

Full Length Research Paper

Employee motivation: A study on some selected McDonalds in the UK

A. S. M. Sarfaraz Nawaz

Department of Management, Islamic University, Kushtia, Bangladesh.

Accepted 29 March, 2011

The main focus of this research is to find out the different perspectives of employees and management in respect of motivation at McDonalds through different motivational theories. The study reveals that the managers of McDonalds possess mentality, which complies more with the Taylor's scientific theory in which, according to them, the crew members are likely to work harder when they are being pressured and supervised closely for the maximum expected output. Employees' views are different from the managers, in that they often possess an instrumental mentality. Most of the employees do not take working in McDonalds as their future career. It is found that the motivation of the McDonalds employees is low due to poor employer-employee relationship, low wage rate and less reward. Suggestions have been given at the end to motivate the employees.

Key words: Motivation, McDonalds, instrumentality, Taylorism.

INTRODUCTION

One of the greatest challenges for any organization is to improve its level of efficiency and productivity. Moreover, an increase in productivity and efficiency can be achieved not only by applying techniques and adapting advanced technologies, but also needs motivated and enthusiastic employees. To gain a productive and positive behaviour through its employees, management needs to create a sound motivational environment within the entire organization. A positive motivation through the workforce is likely to lead a company to grow more smoothly in terms of production, productivity and effectiveness.

Motivation is an important and unavoidable factor in an organization, and motivation lies on several elements rather than simply payments or wages. It is argued that if an individual's needs are not satisfied, then the employees will not be motivated to work. A lack of motivation may lead to reduced effort and lack of commitment. In fast food restaurants, like McDonalds, customer satisfaction is an obligatory factor and as it has already been mentioned, motivation plays an important role, as an excellent customer service can only be achieved when the employees are motivated and satisfied in their job.

Employees are the key to any organization. These employees ensure the interaction of financial, industrial

and other resources so that the organization can function. In establishing a developed and excellent quality service, motivation plays a major role. The major problems are the tensions related with motivation of employees. The employer needs to recognize the level of motivation of each and every employee. Generally, the employee use different motivational techniques to motivate their employees. It is well accepted that the fast food industry is a highly competitive sector which often remains relatively labour intensive. Motivating the employees successfully may be one of the major factors that lead McDonalds to a competitive advantage. Thus, there is a need to conduct a research on McDonald's employees about their motivation.

Objectives of the study

The main objective of this study is to determine the management view and to find out the employees views through motivational theories.

McDonalds in the UK

In the UK, McDonalds opened its first restaurant, in Woolwich, in 1974. Initially, all the restaurants were owned and managed by the Company. However, they

*Corresponding author. E-mail: sumonsociology@yahoo.com.

started recruiting franchisees in the mid-1980 and opened their first franchisees restaurant in 1986. Since that time, the number of UK franchisees has steadily grown. Today, more than 2.5 million people in this country place their trust in McDonald's everyday, trusting the company to provide them with food of a high standard, quick service and value of money (Wikipedia, 2007).

What is Taylorism?

F. W. Taylor, the originator of scientific theory, formalized the principles of scientific theory in the 20th century and designed a set of ideas aimed at getting maximum output from the employees in the manufacturing industries. Taylor (1911) argued that employee productivity was largely unproductive because of a labor force that functioned by 'rules of thumb', and improved productivity with a cutting down of the work force. According to scientific theory, factories are managed through scientific methods rather than using of the 'rule of thumb'. He thought that there was one and only one method of work that maximized the competence or efficiency. Taylor imagined that the task allocation is to turn a particular task into groups and distribute those groups of work to different employees to achieve more output and favorable result. In terms of motivation, he emphasised on monetary incentives to motivate the employees (Sandrone, 1997). Taylorism implies low-trust relations between employer and employees. This is why direct control is needed to ensure that the labour power bought is turned into the labour performed (Pruijt, 2000).

Description of McJob

It is universally true that fast food jobs are suck, greasy, ill paid, temporary, untrained and without benefits and among teenagers. According to Merriam-Webster's Collegiate Dictionary (2003), most of the fast food employees are employed in 'McJobs'. The term McJob is used in an impertinent manner to explain the type of job, which is usually related with the retail or service industry that is, a low paid position for which skills are not generally required and the employee turnover rate is high. McJobs are related with low-trust and cost cutting work contexts (Bacon and Blyton, 2000).

Concept of McDonaldisation

McDonaldisation is the term used by George (1993) to describe a sociological phenomenon in his famous book 'McDonaldisation of society'. One of the primary aspects of McDonaldisation is that, almost any task should be rationalized. McDonaldisation takes a task and breaks it down into further smaller tasks. This is repeated until all tasks have been broken down to the minimum possible

level. As a result, tasks are then rationalized to find the single most efficient method for carrying out each task.

Instrumental view

Many young people have been engaged into work by the worldwide expansion of fast food outlets which are often their first job and many are students having to finance their way through educational institutions (Felstead et al., 1999). In McDonald's, most of the employees are students, whereas 70% of them are under 20 years of age (Royle, 2000) and most of the McDonalds restaurants in UK could not function without them as they are being based on students in an enormous way. Moreover, a particular amount of people also believe McDonalds is the 'job for students'. According to Lucas and Ralston (1996), 'students are considered to be more flexible than other sectors of the part-time and casual labour market'. The students are not interested in full-time work or in acquiring long term or secure employment because of the constraints of classes (Mizen et al., 1999). Students are keen and able to work the unsuitable hours required by retail and catering services that open for long hours (Curtis and Lucas, 2000).

Many of the students consider McDonalds as a preferably suitable job, when compared to the other fast food restaurants because of several factors. One of the most important reasons why students prefer working with McDonalds is because of the amount of flexibility they offer. Students are able to choose hours that they are available for work in advance and their shifts are scheduled within this availability, giving them the ultimate flexibility which helps them to adjust their college or university schedules and avoid conflicts.

Working in McDonalds helps students to be financially capable of supporting themselves for studies and other needs, such as accommodation, socializing with friends, etc. According to Lucas and Lammont (1998), students working in McDonalds encompassed more things than just simply earning money, and this may be a combination of the social factors, such as making new friends, working with the same age group of people, mixing with customers and learning new skills, which are likely to help them become more confident in their future career. However, apart from the social intention, they are also attracted to the other facilities given by McDonalds, such as free meal at work and providing discount card for discounts while purchasing from McDonalds in any region of the country. Furthermore, some of the stores also tend to provide other facilities, apart from food, such as free cinema ticket and trips.

However, by analyzing the aforementioned factors, it seems to demonstrate that, students possess an instrumental mentality at work, due to the fact that they are only concerned about their self interest. Many of the students are only working to earn money and support

themselves for basic necessities, and there are very few of them who tend to seek a career in McDonalds. The employees are very less likely to aim to contribute their skills and academic knowledge to McDonalds in the future or for a long term. This is due to the fact that they take the job with the intention to work there for a short term period or on a temporary basis.

The reason behind the possession of an instrumental mentality may be because these students are ambitious and prefer working in a different environment unlike the ones of McDonalds. Generally speaking, working in McDonalds is highly based on floor and its all about providing quick, smooth and convenient service. They tend to be trained to maintain policies rather than making policies, and everyone has the same type of target such as increasing sales, maintaining hygiene, etc., but many of the students may have a different perspective and may want to do something which is more towards making policies, research and contributing their knowledge to the society or economy.

Many of the students may even not be willing to work in McDonalds, may be because there is no such particular level of academic qualification required, and any one even if he/she is unqualified is being able to be promoted to the upper position of management. Therefore, many students may not think that it is a good idea to compete with someone who is not up to the scratch compared to the academic background, and it does not even reflect any sort of prestige also in the society working in McDonalds.

Despite the aforementioned facts, there are certain types of people sticking to McDonalds and planning to build their future career on it. There may be several reasons for those people choosing McDonalds and they may be as follows:

- (i) They may have limited capabilities or boundaries, such as their level of qualification may not allow them to have an unlimited career or exceed a certain level of position.
- (ii) They might be well fitted with the job and think of sticking to it rather than looking for a better prospect and may not even be ambitious.
- (iii) The nature of the job itself, type of responsibility, recognition of the effort and the particular individuals' achievement are likely to persuade them to build their career on McDonalds.

THEORIES OF MOTIVATION

Considering what motivated employees and how the employees were motivated was the focus of many researchers, following the publication of the Hawthorne study results. A considerable number of researches have been carried out and a number of theories on what motivates people have been propounded. Here, some theories are described as follows:

Economic theories

These theories are based upon the notions of Taylorism and scientific management. People operate in their own economic self interest. Basically, payments are directly linked to measure increments of work, as in payment by outcomes or results.

There are some beliefs that Taylor and his followers espoused (Smith, 2005):

1. Generally, people disliked work and had to be forced into doing it.
2. Employees were untrustworthy and unreliable and hence had to be supervised and directed.
3. For maximum output or productivity, jobs must be standardized and divided into tasks and sub tasks. Each of these was allocated to a different employee.
4. A system of hierarchical authority was mandatory to execute management's policy.
5. The 'one best way' exposed and taught to employees. Each and every task had to be cautiously selected.
6. Select the right person and tools.
7. Ensure that employees use the 'one best way' by applying a payment by result /outcomes system, that is, the more you produce, the more you earn.

Taylor's scientific theory is being implemented enormously by McDonalds recruiting managers to carry on activities known as task management. Managers always give instructions to the employees at work and impose task management (mainly cleaning), thereby reducing sluggishness and individual thinking. Preset registers, grills and other different equipments facilitate to reduce the need for individual thinking more to the point where all employees' actions are just like an instrument.

Maslow's need hierarchy theory

Maslow propounded that man has a hierarchy of five needs, which begins with the basic need of psychological well-being and goes up to realisation of one's potential. These needs are physiological, security, social, esteem and self actualisation needs.

Maslow separated these five needs into higher and lower levels. Physiological and safety needs were described as lower order needs, while social, esteem and self-actualisation needs were described as higher order needs. The differentiation between the two orders is that, while lower order needs are satisfied externally by things such as wages, the higher order needs are satisfied internally to the person.

Herzberg two factor theory

Herzberg observed that the productivity of an employee was dependent not only on the job satisfaction, but also

on work-motivation. Based on the study of job attitudes of 200 engineers and accountants, in which Herzberg (1959) investigated the question 'What do people want from their job?' He concluded that job satisfaction came from two sets of factors, hygiene factors and true motivators.

Hygiene factors

These are extrinsic factors which are present in the environment (job context). They remove discomfort or dissatisfaction and thus support mental health, but in themselves, they are not motivators. Their presence does not guarantee motivation, but absence may cause dissatisfaction, and hence motivation. For instance, pay, allowances, job security, promotion, quality of supervision, interpersonal relationship, physical working conditions, etc, are hygiene factors that result to job dissatisfaction.

True motivators

These are factors which are connected with job and to the reward that results directly from properly doing a work. They motivate employees to superior performance, and accept challenging tasks, growth and development. Some of the examples of true motivators are achievement, recognition for work, etc. The belief in Herzberg's theory is that improved job satisfaction is a vital source of motivation and will lead to better performance because of its association with improved productivity.

Equity theory

Equity theory proposes that employees compare their own output/input ratio (the ratio of the output they receive from their work place and to the inputs they contribute) to the output/input ratio of another person. Unequal ratios create job dissatisfaction and motivate the employees to restore equity. When ratios are equal, employees experience job satisfaction and are motivated to maintain their current ratio of outcomes and inputs or raise their inputs if they want their outcomes to get higher. Outcomes consist of pay, fringe benefits, status, opportunities for advancement, job security, job verity, flexible working arrangement and anything else that employees desire and receive from an organization. Inputs comprise special skills, training, education, and work experience, effort on the job, time, interpersonal skills and anything else that employees perceive that they contribute to an organization.

Expectancy theory

Expectancy theory characterizes individuals as rational beings. People think about what they must do to be remunerated and how much remuneration means to them

before they actually perform their jobs. As per this theory, individuals have different sets of goals and can be motivated if they have certain expectations. This theory implies that management needs to show to employees that their effort will be recognised and rewarded in both financial and non financial terms. Victor's expectancy theory is based on different beliefs. These are:

Force

The motivational force with which the person will pursue a particular course of action. The attractiveness or unattractiveness, to the person, is the outcome of that course of action. This is frequently given a grade between +1 and -1.

Valence

Valence leads to the emotional orientations people hold with respect to rewards (outcomes). When the reward is truly received, it may or may not be as satisfying as expected. It is allied with some object or state called an outcome or reward. This sort of reward can be either tangibles or intangibles or both. Tangible rewards belong to money and intangible rewards include recognition or feeling of accomplishment, or they may be levels of performance.

Instrumentality

The outcomes or reward describes earlier, are considered to have some degree of association with the individual's performance. In fact instrumentalities signify this association. If an individual believes this, works hard and performs at a high level, his motivation may pause if that performance is not properly rewarded, that is, if the performance is not perceived as instrumental to bringing about the outcomes (rewards). The expectancy theory formula can be realized as:

Motivation = Valence × Expectancy (Instrumentality).

MATERIALS AND METHODS

This study is mainly based on primary data. The secondary data are used for gathering knowledge about McDonalds, Taylorism, Macjob, Macdonalisation, instrumentality and different motivational theories. Three branches of McDonald's restaurant, that is, George Street, Lea grave and Dunstable, located at Town centre, in Bedfordshire have been selected purposively as a sample. As it was not possible to reach all the employees and the McDonald's restaurant in Bedfordshire, the non proportional quota sampling method was used in conducting the survey. In fact, this method allows the researcher to specify the minimum number of sample units. This method is not concerned with having numbers that match the proportions in the population. As the McDonalds are operated on the basis of the same rules and regulations, all over the UK, so the sample has been considered as representative.

Data were collected through survey questionnaire. The schedule was prepared on the basis of five hypotheses, and 100 employees

Table 1. Analysis regarding employees.

Aspects	Strongly agree		Agree		Not sure		Disagree		Strongly disagree	
	No.	%	No.	%	No.	%	No.	%	No.	%
Flexible hours	33	55.00	14	23.33	02	3.33	11	18.33	00	00
Facilities like food	31	51.67	17	28.33	08	13.33	04	6.67	00	00
Wage rate	00	00	00	00	00	00	51	85.00	09	15.00
Employer-employee relationship	00	00	00	00	07	11.67	40	66.67	13	21.67
Reward	00	00	08	13.33	05	8.33	32	53.33	15	25.00
Making new friends	12	20.00	37	61.66	07	11.67	04	6.67	00	00
Choosing career	00	00	02	3.33	06	10.00	09	15.00	43	71.67

and 60 managers were interviewed to collect data. The null hypotheses are thus presented:

H₁: Employer-employee relationship does not play any role on motivation.

H₂: Existing wage rate has no effect on motivation.

H₃: Reward does not play any role on motivation.

H₄: Working conditions have no effect on motivation.

H₅: Flexible scheduling does not play any role on motivation.

Here, the dependent variable is motivation and the independent variables are employer-employee relationship, wage rate, rewards, working conditions and flexible scheduling. Likert's five point scale was used in the questionnaire. For employer-employee relationship, the employees were asked whether or not they were treated as a human being, and whether or not they got enough break during working hour. For the existing wage rate, they were asked what they think about their wage that they are paid in hourly basis. For rewards, employees were asked about their promotion and recognition. For working condition, they were asked about job security and job environment. For flexibility scheduling, they were asked about their scheduling of work in each working day. The collected data were processed and analysed in logical order. In analysing data, SPSS was used for T-test in order to accept or reject the null hypothesis, while 5% level of significance was used to signify the results.

RESULTS

The study shows that for employees, out of 100 respondents, 60% are male and 40% are female. So, the study reveals that majority of the employees of the McDonalds are male. Age limit of the employees is within 16 to 40 years. There is no person whose age is above 40 years. It is found that most of the employees are less than 20 years (70%). It also reveals that, 74% of the employees are part time jobholders and the rest are full time jobholders (Appendices 1 to 3). In the case of the employers, 80% are male and 20% are female. Most of the employers' age is between 31 and 35. Only 10% are above 35 years of age. It is also revealed that 40% of the employers are part time job holders and 60% are full time job holders (Appendices 4 to 6).

The employees' view of McDonalds (instrumentality)

Many of the students consider McDonalds as a preferably

suitable job, as compared to the other fast food restaurants. One of the most important reasons why students prefer working in McDonalds is because of the amount of flexibility they offer. Students are able to choose hours that they would be available for work in advance and their shifts are scheduled within this availability, giving them the ultimate flexibility, which helps them to adjust their college or university schedules and avoid conflicts. Working in McDonalds helps students to be financially capable and support themselves for studies and other needs, such as accommodation, socializing with friends, etc.

Students working in McDonalds encompassed more things than just simply earning money, and this is the combination of the social factors, such as making new friends, working with the same age group of people, mixing with customers and learning new skills, which are likely to help them to become more confident in their future career. Apart from the social intention, they are also attracted to other facilities given by McDonalds such as free meal at work, and providing discount card for discounts while purchasing from McDonalds of any region.

Flexible hours

Table 1 revealed that 55% of the employees were strongly in agreement with this and 23.33% agreed with this. Only 3.33% were not sure about this, but 18.33% disagreed with this statement.

Facilities like food

Out of the 60 employees, more than 30 were encouraged to work in McDonalds as a result of the free food facility provided by McDonalds. Some 28.33% of them were just about agreeing with this and 6.67% do not actually think that they worked in McDonalds for free food. However, 8 among them were not sure about this.

Wage rate

When the employees were asked about the wage rates at

Table 2. Analysis regarding managers.

Aspects	Strongly agree		Agree		Not sure		Disagree		Strongly disagree	
	No	%	No	%	No	%	No	%	No	%
Working under pressure	11	73.33	03	20.00	01	06.67	00	00	00	00
Employees are unreliable	09	60.00	04	26.67	02	13.33	00	00	00	00
Employees need supervision	10	66.67	03	20.00	02	13.33	00	00	00	00
Jobs divided into tasks	13	86.67	02	13.32	00	00	00	00	00	00
Chain of command	14	93.33	01	6.67	00	00	00	00	00	00
Right person and right tool	15	00	00	00	00	00	00	00	00	00
Operating one best way	10	66.67	03	20.00	02	13.33	00	00	00	00
More production more earning	10	66.67	03	20.00	02	13.33	00	00	00	00

McDonalds, 85% of the employees stated that the wage rate was not fair and 15% totally disagreed that the wage rates at McDonalds was fair.

Employer-employee relationship

Employees were asked about their relationship with their employer. Majority of the employees (66.67%) replied that the relationship between them were not good. Moreover, 11.67% of the employees were not sure if their relationship was good or bad.

Reward

Not even a single employee surveyed, strongly agreed with the statement that McDonalds rewarded its employee for their hard work. As per Table 1, it was seen that only 13.33% almost agreed with the reward system provided by McDonalds. Majority of the McDonalds employees disagreed with the reward system and their percentage was 53.33. However, 15 out of 60 employees strongly disagreed with this.

Making new friends

The result, in Table 1, has also been presented in the form of bar chart, in that more than half (61.66%) of the staff at McDonalds think that they made new friends and met new people at McDonalds. However, 20% of the employees strongly believed this, while only 6.67% think that they do not make new friends in McDonalds.

Choosing a career

Majority of the people surveyed, think that they would not choose a career in McDonalds, but Table 1 shows that their percentage is 71.67%. Moreover, 2 people hardly thought that they would choose a career in McDonalds.

However, by analyzing the aforementioned factors, it can be seemingly demonstrated that students possess an instrumental mentality at work, in that they are only concerned about their self interest. Many of the students are only working to earn money and support themselves for basic necessities, and there are very few of them who tend to seek a career in McDonalds.

Managers' view of McDonalds

Working under pressure

From Table 2, it is seen that majority of the managers strongly believe that crew members work hard under pressure, their percentage being 73.33, whereas only 20% were in agreement with this. Only one out of the 15 managers was not sure whether crew members worked hard under pressure or not.

Unreliableness of employees

More than half of the managers believed that employees were unreliable and their percentage is 60. Among the managers, four just agreed with this, whereas only 13.13% were not sure whether employees needed to be supervised all the time or not.

The need for employees to be supervised

When asked whether or not crew members should be constantly supervised and directed by managers for maximum output, only 2 of the managers were not sure about this. On the other hand, 66.67% strongly believed this fact.

Division of jobs into tasks

When asked whether or not jobs should be broken down into several tasks and operated by different crew

Table 3. T-test for testing the hypotheses.

Variable	Unstandardized coefficient		Standardized coefficient	t-value	p-value
	B	Std. error	Beta		
Constant	6.096	0.072		84.584	0.000
Employer-employee relationship	-0.191	0.056	-0.180	-3.400	0.001*
Wage rate	-0.487	0.071	-0.473	-6.844	0.000*
Reward	-0.193	0.058	-0.182	-3.318	0.001*
Employee supervision	-0.007	0.009	-0.022	-1.177	0.242
Flexibility in scheduling	-0.001	0.012	-0.002	-0.085	0.933

members, 86.67% were strongly in favour of this statement, whereas only 13.33% were just in agreement with this.

Chain of command

It is usually believed in general that the chain of command is necessary to maintain discipline and management control. Managers' view in McDonalds was not different from this. Almost all the managers showed strong belief in this and only one was not in agreement with this. Table 2 showed that 93.33% strongly agreed and 6.67% agreed with this statement.

Right person and right tool

It is a well accepted universal fact that the right person in the right job can do wonders. The managers' view in McDonalds completely matches with this fact and 100% showed their consent with this.

Operating 'one best way'

In McDonalds, there are different ways in which customers are served, but as stated by Taylor about the 'one best way', 67.67% of managers in McDonalds believe in this fact, whereas 20 and 13.33% of the managers either agreed or were not sure, respectively.

More production more earning

According to Table 2, it is shown that more than half of the managers strongly believed that higher production leads to more income. On the other hand, almost equal numbers of managers were either not quite sure or they just agreed with this.

Five hypotheses have been tested through the t-test for finding causes behind the turnover of McDonalds. The results are thus presented:

From these tests, the researchers found that null hypotheses 1, 2 and 3 are rejected and null hypotheses 4 and 5 are accepted. These tests are based on the 5% level of

significance. The interpretations of the tests are thus given:

H₁: Employer-employee relationship does not play any role on motivation.

The table shows that the p-value is 0.001. So, the null hypothesis is rejected on the basis of 5% level of significance and there is a significant relationship between motivation and employer-employee relationship. The value of coefficient shows that there is a negative relationship between them. It means that there is a relationship between employer-employee relationship and motivation in McDonalds.

H₂: Existing wage rate has no effect on motivation.

From Table 2, it is shown that the p-value is 0.000. So, the null hypothesis is rejected on the basis of 5% level of significance and there is a significant relationship between motivation and wage rate. The value of coefficient shows that there is a negative relationship between the two variables. It means wage rate is related with employees' motivation.

H₃: Reward does not play any role on turnover.

It is shown that the p-value is 0.001. So, on the basis of 5% level of significance, the null hypothesis is rejected and there is a significant relationship between motivation and incentive. The value of coefficient shows that there is a negative relationship between the dependent and independent variables. So it could be said that reward system has an influence in motivating employees in McDonalds.

H₄: Working conditions have no effect on motivation.

It is found that the p-value is 0.242. So, the null hypothesis is accepted on the basis of 5% level of significance and there is an insignificant relationship between motivation and working conditions. The value of coefficient shows that there is a positive relationship between them. So, there is no relationship with working condition and motivation in McDonalds.

H₅: Flexible scheduling does not play any role on motivation.

From the table, it is observed that the p-value is 0.933. So, the null hypothesis is accepted on the basis of 5% level of significance and there is an insignificant relationship between motivation and flexible scheduling. The value of coefficient shows that there is a positive relationship between them. Therefore, it could be said that, flexible scheduling does not play any role in motivating employees in McDonalds.

Considering the aforementioned discussion, it can be said that employee motivation of McDonalds in the UK is negatively associated with employer-employee relationship, wage rate and reward. There is a relationship between motivation and employer-employee relationship, wage and reward, but the working conditions and flexible scheduling have no relationship in motivating employees in McDonalds.

DISCUSSION

Based on the results gathered from the study, a discussion of theoretical and practical implementations is presented here. Table 1 shows that 73.33% managers thought that employees work hard when they are under pressure, which is consistent with Taylor's theory. In case of reliability, 9 out of 15 managers thought that the employees are unreliable which is consistent with different studies (Bacon and Blyton, 2000; Pruijt, 2000). For maximum output, employees should always need to be supervised and directed. 66.67% of the managers thought that for maximum output, crew members always need to be supervised, which fulfils one of the most important principles of Taylor's scientific theory.

Task allocation means breaking task into small and smaller tasks, which allow the determination of the most favorable result to the task. When the managers were asked about task allocation, 86.67% replied strongly in favour of this. However, this was supported by Freeman (1996) and Sandrone (1997). The chain of command is necessary to maintain discipline and management control in any organisation. In McDonald's management, the views are the same. Nonetheless, 93.33% strongly believe in this fact and it is consistent with the study (Smith, 2005).

According to Taylor (1911), to perform the job, the right person and right tool is essential. The managers' view in McDonalds absolutely matches with this fact and 100% show their consent with this. Taylor thought that for maximum efficiency, one and only one method was used. About the one best way, 67.67% of managers in McDonalds strongly believe in this fact. Higher production leads to higher income, but when this was asked, more than half of the managers strongly agree with this, while 26.67% were just in agreement with this statement. All these three variables (right person and right tool, one best way and higher production higher income) were

reflected upon this study (Smith, 2005).

McDonalds is well known for providing opportunities to its employees to work in flexible hours according to their convenience. Most of the employees are working in McDonalds as it provides flexible hours. Table 1 shows that 55% of the employees are strongly interested as it provides flexible hours and 23.33% are in favour of this. This is supported by the various studies like Curtis and Lucas (2000), Mizen et al. (1999) and Lucas and Lammont (1998).

McDonalds provides different facilities like free foods. About 51.67% of the employees strongly agreed that they work in McDonalds for free food, while 85% of the employees in McDonalds disagreed that the pay rate given by McDonalds is being fair, and the rest of the employees, which is 15%, agreed strongly that the pay rate given is far from being a decent payment and is supported by different studies (MacSaorsa, 1995; Merriam-Webster's Collegiate Dictionary, 2003).

People usually work in organisation expecting a good remuneration. Working in McDonalds is not different from this. However, 53.33% of the employees agreed that they are not being given a fair reward for their hard work and 25% of the employees agreed strongly, whereas employees believe that McDonalds do not value their hard work.

In case of making new friends in the work place, 61.66% crew members agreed that they got new friends in McDonalds and 20% strongly agreed with this and this was supported by Lucus and Lammont (1998).

Most of the employees do not take working in McDonalds as their future career. Only 2 crew members out of the 60 choose their career in McDonalds. However, 71.67% employees strongly disagreed to choose their career in McDonalds.

From the aforementioned discussion, it could be said that the managers in McDonalds think that crew members are likely to work more hard when they are being pressurised and are being supervised closely for the maximum expected output. Employees in McDonalds are also regarded as an unreliable object by their upper hierarchical position. Managers also believe that chain of command is necessary to maintain discipline and management control. Moreover, the management also tend to set up their own strategy and consider it to be the 'one best way' for carrying out jobs through McDonalds. They also believe that jobs should be divided into several tasks and operated by different crew members for better result. They prefer the right person and right tool for performing any task. At last, it could be stated that the managers of McDonalds possess mentality which complies more with the Taylor's scientific theory.

Employees' views are different from the managers, in that they often possess an instrumental mentality. Most of the employees do not take working in McDonalds as their future career, and one of the possible reasons why they work in McDonalds is because of the flexible hours

provided to the student employees as it helps them adjust their academic institution timing. Besides that, they also get various facilities such as they are being provided with free meal. Despite the facilities provided, employees are still displeased with their wages and rewards given as incentives. Thus, they regard that as being unfair.

CONCLUSION AND RECOMMENDATIONS

McDonalds is the largest catering service provider in the world in terms of system-wide sales and a pioneer in the fast food industry. It is found that the McDonalds employees are demotivated due to different reasons. For overcoming the problems, the researchers suggest some recommendations such as:

- (a) It has been found that the employees of McDonalds are not satisfied with their wages.
- (b) There is a great reason behind the demotivation of McDonalds' employees. It is suggested that for McDonalds, premium and overtime rates should be revised.

The findings revealed negative relationship of employees with their managers/supervisors in McDonalds. The respondents verified that they do not get enough breaks and appreciation for the work done. If people do not feel important, they are not motivated to stay. If they believe they are regarded as expendable, employees will leave for a position where they think they will be appreciated. The researchers suggest a cordial atmosphere should be created for the employees in McDonalds, as a whole, to overcome this problem. Management should be aware of this context.

McDonalds earn more from their business, but no financial incentive or reward is given to the employees, which creates dissatisfaction among them. The researchers think that the financial incentive should be given to the employees which would motivate them to work with more satisfaction.

Finally, by going through these facts, it could be stated that the managers in McDonalds apply Taylor's scientific theory at work. They tend to make employees work harder and supervising them closely with the intention to achieve the maximum level of output. On the other hand, employees tend to possess an instrumental mentality as they do not take the job in McDonalds as their future career. In fact, they are working in McDonalds for their survival in order to cover for their daily expenses.

Therefore, it could be concluded that both the employees and the employers are successful from their own point of views, as they have different targets and ambition while working in McDonalds.

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APPENDIX

Table 1. Gender status.

Particulars	Percentage (%)
Male	60
Female	40

Source: Field survey.

Table 2. Age group.

Particulars	Percentage (%)
16-20	70
21-30	20
31-40	10
41-50	00

Source: Field survey.

Table 3. Types of job.

Particulars	Percentage (%)
Full time	26
Part time	74

Source: Field survey.

Table 4. Gender status.

Particulars	Percentage (%)
Male	80
Female	20

Source: Field survey.

Table 5. Age group.

Particulars	Percentage (%)
20-25	15
26-30	25
31-35	50
35 and above	10

Source: Field survey.

Table 6. Types of job.

Particulars	Percentage (%)
Full time	60
Part time	40

Source: Field survey.