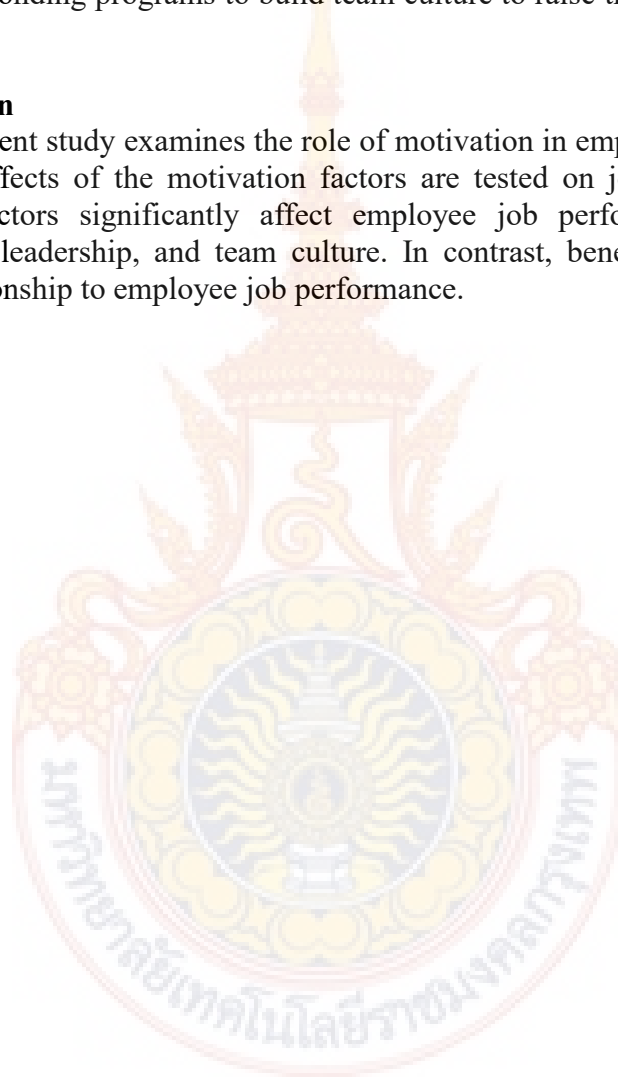
behavioral expectations of team members in a work team. The culture in the team has then affected their belief and expectation that drives them into working performance.

5.3 Implications for Business

This study revealed a relationship between learning and development and employee performance; there is a significant relationship between leadership and employee performance, and there is a significant relationship between team culture and employee performance. Hence, this study will suggest that the business include more learning and development programs, enhance the quality of the leadership, and have regular bonding programs to build team culture to raise the company's employee performance.

5.4 Conclusion

The current study examines the role of motivation in employee job performance. Indeed, the effects of the motivation factors are tested on job performance. Three motivation factors significantly affect employee job performance: learning and development, leadership, and team culture. In contrast, benefits and compensation have no relationship to employee job performance.



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APPENDIX

QUESTIONNAIRE

Part A: Demographic information

1. Gender

- ☐ Male
☐ Female

2. Education Level

- ☐ Lower than Bachelor's Degree
☐ Bachelor's Degree
☐ Master's Degree
☐ Higher than Master's Degree

3. Income

- ☐ Less than 3000 RMB
☐ 3000 but less than 6000 RMB
☐ 6000 but less than 9000 RMB
☐ 9000 RMB and more
☐ Others: _____

4. Work Experience

- ☐ 3 months below
☐ 3 – 12 months
☐ 12- 24 months
☐ 24 months above
☐ Others: _____

5. Job Position at McDonald's Beijing, China

- ☐ Crew
☐ Supervisor
☐ Manager

Part B: Please write a '√' in the box to show you agree or disagree with the following statements.

Motivation Factors

1 = Never 2 = rarely 3 = sometime 4 = often 5 = always

IV 1: Learning & Development	1	2	3	4	5
Learning					
1. Do you believe the training program was created with the job requirements in mind?					
2. Is the type of training you received relevant to the job when you complete it?					
3. Did you know what the training's goal was?					
Development					
4. Has the training increased your enthusiasm for your job?					
5. Does training help you gain new skills, information, or an improved attitude?					
6. Is your job satisfying as a result of the training?					
Effectiveness of Learning and Development					
7. Do you believe the organization's training strategy is effective?					
8. Do you have sufficient training to perform your work effectively?					

9. Do you believe the amount spent on employee training is sufficient?					
10. Is the training program evaluated in the middle or at the end?					
11. Do you believe the organization's training expenditures are effective?					
12. Are you satisfied with the overall quality of the organization's training programs?					

1 = Very dissatisfied, 2 = Dissatisfied, 3= Neither satisfied nor dissatisfied, 4= Satisfied, 5 = Very satisfied

IV 2: Benefits & Compensation	1	2	3	4	5
Compensation					
1. My Net Wages.					
2. My package of benefits.					
3. The most recent promotion that I have received.					
4. My pay is influenced by my boss.					
5. I am currently employed.					
6. The employer's contribution to my benefits.					
Benefit					
7. Prior raises.					
8. The compensation structure of the company.					
9. The corporation provides me with information about pay concerns that I am concerned about					
10. The amount of money I make regularly.					
11. My benefits' worth					
12. Compensation for other positions within the organisation.					
Compensation & Benefits Packages					
13. Pay policies that are consistent throughout the company.					
14. My existing remuneration package.					
15. The total amount of benefits I am entitled to.					
16. How to determine my raises.					
17. Pay disparities throughout the organization.					
18. Pay administration at the company.					

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

IV 3: Leadership	1	2	3	4	5
Types of Leadership					
Democratic Leadership					
1. When solving difficulties, seeks out different points of view.					
2. Looks out for the group's best interests rather than one's own.					
3. Considers me as an individual rather than a group member.					
4. Shows that problems must become chronic before action is taken.					
5. Acts in a manner that earns my respect					
6. Recognizes that my needs, abilities, and objectives differ from					

those of others.					
Laissez-Faire Leadership					
7. Ignores problems until they become serious.					
8. Draw attention to anomalies, errors, exceptions, and deviations from the norm.					
9. Refuses to get involved when significant difficulties develop.					
10. Isn't available when it's needed					
11. Waits for anything to go wrong before acting.					
12. Refuses to make decisions.					
Strategic Leadership					
13. Identifies who is responsible for meeting performance goals in concrete terms.					
14. Reexamines essential assumptions to see if they are still valid.					
15. Discusses the future with a positive outlook					
16. Makes me feel proud to be linked with him/her.					
17. Encourages me to consider challenges from a variety of perspectives.					
18. Assists me in honing my skills					
19. Offers new perspectives on how to perform assignments.					
20. Is thrilled about the work that has to be done.					
Coach-Style Leadership					
21. Is willing to help me in exchange for my efforts.					
22. Emphasizes the significance of a strong feeling of purpose.					
23. Gives back to the community by educating and coaching.					
24. Specifies what can be expected when performance objectives are met.					
25. Demonstrates that he or she is a firm believer in the phrase "If it ain't broke, do not repair it."					
26. Discusses their most fundamental values and beliefs.					
27. Devotes all of his or her time to deal with errors, complaints, and failures.					
28. Thinks about the moral and ethical implications of decisions.					
29. Keeps a record of all errors.					
30. Exudes a sense of authority and self-assurance.					
31. Communicates a compelling future vision.					
32. Draws my attention to standards that have not been met.					

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

IV 4: Team Culture	1	2	3	4	5
Relationship					
1. Members of this organization are proud to be a part of it.					
2. Our worldview emphasizes the importance of people solving challenges independently.					
3. Employees at this company do not have much faith in one another.					

4. Employees in this company are known for being calm and distant from one another.					
5. The ties between management and other employees in this organization are pretty cordial.					
Objective-oriented					
6. This organization's responsibilities are clearly defined.					
7. We have very high-performance requirements in this organization.					
8. We do not rely on individual judgment too much; practically everything is examined twice.					
9. We are under constant pressure to improve our individual and group performance.					
10. It appears that things are frequently disorganized around here.					
11. Management frowns on you double-checking everything; if you think you have got it correct, go ahead and do it.					
12. A lack of organization and planning can affect our productivity.					
13. I have had minimal opportunity to express my thoughts on the aims and standards that have been established for my work.					
14. People are encouraged to start projects that they believe are significant in our company.					
15. In this organization, good performance is acknowledged quite fast.					
16. I know exactly what I am supposed to be doing at work.					
Mission-oriented					
17. You will undoubtedly be chastised if you make a mistake in this company.					
18. This organization's policies and goals are clearly understood.					
19. The objectives I am meant to meet in my field are reasonable.					
20. There is insufficient compensation and acknowledgment for good performance in this organization.					
21. In this organization, I have the opportunity to help determine the performance requirements for my position.					
22. People in this organization do not seem to enjoy their accomplishments.					
23. We have a promotion structure that allows the best employees to advance to the top.					
24. I rarely meet with my boss to discuss my overall performance and effectiveness.					
25. Management establishes demanding objectives.					
26. In this company, employees are compensated based on how well they accomplish their jobs.					
27. Performance in this company is evaluated regularly against agreed-upon goals and criteria.					
28. In this organization, the standards do not always require everyone to put out their best effort.					
29. There is not much encouragement to take on more					

responsibilities in this organization.					
30. The benefits and encouragement you receive usually outweigh the threats and criticism you receive.					

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

DV : Employee Job Performance	1	2	3	4	5
1. Tasks are completed with care and accuracy.					
2. Tasks are accomplished according to specifications and guidelines.					
3. The materials and tools comply with the established criteria and standards.					
4. Prior to delivering products or services, a quality inspection is performed.					
5. The products or services meet customers' expectations.					
6. The output units correspond to the number of employees.					
7. The output units meet the requirements of the organization.					
8. The output units within my control are appropriate for my skills and abilities.					



BIOGRAPHY

NAME

Li Pengfei

ACADEMIC BACKGROUND

Bachelor's degree graduate from Finance and Accounting in Dhurakij Pundit University, and Master's Degree of Business Administration at International College, Rajamangala University of Technology Krungthep, Bangkok, Thailand in 2022

EXPERIENCE

Internship as Property Presevention Admin in Court.

