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Productivity in the Lens of Leadership: A Phenomenological Exploration in the Organizational Workplace

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Abstract

The conducted study entitled Productivity in the Lens of Leadership: A Phenomenological Exploration in the Organizational Workplace aimed at exploring an understanding of employees within the organizational context of leadership and their possible relationship to productivity, and to determine and understand how leaders productivity in the lens of leadership in the organizational workplace. Furthermore, it aims to understand how leadership impacts productivity at the workplace by investigating the subjects' subjective experiences and perceptions. A qualitative research method research design is applied in the study to have more extensive information on the perspective of different managers on productivity through the lens of their leadership in a Fast-Food Chain around Rosario, Cavite. To collect data gathered from the respondents, the researchers used an interview. 8 Managers from Rosario, Cavite participated in the interview. Eight (8) respondents served as participants for the qualitative phase of the study. The researchers selected those 8 participants using Purposive Sampling, a non-probability sampling technique. The findings indicate that excellent communication among managers, supervisors, and employees is critical for smooth operations and collaboration in the workplace. This encompasses both official communication channels and cultivates an environment of open communication and mutual respect. Effective leadership, defined as decisiveness, consistency, and setting a good example, is emphasised as critical to increasing productivity and engaging staff. They stress the importance of ongoing training, personal development, and adaptation for both leaders and employees in order to increase productivity and maintain a supportive work environment.

Introduction

In the current competitive and turbulent organizational environments, productivity is the most important factor for success. This, however, is at the heart not only from the point of view of operational efficiencies and the wave of technology but is deeply determined by the organizational leadership. How leaders inspire, guide, and empower their teams could go a long way toward determining productivity and effectiveness in an organization.

The concept of leadership embodies different styles and ways that each has a particular influence on the dynamics of the organization: From transformational to transactional, autocratic to democratic, a style of leadership does play a great role in creating a work environment, and in turn, affects the level of productivity by the employees. Productivity, on the other hand, is an all-encompassing concept. It is concerned with efficiency, effectiveness, and the entire performance of individuals, groups, and the organizations. In contrast with the traditional measures that rely on the quantitative outputs, productivity is not likely to be conceived without venturing into the underlying perceptions, experiences, and motivations of employees under organizational settings.

Leadership is that one factor which defines the working environment within an organization and which also affects the behavior, attitude, and productivity of employees in the organization (Bass, 2019) [10]. Other leadership styles, such as transformational, transactional, and servant leadership, are also well researched in regard to their influence on employee motivation and productivity (Northouse, 2020) [35]. It is thought to encourage a good work environment by increasing employee engagement and performance, while poor leadership practices will tend to bring about disengagement, hence low productivity in an organization. Each style brings its unique approach to managing and inspiring teams, ultimately shaping organizational

outcomes. In this regard, the two studies offer invaluable knowledge concerning the intricate linkage between leadership approaches and workforce effectiveness in organizations.

Lately, there has been more significance given to the need for authentic leadership styles in enhancing organizational effectiveness (Avolio & Gardner, 2021) [6]. Openness, ethical behavior and trust and collaboration among employees are some of the qualities that authentic leaders possess (Walumbwa *et al*., 2019) [46]. Research has shown that when leaders are authentic it promotes employee well-being and job satisfaction which in turn leads to increased productivity and overall organizational performance (Gardner *et al*., 2022) [16].

According to Grant (2022) [19], even more, the landscape of the organizations is changing, considering remote work and the integration of technology into daily organizational work, which affects the practices of leadership and the productivity outcomes. Revisiting traditional ways of leadership, while the organizations try to adapt to and manage these changes, is a call to establish new and better ways to bring productivity into the workplace.

Key leadership behaviors, such as effective communication, decision making, and empowerment of employees, have been identified as the key drivers of productivity and organizational performance (Avolio & Yammarino, 2021) [8]. This simply means that the organizational performance and productivity are greatly influenced by the ways in which the leaders communicate, make decisions, and empower their employees. Strong leadership in these features will promote better results and performance improvement for the company. This, therefore, implies that the current pandemic is one of those tests of the fact that the twenty-first century would be an era full of many such organizational challenges, which could not be anticipated; hence, the development of resilient organizational leaders became of paramount importance to maintain productive flow in the face of uncertainty and adversities (Wang *et al*., 2023) [47]. Conducting studies about how leaders navigate their organizations during crises can generate insights that will promote productive resilience in the face of future disruptions.

Despite such a body of studies, there are gaps that seem to be left open for exploration. Most of the studies that have appeared in the literature have tried to dissect how different leadership styles impact the organization's outcomes; however, there is a more holistic way to understand how leadership behavior impacts a company's culture and, in turn, how it impacts the productivity of employees. Second, it is clear from research that the effectiveness of leadership is context-dependent. Therefore, there is an importance of considering the context factor, such as industries, and the context of organizations in research related to this area.

Here, the study has opted to undertake a phenomenological inquiry to help rectify these gaps, provide very useful insights into the complex interplay between leadership, culture, and productivity, and this study has attempted to capture the lived experiences and subjective interpretations of employees, making it valuable for the organizational leader to refine their approaches to leadership and cultivate a conducive work environment for optimal productivity levels.

This research aims to investigate the relationship between leadership styles, organizational culture, and employee productivity. This research considers the mechanisms that are subsidiary to leadership behaviors and influence the culture of the organization and its employees' productivity. The understanding of this leads to the development of a management practice in developing more effective forms of leadership that support a positive work environment and overall productivity.

Objectives of the Study

This work aims to study the subject of how employers' views on administration would have a direct effect on productivity in the organizational background. It attempts to determine what employee and supervisory personnel's experience of management leadership is like, and how it impacts productivity. Moreover, it strives to investigate the impact of leadership styles on a company's productivity in an empowering way. Eventually, the study aims at achieving constructive recommendations for the development of effective leadership that can enhance work productivity.

Methods and Materials

Researchers employed qualitative research methods in their study as it gathers non-numerical information and examines respondents' perspectives. According to research, qualitative research involves studying complex issues using non-numerical data, like interviews, observations, and text analysis. Qualitative research can be defined as the study of the nature of phenomena and is especially appropriate for answering questions of why something is (not) observed, assessing complex multi-component interventions, and focussing on intervention improvement (Busetto *et al*., 2020) [11]. The researchers will use the qualitative method in their study because it is fit in their research paper, as the researchers will focus more on collecting non-numerical data or let's say just words and this method will be helpful in their study to have more extensive information on the perspective of different managers on productivity through the lens of their leadership in a Fast Food Chain around Rosario, Cavite and also understand the underlying reasons for observed or unobserved events in the lens of leadership. The researcher will use a phenomenological research design in their study as it is under the qualitative method that they used in the research paper and it is fit to their study. Phenomenological approach is used to capture the real experience of those leaders in demonstrating how they live and exercise a particular phenomenon of 'leadership' (Gaus *et al*., 2022) [18]. The researchers will employ a phenomenological research design to examine the actual experiences of workers in different leadership styles among leaders in which they apply the style. The technique of the researchers comes by means of getting complete narratives and outlines from interviewees to permit them to realize how their perceptions, attitudes, and behaviors at paintings have been prompted through management patterns. It is against this backdrop that the researchers employ this layout for you to unravel subtle insights concerning how management impacts organizational lifestyle as well as employee productivity thereby offering a large and deep know-how of what is being studied.

A sample of eight (8) respondents from the populations of leaders like managers in different Fast-Food Chain around Rosario, Cavite. The eight (8) respondents that the researchers choose as their sample in the study is a manager who has experience in terms of leadership as a productive

leader in an organizational workplace. There are different relevant characteristics of managers as a sample in their study, such as age, gender, responsible, oversee, have leadership and communication skills, knowledgeable, have different leadership styles, have vision and goal setting in the company, managers who have experience in terms of leadership, and etc. Purposive sampling was used by the researchers because it allows them to select participants who have firsthand knowledge and experiences with productivity and leadership in the workplace and are likely to provide rich, in-depth insights into the subject.

Thematic analysis (TA) is a basic method for the identification of patterns (that is, themes) in data, including transcribed talk or conversation (Freeman *et al.*, 2019) [14]. A thematic analysis can be conducted to gain insight into the managers who will identify and investigate their experience behavior using interviews. The findings of the research will enhance the knowledge of the managers, and use techniques like thematic analysis to identify recurring themes and patterns in interview responses related to Managers and productivity. Furthermore, data research utilizes methods such as interviews to gather relevant data from managers within the organization based on the analysis to provide insight into how leadership styles can be tailored or improved to enhance productivity in the workplace. The steps provided in the article will be used to perform a comprehensive thematic analysis on the impact of leadership styles on the company culture and employee productivity, which will form the basis of the report findings. As a result, it will enable the development of guided interventions toward enhancing performance and productivity.

Results and Discussion
Theme 1: Lived Experiences of Managers
This theme investigates both the personal and professional lives of managers. It looks at the difficulties, the victories and the perspectives gained from their positions. By concentrating on real-life situations, daily decision making and interpersonal relationships, which are part and parcel of managerial work are brought out. Knowledge gained from experiences shared in this theme&rsquo;s narrative probe is broad based hence showing different manager 's views as well as their approaches to doing things. Researchers are able to have deep insights into how organizational settings individual's background and external factors affect managerial activity and decision-making through story telling inquiry since it enables them capture what matters most among others.

Managerial Responsibilities and Leadership Style:
Managerial Responsibilities and Leadership Styles refer to the tasks and obligations that managers are required to carry out within an organisation, as well as the approach or way in which they lead and influence their teams. This includes a variety of actions like as decision-making, planning, organising, and directing, as well as the manager's leadership style used to motivate and drive their team towards organisational goals (Northouse, P.G. 2018). This study revealed the crucial role of tasks and leadership approaches in organizations. It suggests that successful managers not only fulfill their duties but also employ effective leadership styles to inspire and direct their teams toward achieving organizational objectives. Respondent 1 explained that,

"Hindi po, kasi hindi siya ganon kadali first of all hindi lang naman yung store yung mina-manage mo pati yung mga tao din then tulad ngayon nagbabawas ng oras walang choice si manager kundi gumalaw nalang din."

Managing a store involves more than overseeing operations; it also demands managing the staff. Managers face the challenge of time constraints, such as limited operating hours, which can hinder their ability to complete tasks effectively. This pressure can force them to make hasty decisions with limited options. In recent study, it was found that effective leadership styles are critical for navigating the hurdles while preserving team morale and productivity (Robbins and Coulter 2019) [39]. These findings support the statement of respondent 1 about difficulty of managing both the store and the crew, particularly in difficult conditions such as lowering working hours. Furthermore, Respondent 2 explain that,

"Not easy but ahh. Winowork out naman lahat ng bagay kapag mahirap so ginagawan ng paraan na. Na easy, hindi madali maging manager."

This statement states that being a manager is challenging, but there are ways to make things simpler. A manager is a responsible role that requires substantial knowledge and skills in task and people management, planning, and organisation. Managerial readiness means being prepared to encounter obstacles and employing intelligence and competence to overcome them. Managerial duties can be made easier with careful planning, organisation, and the use of the correct tools and procedures. In this way, even if it is complex, it can be made simple.
The statement of Respondent 2 supported by the statement of Respondent 3 as it is explained that,

"For me, noong una syempre hindi, pero sabi ko nga when the time goes by makukuha mo yung diskarte. Kung minsan sa araw araw mong ginagawa sa pa ulit ulit mong ginagawa maiisip mo na kumbaga madali na lang siya kasi araw araw mo na siyang ginagawa eh."

Respondent 2 statement supported by the Respondent 3's answer shows that in the beginning, he did not immediately get the right method or approach to something. But over time and doing it over and over again, he gradually learned and got the right steps and techniques to make it easier and more effective for him. It is about skill expansion and development through experience and persistence. Respondent 4 state that,

"Mahirap. Mahirap kasi ah. Syempre makikisalamuha ka sa iba't ibang tao at yung stress sa trabaho ganyan, pero syempre kasama naman talaga sa trabaho ang mahirapan so. Ayun yon lang yung nararamdaman ko."

In Respondent 4's answer, he noticed the aspect of having interaction with different people and the stress associated with the job as a manager. He also noted that experiencing trials and tribulations is actually part of the job. In general, the respondent noted the challenges that come with being a

manager, including interpersonal dynamics and job difficulty. Respondent 5 explained that,

"Syempre mahirap kasi ano… kasi malayo sa course ko eh kasi course ko computer computer science mahirap kasi di siya align sa ano ko sa trabaho pero by experience madali lang siya pag mahal mo yung trabaho mo."

Respondent 5 says that his Computer Science course is difficult for him because it is far from his interest and passion for work. Although it is not directly related to what he is studying, he says that it is easy for him because of his love for work. That means, even if it wasn't what he chose from the beginning, his love and dedication to work makes it easier for him to face challenges and learn in this field. Even though his course is not directly related to his work, he says that the experience and dedication to work make it easier for him to face challenges and achieve success. This was an important aspect of growing his career despite the challenges brought about by the difference in his course and work.

Respondent 8 statement agree with the statement of Respondent 5, as she said that,

"Ahm. Ang ano ko lang naman is kung ang focus mo talaga is trabaho kahit anong trabaho matatanggap mo yon nasa. Kung paano mo pa rin yan tatanggapin kung mahal mo yung trabaho mo walang hirap sayo kasi nga mahal mo yung trabaho mo, nag e-enjoy ka don. Hindi mo mararamdaman yung stress at yung pagod kapag alam mo naman na nag e-enjoy ka naman at gusto mo yung trabaho mo."

Respondent 8 expresses the view that love for work is an important factor in accepting and facing any challenge resulting from work. She says that even though there are trials and fatigue at work, loving it gives satisfaction and enjoyment in doing it. When a person loves his work, he/she will not feel stress and tired because his/her pleasure and love for what he/she is doing gives him/her strength and inspiration. Through this expression, respondent 8 emphasizes the importance of passion and enjoyment at work as keys to productivity and career happiness. In a study of Robbins and Judge (2017), found that executives that focus on developing a supportive and stimulating workplace culture have higher employee engagement and job satisfaction rates.

Effective Communication and Engagement: Effective communication and engagement require the effective flow of information as well as the active participation of all parties involved in order to achieve shared understanding and collaboration within a specific environment (Robinson and Hogg, 2011) [40]. This includes clear message delivery, attentive listening, and creating a climate in which all persons feel valued and listened to. These techniques foster trust, openness, and rapport among team members or stakeholders, allowing for more productive interactions and outcomes. This study reveals that effective communication and engagement require not only efficient information sharing but also active participation of all stakeholders in order to develop shared understanding and collaboration within a specific setting (Robinson & Hogg, 2011) [40]. This

includes ensuring that messages are delivered clearly, listening attentively, and creating an environment in which everyone feels respected and heard. These tactics are critical for developing trust, openness, and rapport among team members or stakeholders, resulting in more productive interactions and outcomes.

"Variance Sa ano eh. Communication lang naman yan… communication lang sa buong team."

The expression "variance. Sa ano eh. Communication lang naman yan… communication lang sa buong team." argues that variance or differences in performance or outcomes can frequently be attributable to communication breakdowns within the team. It emphasizes the significance of excellent communication within the team in addressing and resolving any inconsistencies or difficulties that occur. Essentially, it emphasizes the importance of clear and open communication in maintaining team cohesion and alignment. Therefore, the Respondent 3 states that,

"So, yun talaga very important kasi talaga yung ano eh communication kumbaga kapag talagang walang communication or kapag hindi talaga nagkasundo ang hirap gumalaw sa store, so... Very important na may communication."

The statement highlights the crucial need of communication for the store's efficient functioning. It supports the study's findings, which show that effective communication and engagement are critical for creating shared understanding and collaboration among team members. Without excellent communication, it is difficult to navigate the store's activities smoothly. As a result, both the statement and the study emphasize the need of promoting clear message delivery, active listening, and creating an environment in which everyone feels valued and heard. These behaviors ultimately foster trust, openness, and rapport among team members, resulting in more productive interactions and outcomes. Moreover, the Respondent 6 states that,

"Siguro as sakin as a restaurant manager kaya siguro tumagal ako at chaka siguro stuff ko siguro naging maayos yung commitment namin siguro nandoon kasi yung respect ah. Magandang attitude chaka yung pakikisama para siguro ah. Tagal Kasi o tumagal ako sa mga stuff na makakasama ko."

The statement implies that the speaker's success as a restaurant manager can be linked to the devotion and respect they share with their employees. It suggests that mutual respect, a positive attitude, and teamwork among employees contribute to a favorable work environment, which ultimately leads to the manager's longevity in their position. This sentiment is consistent with the significance of cultivating strong connections and excellent communication, as noted in the study on successful communication and engagement. Also, Respondent 8 explains that,

"Ahm.. ayun nga huwag kang maging mapagmataas hindi porket manager eh bossy ka na dapat kailangan kasi talaga eh.. proper communication din sa mga staff mo diba, para maging ano lang kayo pamilya lang din

kasi kayo kayo lang din naman ang magtutulungan dito eh, ganon lang."

The statement underlines the need of avoiding hubris as a manager and instead encouraging effective communication with employees. It implies that being a manager does not necessarily imply being bossy; rather, it highlights the importance of a helpful and communicative team environment. The goal is to develop a sense of family in the workplace, where everyone works together and supports one another, in keeping with the study's principles of successful communication and participation.

Positive Workplace Culture: A positive workplace culture is a combination of values, attitudes, behaviors, and practices inside a business that foster collaboration, respect, support, and general well-being among employees (Schein, 2010). According to the study, a positive workplace culture is a full blend of an organization's beliefs, attitudes, behaviors, and practices. This combination promotes teamwork, mutual respect, support, and employee well-being (Schein, 2010). Essentially, it emphasizes the significance of cultivating a work environment that values teamwork, respect, and employee well-being. This study underlines the need of creating a positive workplace culture to improve employee satisfaction, productivity, and overall organizational success. Respondent 5 explains that,

"Ano ahh… pagiging masayahin… pagiging masiyahin sa ano sa… kasi dito nakakapagod dito eh pero kailangan mo lang maging masaya kasi kung malungkot ka pagod ka na malungkot ka na edi wala na araw-araw maging masaya ka nalang araw araw kahit nakakapagod yun lang ngumiti kalang sa customer kahit nakakainis."

The statement emphasizes the significance of keeping a good and joyful attitude in the workplace, regardless of the problems that may arise. It emphasizes that, while work can be demanding at times, it is critical to have a positive attitude. The concept is based on the premise that being sad or unhappy simply exacerbates feelings of exhaustion and dissatisfaction. Instead, choosing to be cheerful every day, even when exhausted, can have a big influence. This sentiment is consistent with Schein's (2010) definition of a positive workplace culture, which focuses on building an environment in which employees can collaborate, respect, and support one another. In essence, the statement emphasizes the relevance of individual attitudes and behaviors in contributing to a great workplace culture, and how having a cheery outlook can boost both oneself and others around them, thereby improving general well-being and productivity within the firm.

"Ano ahh… hindi na importante na ano maging…haharap sa buhay kung anong meron sungab lang ng sungab panahon ngayon ano eh hindi na uso yung ano eh yung maarte basta marunong ka lang ano… marunong ka lang… marunong ka lang umano ng mga ano pagkakamali yun yun lang."

The statement indicates a realistic and adaptable approach to overcoming life's obstacles, rather than one that is superficial. It implies that in today's fast-paced world,

characteristics like being too preoccupied with appearances or being overly sensitive are no longer relevant. What matters most is one's capacity to manage situations successfully and learn from mistakes. This opinion is consistent with Schein's (2010) definition of a positive workplace culture, which focuses on values, attitudes, and behaviors that promote employee collaboration, resilience, and flexibility. In essence, the phrase emphasizes the need of prioritizing practicality, resilience, and a readiness to learn from mistakes in both personal and professional settings, resulting in a more happy and productive work atmosphere overall.

"Ano ibabahagi kolang is… ahh… be patient then ahh… pagpapakumbaba and then… ano pakikisama lalo na sa mga katrabaho yun ang sikreto para… yung ang sikreto sa trabaho yun lang."

The statement emphasizes the value of patience, humility, and camaraderie in the workplace. It implies that being patient and humble, as well as cultivating positive relationships with coworkers, are essential for professional success. This is consistent with Schein's (2010) definition of a positive workplace culture, which focuses on employee participation, respect, and support. Individuals who prioritize values such as patience, humility, and teamwork help to create a healthy work atmosphere in which mutual respect and cooperation thrive. Finally, the statement emphasizes the importance of human characteristics and interpersonal interactions in creating a peaceful and effective corporate culture. Therefore, Respondent 6 states that,

"So far closure of the working environment ng fast food so ah... Kasi actually sa mga kasama or doon sa mga workplace pinag tratrabahoan don kasi minsan ah... Culture na nagiging ano ng Isang tao or yun yung pinaka ah... Kumbaga pakikisama or pakikisalamuha sa bawat Isa yun yung naging ah... Lumalabas yung attitude natin kasi yun sempre yung kasama mo is na toxic kan na sempre hindi kanaman tatagal sa Isang trabaho."

The statement implies that the culture of a fast-food workplace can occasionally result in unfavorable attitudes and interactions among coworkers. It means that the current culture may promote toxicity or generate difficult dynamics between coworkers. This observation is consistent with Schein's (2010) definition of workplace culture, which includes the shared values, beliefs, and standards that impact behavior within a company. When a workplace culture promotes negativity or toxicity, it has an influence on employee morale, job satisfaction, and retention. Thus, the statement emphasizes the significance of fostering a healthy and supportive workplace culture in order to improve employee well-being and corporate performance.

"So diyan sa part na yan siguro ah... Dapat ano kumbaga ikaw as a leader dapat siguro ah i-motivate mo mga stuff mo or paano magiging productive ang isang tao or kunyari ah... Yung isang tao mo is mahina sa part na ganito although kailangan mo sya i suporta or i-guide para ah... Magawa niya din ng tama yung dapat nya gawin."

The phrase underlines the importance of a leader inspiring and directing their team members to improve productivity and performance. It says that leaders should provide support and advice to individuals who may be suffering in specific areas, assisting them in developing the skills and knowledge required to do their tasks effectively. This approach is consistent with good leadership approaches that emphasize coaching, mentoring, and empowering to promote individual growth and achievement within the team. Leaders who invest in the growth of their team members can build a culture of continuous improvement and excellence, thereby contributing to the organization's overall success. Also, Respondent 8 states that,

"Some of managers kasi eh kapag sinabing manager ano ahm... Matapang, naninigaw, nanlalait pero hindi ganon dapat para mas maganda yung impact ng mga staff within the manager, so ayun."

A statement reinforces the idea that some managers associate good leadership with.

Managing Challenges and Struggles: Managing challenges and struggles involves employing strategies to navigate difficulties, obstacles, and adversities effectively (The International Review of Retail, Distribution and Consumer Research 2020). This may include utilizing problem-solving skills, seeking support from others, maintaining a positive mindset, and adapting to changing circumstances. Research in fields such as psychology, management, and organizational behavior often explores various approaches and techniques individuals and organizations use to manage challenges and struggles successfully. Respondent 1 explained that,

"Yun yung tinanggap ko yung position as OIC sobrang challenge siya sa akin kasi ahm... Lahat ng kailangan ng store is sayo muna manggaling, lahat ng problem... Yun yung problem tsaka yung kailangan ng store is ikaw yung mag-de-decide yun yung mahirap."

What she conveying is that she accepted the position of Officer-in-Charge (OIC), and it's been incredibly challenging. She highlighting the fact that everything the store needs and every problem that arises falls on her shoulders. Plus, the difficulty lies in being the one who has to make decisions for the store. What she's expressing is that she accepted the position of Officer-in-Charge (OIC), and it's been incredibly challenging for her. Everything the store needs relies on she initially, and all the problems that arise become her responsibility. While Respondent 3 explained that,

"Well ahm... Very pressure minsan masaya, minsan nakakapagod but in the end marami kaming matututunan hindi lang sa pag handled ng 5M's."

The respondent it sounds like he is describing a situation that involves pressure, sometimes enjoyment, and sometimes exhaustion. However, he highlight that despite these challenges, she and others involved will learn a lot, not just about handling the 5M's but likely about various aspects of the situation or task at hand. It seems like the speaker is expressing their thoughts on a situation or experience, possibly a challenging one. They acknowledge that it can be both enjoyable and tiring at times, but they emphasize that through it all, there's a lot to learn, not just in managing the "5M's," whatever those might refer to in context. Respondent 1 state that,

"Nakakapagod maging manager, yon lang."

It seems the statement is expressing that being a manager can be exhausting. The speaker is conveying that being a manager is exhausting, plain and simple. Respondent 3 explained that,

"Well sa akin nong umpisa ng open nang store kasi ako lang yun mag isa, isang manager lang ako dito. So, very challenging sa akin yung humawak ng store kasi nasanay ako sa previous job ko na may kasama akong manager. So... kapag nag re-rest day ako automatic may mga staff lang sila ahm... sila sila lang yan, may mga pl lang ako sa loob. So isa yun sa mga reason na nagkaroon sa akin ng challenge so... para ma-overcome yon so... syempre training, bigyan mo siya ng proper training at advise para magawa nila yung isang work nila then para ma-accomplished din nila yung work nila."

The statement is sharing their experience of initially struggling with the challenge of managing a store alone, as they were accustomed to having another manager present in their previous job. They explain how they overcame this challenge by providing proper training and advice to the staff, allowing them to handle tasks independently even when the speaker is on rest days.

Conflict Resolution and Growth. (Academia Letters, 2021) [1], the practice of constructively resolving disputes or conflicts between people or groups is known as conflict resolution. It entails determining the conflict's origin, comprehending the viewpoints of all sides, and coming up with solutions that work for everyone. Positive relationships, cooperation, and understanding are all facilitated by effective dispute resolution. In this context, "growth" can refer to the development of an individual or an organization that results from successfully resolving conflicts. Through building resilience, sharpening communication skills, encouraging empathy and understanding, and strengthening problem-solving abilities, conflict resolution can promote growth. By resolving disputes, people and organizations can develop stronger and more resilient in the long run by learning from past mistakes and adjusting to new circumstances. Respondent 1 explained that,

"Hmm.. yung mga target samin siguro sobrang adjustments yung ginagawa sa manhours, sa products, tsaka sa performance ng store, yun lang."

The speaker is expressing that they are facing significant adjustments in terms of manpower hours, products, and store performance due to the targets set for them. The speaker is suggesting that their team is dealing with extensive adjustments regarding manpower hours, product offerings. She added that,

"Yung ano making my own decision din siguro, kung alam ko naman na mas ikabubuti yun, yun yung

ginagawa ko."

The statement is expressing their belief in making independent decisions, especially when they believe it will lead to better outcomes or benefits. The speaker is conveying that they believe in making their own decisions, especially when they are confident that it will be for the best. While Respondent 8 explained that,

"Ahm... ayun nga huwag kang maging mapagmataas hindi porket manager eh bossy ka na dapat kailangan kasi talaga eh... proper communication din sa mga staff mo diba, para maging ano lang kayo pamilya lang din kasi kayo kayo lang din naman ang magtutulungan dito eh, ganon lang."

The speaker is advising against being arrogant just because one is a manager; they emphasize the importance of maintaining proper communication with staff to foster a familial atmosphere where everyone helps each other out. She also added that,

"Hmm... ang ginawa ko lang naman kasi is maging positive, kasi sa business kasi meron din diyan na araw na mahina ang benta mo, wala ka masyadong customer. Anong dapat kong gawin kapag wala ako masyadong customer? Ayun yung sa akin lang talaga is kailangan think positive ka lang lagi para maging positive lang din yung mga staff mo na... ngayon lang toh bukas maging mabenta tayo ganun parang babawi tayo bukas. Positive lang talaga kasi once na tingnan mo yung negative side as a negative talo ka eh kailangan kapag tinignan mo yung negative palitan mo yan ng positive, magiging positive yan tuloy tuloy na."

The respondent statement is explaining their approach of maintaining a positive attitude in their business, especially during slow days when there are fewer customers. They emphasize the importance of staying positive to uplift the morale of the staff, encouraging them to think optimistically and focus on the potential for better sales in the future. They believe that dwelling on the negative side can lead to defeat, so it's crucial to replace negative thoughts with positive ones to maintain a positive trajectory. Respondent 3 explained that,

"Well, siguro isa sa mga nag change sa akin is dati kasi ano ako eh medyo childish when it comes sa decision-making, ngayon kasi kailangan lumalim ang decision-making ko."

The statement is conveying that one of the changes they've undergone is becoming more mature in their decision-making process. They used to be somewhat childish in their approach, but now they recognize the need for deeper and more thoughtful decision-making.
Career Development and Growth. Career development and growth are the continuing processes of obtaining new skills, knowledge, and experiences to progress one's career trajectory and attain personal and organizational goals (Hall, 2004). The study identifies a variety of activities, including formal education, training programs, mentorship, networking, and on-the-job experiences, as critical

contributors to individual progress and job satisfaction. Furthermore, it implies that professional development necessitates self-assessment, goal formulation, and ongoing adaptation in order to meet changing workplace needs and seize possibilities for success. Finally, the study depicts professional development and advancement as dynamic processes that empower individuals to navigate their careers effectively and realize their full potential (Hall, 2004). Respondent 2 explains that,

"Ahh… as a… ako din naman na working student dati ahh… STI STI ako nag-aaral dati so, pinangarap ko din naman dati nung nag-aral ako na magi- to be ahh… manager someday so, yun nga pa- after nung nag graduate ako… ano… nag take ako as a manager so, sa awa ng Diyos nakapasa ako so, hanggang ngayon manager padin naman ako so ayun."

The statement highlights an individual's personal career and development path. They added that, as previous working students, they aspired to become managers someday. After finishing their courses, they were resolved to follow their dream and eventually become managers. This is related to the concept of professional development and progress since it demonstrates how obtaining new skills and experiences may help an individual achieve their career goals. The study also argues that professional development necessitates self-assessment, goal-setting, and continual adaptation in order to meet changing workplace needs and seize possibilities for success. Furthermore, the study depicts professional development and advancement as dynamic processes that enable people to successfully navigate their professions and reach their full potential.

"Ahh…so yun, pag igihan mo lang yung pag-aaral kasi yun yung component ng… manager."

The statement implies that focusing on education is critical because it is a necessary component of becoming a manager. This is consistent with the concept of career development and progress, which emphasizes the importance of learning new skills, knowledge, and experiences in order to advance in one's job. The study emphasizes formal education, training programs, mentorship, networking, and on-the-job experiences as critical components of individual advancement and job satisfaction. Furthermore, it suggests that professional development necessitates ongoing self-assessment, goal-setting, and adaptation in order to manage changing workplace needs and exploit possibilities for success. Finally, the study depicts professional growth as a dynamic process that enables people to successfully navigate their professions and reach their full potential. Therefore, Responden 5 states that,

"Ano ahh… patuloy na ano... patuloy na… patuloy na pag iimorove sa mga empleyado sa pag ano ahh… paulit nalang ulit. Ano ahhh… dito kasi ano sila eh tokyo tokyo hindi sila ahmm… maalaga sila sa mga tao nila mababait sila kaya… parang ano… para sa ano sa future mas marami ring ano mga manager na ano ma… ma encourage kasi ano nga dito ahh…parang sa napasukan kong ibang ano fast food ano maganda yung ano dito environment sa Tokyo so yun lang."

The statement implies a constant endeavor to improve employees, with a consistent focus on their development. It emphasizes the value of nurturing and caring for employees, as seen by their excellent experiences working at Tokyo Tokyo. The encouraging environment at Tokyo Tokyo inspires more people to strive to be managers in the future, demonstrating the company's dedication to employee growth and advancement. Also, Respondent 8 states that,

> "Hmm... kasi bago ako naging manager is naging staff muna ako nito ahm... naging staff ako ni samgyup ng 7 months bago ako nag apply ng manager tapos newly hired nga lang ako within nito nga lang pag open nito. Ahm... ano pa ba hm... ayun since nang naging manager nga ako yung experience ko dito mas naging malawak kumbaga nag growth yung knowledge ko eh ahm.. Nag growth yung knowledge ko dito sa samgyup na ito mas marami pa akong nalaman at mas marami pa akong natutunan. So yon yung naging impact ko nag growth ako dito sa samgyup."

The statement describes the individual's progression from staff member to manager at Samgyup. They worked as a staff member for seven months before applying for a management position, and they were recently hired when the opportunity arose. Since becoming a manager, their knowledge and skills have grown significantly. Working at Samgyup has provided them with invaluable learning opportunities, allowing them to expand their knowledge and abilities. Overall, their experience at Samgyup has benefited both their personal and professional progress.

Team Unity and Support. Team unity and support refer to the coherent relationships and mutual aid that team members have within an organization (Hackman & Wageman, 2005). The study emphasizes the importance of team unity and support inside businesses, focusing on cohesive connections and reciprocal aid among team members (Hackman & Wageman, 2005). It emphasizes the necessity of creating a collaborative atmosphere in which team members work together to achieve common goals, share resources, and offer emotional support to one another. Team unity is defined by trust, open communication, respect, and a common sense of purpose, whereas support entails providing assistance, encouragement, and understanding at difficult times. According to the study, firms that promote team unity and support can boost employee teamwork, productivity, and overall job satisfaction, resulting in greater organizational performance. Respondent 4 explains that,

> "The same time sa totoong buhay pakikisama rin talaga para maganda yung trabaho, maganda yung ahm... samahan, yung team, para mas mabuo pa rin namin. Yun lang yung gusto kong ano, yun lang yung parang mas tumatak sa isip ko na sa tagal kong nagtatrabaho parang maganda yung makisama kaya andito pa rin tayo sa lugar na ito, so ayun."

The statement emphasizes the importance of collaboration and camaraderie in the workplace, as well as the benefit of developing strong relationships and mutual support among team members. This is consistent with the concept of team unity and support, which emphasizes the value of cohesive ties and mutual assistance within an organization (Hackman & Wageman, 2005). Organizations can improve employee cooperation, productivity, and overall job happiness by cultivating a collaborative environment in which team members work together to achieve common goals and support one another. The statement expresses the idea that excellent interpersonal interactions and a supportive work environment increase employees' loyalty and dedication to their organization, which leads to improved organizational performance.

> "Paano ko siya na ahm... nagawan ng paraan, is ano lang syempre relax lang yung ano natin relax tayo at the same time is… humingi pa rin ng ano hmm... parang tulong o suporta sa isa't isa. So, ayun yung naging impact sa akin, sa sobrang stress is parang ano… nawawala ka na pero kailangan i-relax mo pa rin yung sarili mo ahm... relax lang para makapag isip ng ayos tsaka makapag trabaho ulit ng tama."

> "Ahm... sa team chemistry kailangan mo ng teamwork, ahm syempre paano magkakaroon ng teamwork? Syempre u- u-umpisahan mo sa sarili mo."

The statement emphasizes the significance of finding strategies to manage with stress while remaining calm and seeking help from others. This is consistent with the concept of stress management, which is using measures to minimize stress and improve general well-being. Individuals can effectively manage stress and maintain their mental and emotional health by recognising the need of relaxation and getting help when needed. The statement highlights the influence of stress on one's capacity to operate adequately, as well as the significance of self-care and requesting help from others in order to effectively manage stressful situations. Also, Respondent 8 states that,

> "Every morning kasi nag se-send ako sa kanila ng bible verse na pwedeng maging productive na ma-ano nila na yung ma-inganyo lang din sila na magtrabaho everyday tapos kung ano ba ang purpose ng pagta-trabaho nila tapos huwag kakalimutan na sa everyday si God talaga yung may gabay sa atin kasi hindi naman tayo gigising sa ano kung hindi dahil kay God diba."

The statement emphasizes the practice of emailing Bible verses to coworkers to boost productivity and remind them of the goal of their work. It highlights the need of finding motivation in daily duties and seeing God as their ultimate guide and source of strength. This is consistent with the concept of finding purpose and meaning in work, as well as recognizing the importance of faith and spirituality in providing guidance and motivation. Individuals who incorporate spiritual components into their daily routine can develop a feeling of purpose, direction, and connection to something larger than themselves, which can have a good impact on their mindset and approach to work.

> "So... yun everyday talaga every morning nagse-send ako sa kanila ng bible verse sa gc, HAHAHA may gc kasi kami. So... at least dahil doon good na yung morning nila tapos pagdating dito sa trabaho maganda na yung mood namin."

The statement about exchanging Bible passages in the group

chat is consistent with the ideals of team unity and support mentioned in Hackman and Wageman's (2005) study. It emphasizes how simple gestures, such as sharing inspirational messages, help to foster cohesive relationships and mutual aid among team members. This technique promotes trust, improves communication, and provides a supportive environment in which team members can rely on one another, resulting in increased teamwork, production, and job satisfaction inside the organization.

“Positive lang talaga yung masasagot ko kasi sa mga business kahit ano namang business yan eh kailangan mo lang maging positive talaga kasi hindi naman araw araw is mabenta talaga.”

The statement emphasizes the necessity of keeping a cheerful attitude in business, which is linked to teamwork and support inside an organization. In business, keeping a good attitude is essential because not every day will result in successful deals. Being positive in the context of unity and support attempts to maintain excellent camaraderie and support among team members, resulting in increased cooperation, productivity, and job satisfaction, which leads to enhanced organizational performance.

“Ahm... ayun nga huwag kang maging mapagmataas hindi porket manager eh bossy ka na dapat kailangan kasi talaga eh... proper communication din sa mga staff mo diba, para maging ano lang kayo pamilya lang din kasi kayo kayo lang din naman ang magtutulungan dito eh, ganon lang.”

The statement emphasizes the significance of avoiding arrogance and promoting effective communication between managers and employees, which is consistent with the concepts of team unity and support. It emphasizes the need of a collaborative atmosphere in which team members, including managers, work together peacefully as a family, helping one another to achieve common goals and overcome obstacles. This strategy, based on trust, open communication, and mutual respect, is consistent with the study's findings, which show that boosting team unity and support can improve employee teamwork, productivity, job satisfaction, and overall organizational performance.

Marketing Strategies and Diversification. Businesses need good marketing to get and keep customers, make sales, and stay ahead of competitors. They use ads, brands, prices, and how things are sold to do this. But diversification means making new products or selling in new places to lower risks and take advantage of opportunities. As technology grows fast, companies have to find new marketing ways to properly use digital stuff (Li & Zhang, 2022) [28]. This study underscores the important need for organizations to alter their marketing strategy to nicely exploit digital era in reaction to speedy technological improvements. Respondent 3 explained that,

"Hmm.. syempre isa doon yung pag ma-marketing strategy namin para tumaas yung output sabi ko nga diba sa loob ng tindahan hindi ka makikilala kung nakatayo lang yung business kumbaga ito lang naka display lang."

Effective marketing goes beyond just displaying products or services. It involves actively connecting with customers and creating unforgettable experiences that foster engagement. This approach aligns with modern marketing principles that emphasize the power of consumer connection and experience-driven sales. As stated by Kotler *et al*. (2020), businesses must transcend traditional marketing strategies and focus on delivering memorable experiences to differentiate themselves in competitive markets. Simply relying on displays is no longer enough to drive success. He added that,

"So, kailangan din natin na may ginagawa tayong efforts like yung pagtatayo ng banners namin around mall also posting sa FB post ng SM mall so yun yung isa sa mga output."

Respondent 3 believes that such banners need to be hung in every corner of the mall and posted on the SM mall's Facebook page. They are obligatory as one is trying to pass one's message or goal across. The "output" represents the actual action or result of their efforts that are supposed to positively influence their objective. In other words, the message from Respondent 3 emphasizes that one should always keep an active involvement and work toward one's goal of either promotion or introduction.

Sales Maximization and Incentives. Higher sales performance and motivated sales teams are driven by maximizing sales and offering incentives. Businesses can empower their salesforce by setting objectives and rewarding them. Through competitive compensation and incentives tied to sales performance, organizations can attract and maintain talented staff, leading to revenue growth and enhanced sales performance (Brown & Johnson, 2023). This study revealed that providing appealing incentives connected to sales goals encourages employees to perform better at their jobs, leading to higher productivity and, ultimately, improving the company's financial growth. Respondent 3 explained that,

"Ahm... tulad ng sinabi ko kanina syempre sa amin kasi talaga sa store namin so.. Syempre para maging ano yung mga colleague ko para ganahan sila sa trabaho nila so... may mga rewards akong ibinibigay sa kanila. For example, ito gawin mo ito target ko sayo yan kapag ginawa mo yan bigyan kita ng ganito. So ayun in small token na ibinibigay ko sa kanila na-a-appreciate nila then ginagawa nila yung best nila."

To boost sales, the significance of motivating employees through incentives is emphasized. In the competitive retail sector, providing incentives to employees can drive performance and sales, which are crucial for success. Incentives foster employee enthusiasm and enhance the likelihood of customer satisfaction, leading to increased profitability and growth (Hossain & Naz, 2021) [23]. While Respondent 7 state that,

"Siguro pinaka important dito sakin is pagiging manager ko is yun yung nga pag mamanage at chaka yung sale namin pinaka importante yung sale kasi nasa fast food restaurant kami."

In this position majorly, for Respondent 7, the important element is to be able to control and increase the sales in their fast-food business. He stressed that it is important to be effective in the operation arrangement and concentrating on increasing income by increasing sales. Increasing sales is a very important objective for the business to be able to support sustainability and development of the company. This means that Respondent 7 had accepted and realized the part he should play as a manager in the industry under consideration.

Product Recommendations and Safety. Product recommendations and safety precautions are necessary for consumer satisfaction and avoiding any damage. Companies that provide proper and reliable product recommendations improve the experience and loyalty of the customers and reduce the chance of customers turning out to be frustrated or claiming for compensation. Companies that seriously care about the safety of their products and make justifiable recommendations benefit by becoming trusted by the customers and gaining a good reputation. A good reputation is essential for long-term performance and successful brand building (Forbes, 2020). Respondent 1 explained that,

"Ahm... ano dito naman kasi is ang pinaka priority namin is food safety. Yung food na sini-serve sa customer ay dapat safe walang contaminant, hindi expired, laging dapat fresh lahat ng sini-serve."

Any institution that has to deal with the provisioning of food has huge responsibility in securing it, given that it directly affects the public's health and public brand confidence. A report published by the World Health Organization (WHO) in 2021, estimates that every year, more than 600 million people fall sick and 420,000 die from eating food contaminated by bacteria, viruses, parasites, chemicals, and minerals. According to research findings, the issue of food safety, as you outlined in your message, meets the legal and ethical imperatives of protecting customers from health risks. While Respondent 5 explained that,

"Ano yan ahh… ano ahh… pagsa- suggesin ng mga product ng mga binebenta sa mga customer para mapataas yung ano mapataas yung sales ng mga… ng mga may bagong product na nalabas syempre ano suggest lang ng suggest sa customer wag na yung mag suggest kasi ano ka fast food ka eh kumbaga isipin mo nalang na ano sayo sayo yung negosyo then gusto mong kumita ng malaki then yun mag suggest ka nalang ng mag suggest sa mga ano products na para tumaas yung ano…sale."

Respondent 5 emphasizes that such recommendations to clients will help firms to sell more of their products, especially in the case where the firm has launched a new product. The suggestion is on the lines that firms should be proactive in suggesting certain things to customers in a manner similar to which fast food personnel will suggest add-ons or upgrades. In essence, the respondent is recommending active promotion of things to customers to increase their sales and profitability rather than leaving the customer to decide by themselves.

Theme 2: Influences in Productivity within the Workplace
This theme purpose entails exploring diverse facets impacting how productive employees can be. Such affects are assessed by scholars and corporations to gain deeper insights into items like styles of leadership, work settings, integration of technology besides staff welfare in respect to their influence on outputs respectively. Targeting workplace challenges and maximizing opportunities ensures that methods of enhancing productivity are identified in connection to this matter thereby facilitating improvement of organizational performances coupled with establishment of a competent working environment.

Decision-making and Guidance. Decision-making and Guidance involves leaders' ability to make sound decisions and provide clear guidance for their teams, ensuring that the team is aligned and working towards the organization's objectives. Beyond making informed decisions, it also involves guiding and supporting team members in making their own decisions effectively. According to Kotter (1990), good leadership means having a clear vision for the team and making good decisions. Leaders need to gather info, study it, and make quick decisions to keep the team on track and working well. This study revealed that good leadership means knowing what to do, deciding carefully, and keeping the team on track and working hard. Respondent 1 explained that,

"Yung ano making my own decision din siguro, kung alam ko naman na mas ikabubuti yun, yun yung ginagawa ko."

This statement indicates that deciding for yourself shows the worth of knowing what's best for you. It highlights how key it is to pick options that you're sure will boost and better you. This declaration stresses the value of making one's very own choices particularly when one understands that it's for their very own great. It mirrors self-awareness and also the determination to seize one's life. It indicates that when individuals link their choices with what they think is ideal for them they really feel extra completely satisfied and also met (Baumeister 2020). The searchings for sustain the suggestion that when people straighten their choices with what they think is ideal on their own they experience higher complete satisfaction and also satisfaction. While Respondent 4 explained that,

"Siguro wala naman siyang nagbago kasi ano… ahm... kahit anong paniniwala mo kaya mo pa rin siyang i-apply dito, hindi naman siya hadlang para maging leader ka. So... halos lahat ng personal beliefs ko is kayang kaya naman siyang i-adopt dito tulad nong huwag mong gawin sa kapwa mo kung ayaw mong gawin sayo, so parang ganon lang din naman huwag mong dayain ang trabaho mo para hindi ka dayain or pagkakitaan sa work mo ganun, so wala namang nagbago."

Respondent 4 stated that they had retained their views or convictions despite being in a leadership position. However, a leader has the authority to act on his beliefs. These people appreciate honesty; so, they cannot lie or deceive to ensure that no one takes advantage of them at work. Leaders and decision-makers must base their actions on consistent personal principles and convictions in order to retain integrity and credibility. This approach ensures that their professional decisions align with their moral compass and

maintain a sense of authenticity. Furthermore, Respondent 4 also share his experience as manager, as he explained that,

> "So... share ko lang bago ako maging manager dito sa Kuya J so naging ano rin ako naging service crew din ako so... naging katulad din nila ako syempre sa una kailangan mong sumunod sa mas mataas sayo. So... kung marunong kang sumunod tapos nakarating ka doon sa ahm... parang na-promote ka as a manager i-ano mo ahm... parang isipin mo ulit ano yung ginawa ko dati kaya ako nakarating sa ganto, so... yun naman yung ibigay mo sa kanila hindi porket ahm... naging manager ka na is maghihigpit ka, mag-ma-mataas ka na. Syempre i-ano mo pa rin maging down ka pa rin pero andon yung awra na kailangan mapasunod mo sila, tulad nga ng sabi ko sayo kanina na kailangan may isang salita tayo sa desisyon, so ayun. Pilitin natin ang sarili natin na magkaroon ng isang salita sa desisyon, kailangan kung ano yung maging desisyon natin is kailangan maging 100% sure tayo, ganon."

Respondent 4 talks about his time working in service and as a manager at Kuya J. He underlines how key it is to stay humble and stick to his main values to lead in a fair and ethical way. He showed how crucial it is to make choices based on truth and steadiness, and the importance of being a good example for others by staying true to oneself and showing respect to all team members. He highlights how important it is to be a real leader by first being a true helper. Even with a top job, he stresses the need to stay humble and set a good example. His key point is about the worth of being honest and steady as a leader, and making choices with care and confidence. Lastly, Respondent 7 explained that,

> "Kung ah... okay ba ako sa kanila basta ano na alam ko lang nag bibigay ako ng direction sa kanila kung ano ang dapat nilang gawin yon lang."

This is indicative that Respondent 7 always steers by the stars in his coaching and directing the staff or employees, even if he does not convince or grasp all the dimensions relating to the staff's or employees' position. This is very useful in leadership and productivity because it assists him in guiding his team along in the proper decision-making process toward the goals. This line of argument strongly voices the need for advice and guidance to be given, even where individuals are not experienced or believe in themselves. Even when a leader is not confident, taking direction shows confidence in his team's capabilities. A study by Obeidat *et al*. (2020) [36] established that confidence in personnel's abilities reinforces the development of productivity and morale.

Learning and Development. Interactive Learning Environments (2023), In order to increase individual or organizational performance, learning and development refers to the process of gaining new knowledge, skills, and competences as well as honing ones that already exist. Development is the process of using the knowledge one has acquired through study, experience, or instruction to enhance performance, behavior, or capabilities over time. Learning is the process of acquiring knowledge or understanding. Learning and development projects are frequently implemented in an organizational setting with the aim of improving employee skills, job performance, fostering creativity, and promoting career promotion. These initiatives can take many different forms, including as formal education opportunities, workshops, mentorship, coaching, and on-the-job training. The intention is to establish a culture of continuous learning where people and organizations actively look for ways to develop and get better. Respondent 1 explained that,

> "Ahm… maganda siya. Na-a-apply mo siya sa iba hindi lang basta sa trabaho pati sa ano sa bahay, ganon basta sa iba."

The respondent statement is expressing that the concept or idea they're referring to is beneficial because it can be applied not only to work but also to other areas such as home or personal life. While Respondent 4 state that,

> "Ahm... sa team chemistry kailangan mo ng teamwork, ahm syempre paano magkaroon ng teamwork? Syempre u- u-umpisahan mo sa sarili mo."

The statement is highlighting the importance of teamwork in team chemistry and explaining that it begins with individual effort. They are emphasizing the need for each team member to start by working on themselves to contribute effectively to the overall teamwork. Respondent 1 explained that,

> "Yung ano making my own decision din siguro, kung alam ko naman na mas ikabubuti yun, yun yung ginagawa ko."

The respondent is expressing their belief in making independent decisions, especially when they are confident that it will lead to the best outcome. They prioritize their own judgment and intuition when determining the course of action to take. Respondent 2 explained that,

> "Ahh… as a… ako din naman na working student dati ahh… STI STI ako nag-aaral dati so, pinangarap ko din naman dati nung nag-aral ako na magi- to be ahh… manager someday so, yun nga pa- after nung nag graduate ako… ano… nag take ako as a manager so, sa awa ng Diyos nakapasa ako so, hanggang ngayon manager padin naman ako so ayun."

The statement is sharing their experience as a former working student who attended STI. During their studies, they harbored a dream of becoming a manager someday. After graduating, they pursued this dream by applying for managerial positions and were grateful to have passed the necessary assessments. They are now employed as a manager, continuing to fulfill their aspiration. Respondent 3 explained that,

> "Bali ano ahm... exercise syempre proper training so syempre hindi naman basta basta pag trabahuin mo na yan so may mga proper training yan na kailangan nilang gawin, standard na kailangan nilang ayusin ahm.. syempre yung ano na rin yung diskarte para ma-improve nila yung sarili nila."

The respondent is explaining the importance of proper training in a task or job. They emphasize that it's not

something to be taken lightly and requires specific training to be done correctly. Additionally, they mention the need for individuals to develop their own strategies or techniques to improve themselves in their role.

Training and Skill Enhancement. Training and skill improvement are systematic activities that strive to improve individuals' competencies, knowledge, and abilities to do certain jobs or responsibilities efficiently (Salas *et al*. 2012). According to the study, training and skill enhancement are systematic activities that aim to increase individuals' competencies, knowledge, and abilities in order for them to efficiently fulfill specified work duties or responsibilities. These activities include a variety of learning methods, such as workshops, seminars, on-the-job training, and e-learning programs, all with the purpose of improving technical proficiency, problem-solving skills, communication abilities, and other job-relevant skills. The major goal of training and skill development is to close performance gaps, improve employee capacities, and prepare them for current and future job requirements. Organizations can improve employee engagement, job happiness, and overall organizational effectiveness by providing chances for learning and development. Respondent 5 explains that,

"Ano ahh… patuloy na ano... patuloy na… patuloy na pag iimorove sa mga empleyado sa pag ano ahh… paulit nalang ulit.Ano ahhh… dito kasi ano sila eh tokyo tokyo hindi sila ahmm… maalaga sila sa mga tao nila mababait sila kaya… parang ano… para sa ano sa future mas marami ring ano mga manager na ano ma… ma encourage kasi ano nga dito ahh…parang sa napasukan kong ibang ano fast food ano maganda yung ano dito environment sa Tokyo so yun lang."

The statement underlines the significance of continual improvement in employee training and development, especially in firms like Tokyo Tokyo, which value employee care and build a supportive atmosphere. This is consistent with the concept of training and skill enhancement, which seeks to increase individuals' competencies, knowledge, and abilities in order to efficiently perform their job obligations (Salas *et al*., 2012). Organizations can provide employees with the skills and information they need to flourish in their professions by investing in systematic training activities including workshops, seminars, on-the-job training, and e-learning programs. This not only reduces performance gaps, but it also boosts employee engagement, job happiness, and overall organizational effectiveness. As a result, the statement emphasizes the importance of organizations such as Tokyo Tokyo in encouraging employee growth and development. Also, Respondent 8 states that,

"Nag adjust talaga ako sa admin works kasi nabigla ako sa dami ng paper works yun talaga as in kasi as manager hindi lang yung tao yung a-anuhin mo eh yung pakikisamahan mo, hindi lang yung tao yung gagabayan mo, hindi lang tao yung a-anuhin mo hindi lang mga staff mo kundi yung mismong may mga reports ka rin diyan eh may mga reports ka na dapat mong i-send, may mga deadlines so.. yun doon talaga ako pinaka nag adjust kung paano ko mabilis na gawin yon at paano ko mabilis ma-check yon so.. Don lang talaga."

The statement indicates the individual's transition to administrative chores after becoming a manager. They were originally intimidated by the amount of documentation required in the profession. As a manager, they found that they had to deal with not just people, but also administrative tasks like reports and deadlines. They had to adjust rapidly in order to efficiently manage these tasks and complete everything on time. This highlights the multidimensional character of managerial responsibilities, which demand not just interpersonal skills but also organizational and administrative competencies in order to effectively lead a team and achieve corporate goals.

"Hmm... kasi bago ako naging manager is naging staff muna ako nito ahm... naging staff ako ni samgyup ng 7 months bago ako nag apply ng manager tapos newly hired nga lang ako within nito nga lang pag open nito. Ahm... ano pa ba hm... ayun since nang naging manager nga ako yung experience ko dito mas naging malawak kumbaga nag growth yung knowledge ko eh ahm... nag growth yung knowledge ko dito sa samgyup na ito mas marami pa akong nalaman at mas marami pa akong natutunan. So yon yung naging impact ko nag growth ako dito sa samgyup."

The statement depicts the individual's growth from staff member to manager at Samgyup. They worked as a staff member for seven months before applying for the manager post, and they were just hired when the opportunity occurred. Since becoming a manager, their knowledge and skills have grown significantly. Their time at Samgyup has provided them with invaluable learning opportunities, allowing them to expand their knowledge and skills. Working at Samgyup has positively impacted their personal and professional development.

Stress Management and Well-Being. Stress management entails using various strategies and approaches to minimize, cope with, or control stress levels, resulting in improved overall well-being. Well-being, in turn, refers to a person's overall physical, mental, and emotional health, as well as their sense of contentment and happiness with life. Individuals who manage stress well can improve their overall well-being, build resilience, and live a healthy lifestyle (American Psychological Association, 2020) [4]. The study emphasizes the importance of stress management, which entails using various tactics and approaches to reduce, cope with, or control stress levels, resulting in improved overall well-being. It describes well-being as an individual's overall physical, mental, and emotional health, as well as their contentment and happiness with life. Furthermore, the study shows that good stress management can help with general well-being, resilience development, and maintaining a healthy lifestyle (American Psychological Association, 2020) [4]. Respondent 4 explains that.

"Paano ko siya na ahm... nagawan ng paraan, is ano lang syempre relax lang yung ano natin relax tayo at the same time is… humingi pa rin ng ano hmm... parang tulong o suporta sa isa't isa. So, ayun yung naging impact sa akin, sa sobrang stress is parang ano… nawawala ka na pero kailangan i-relax mo pa rin yung sarili mo ahm... relax lang para makapag isip ng ayos tsaka makapag trabaho ulit ng tama."

The statement emphasizes the significance of seeking assistance and relaxation as part of stress management, which is associated with general well-being. It underlines the need of finding ways to relax and seeking help when overwhelmed by stress. This approach is consistent with stress management concepts, which call for the use of a variety of measures to reduce stress and promote overall health. Individuals who prioritize relaxation and seek help from others can better manage stress, maintain general health, and cope with life's obstacles. Also, Respondent 8 states that,

> "Every morning kasi nag se-send ako sa kanila ng bible verse na pwedeng maging productive na ma-ano nila na yung ma-inganyo lang din sila na magtrabaho everyday tapos kung ano ba ang purpose ng pagta-trabaho nila tapos huwag kakalimutan na sa everyday si God talaga yung may gabay sa atin kasi hindi naman tayo gigising sa ano kung hindi dahil kay God diba."

The statement emphasizes the significance of beginning each day with a happy and productive mindset, quoting Bible verses to inspire and motivate co workers to work hard. It also emphasizes the need of remembering the aim of their profession and seeking God's guidance in their daily life. This approach encourages people to be attentive of their objectives and to use faith as a source of guidance and inspiration in their professional lives.

> "So... yun everyday talaga every morning nagse-send ako sa kanila ng bible verse sa gc, HAHAHA may gc kasi kami. So... at least dahil doon good na yung morning nila tapos pagdating dito sa trabaho maganda na yung mood namin."

The statement exemplifies the practice of exchanging Bible passages in a group chat every morning to inspire and create a positive tone for everyone's day. This improves the attitude and atmosphere among coworkers, resulting in a more happy and productive work environment. This small gesture indicates care and compassion for team members, which boosts morale and well-being.

> "Positive lang talaga yung masasagot ko kasi sa mga business kahit ano namang business yan eh kailangan mo lang maging positive talaga kasi hindi naman araw araw is mabenta talaga."

The statement emphasizes the need of maintaining a good attitude in business ventures, acknowledging that not every day will result in great sales or success. It emphasizes the need of remaining cheerful and resilient, since positivity may have a significant impact on how one approaches problems and contributes to long-term success in any business enterprise.

Time Management and Productivity. Time management is the process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency, and productivity (Claessens *et al.*, 2007). It involves techniques and strategies that help individuals or organizations use their time more effectively, such as setting priorities, creating schedules, minimizing distractions, and delegating tasks.

Productivity, on the other hand, is the efficiency with which resources, especially labor, are converted into the goods and services an organization produces. In the context of time management, productivity refers to the ability to accomplish more tasks or achieve more goals within a given amount of time. Effective time management is often a key factor in improving individual or organizational Respondent 3 explained that,

> "Well... when we say productivity so... syempre kailangan na a-accomplished niya yung isang bagay na naka assign sa kanya. So, example may pinatarget ako sa kanila for example target ay 50,00 so.. para ma-achieved namin yung target na yon hindi naman pwedeng i-set lang ang target wala akong stocks, wala akong tao so hindi namin makakaya yun so kailangan din ng mga resources, kailangan din ng proper management talaga para mag work ang isang business, so yon"

The statement is explaining that productivity involves successfully completing tasks assigned to individuals. They illustrate this with an example of setting a target, such as achieving sales of 50,000 units. However, they emphasize that simply setting targets isn't sufficient; having the necessary resources and proper management are crucial for a business to succeed. Furthermore, Respondent 6 explained that,

> "Ah... okay ah... para sakin ang opinyon ko no siguro soon ah... para maging productive ka so dapat meron ka ng time management or dapat meron kang goal sa Isang bagay para matapos mo yung isang ginagawa mo or sa trabaho kung may goal ka sa Isang trabaho so don ka lumalago or uulad ka."

The respondent is expressing their opinion that to be productive, one must have time management skills and set goals for oneself. They believe that having goals helps individuals complete tasks and grow, whether it's in their personal endeavors or in their work. While Respondent 7 explained that,

> "Ayan nagkaroon ako ng time management sakin ah.. kung saan natuto ako mag manage ng oras ko na kung paano at kailan ka dapat tapusin ang Isang bagay dati kasi kapag may deadline lang don lang ako gagawa or kaya malapit na like for example nung nag aaral ako ako kung kailan ang malapit na ang pasahan bukas na doon lang din ako gagawa ngayon kasi kailangan ko na kasi mag set ng oras para sa gagawin ko kasi kung hindi ko ma yung ma hassle ako dami ko pang gagawin matatabunan ako so yun yun lang."

The speaker is sharing their experience of developing time management skills. They mention that they used to only work on tasks when deadlines approached or when they were close. However, they have since learned to manage their time better by setting aside specific times to work on tasks. They emphasize the importance of scheduling tasks to avoid feeling overwhelmed by a backlog of work.

Learning and Adaptation. Learning refers to the process of acquiring new knowledge, skills, behaviors, or insights that lead to a relatively permanent change in an individual's or

organization's potential for performance (Noe, 2020) [34]. In the context of time management and productivity, learning involves continuously acquiring new strategies, techniques, and tools that can help individuals or organizations use their time more effectively and efficiently. Adaptation is the process of adjusting or modifying behavior, actions, or approaches in response to changing circumstances or new information (Yukl, 2013). Effective time management and productivity often require the ability to adapt to evolving demands, unexpected challenges, or shifting priorities. By developing adaptive skills, individuals and organizations can remain agile, responsive, and better equipped to navigate the complexities of modern work environments. Respondent 3 explained that,

> "Tip ko lang kung magiging manager kayo kailangan niyong maging close sa mga members niyo lagi niyo silang pangaralan especially yung mga members na yan may mga problems, hindi kayo magkakaintindin lagi mong isipin na pakinggan mo sila, after mo silang napakinggan doon kana mag suggest kung ano yung gusto mong sabihin sa kanila."

The respondent statement is offering advice to future managers, emphasizing the importance of building close relationships with team members and being attentive to their needs, especially when they encounter problems. They suggest actively listening to team members' concerns before offering suggestions or advice, indicating the value of empathy and understanding in effective leadership. While Respondent 8 explained that,

> "Nag adjust talaga ako sa admin works kasi nabigla ako sa dami ng paper works yun talaga as in kasi as manager hindi lang yung tao yung a-anuhin mo eh yung pakikisamahan mo, hindi lang yung tao yung gagabayan mo, hindi lang tao ang aanihin mo hindi lang mga staff mo kundi yung mismong may mga reports ka rin diyan eh may mga reports ka na dapat mong i-send, may mga deadlines so.. Yun doon talaga ako pinaka nag adjust kung paano ko mabilis na gawin yon at paano ko mabilis ma-check yon so... don lang talaga."

The respondent is expressing the importance of camaraderie and teamwork in the workplace. They emphasize that building good relationships and fostering a positive atmosphere among colleagues contribute to a more fulfilling and successful work environment. Despite the challenges they may face, they value the sense of camaraderie as a significant factor in their continued dedication to their job. She added that,

> "Doon sa pag-a-adjust ko medyo na ano na rin sabagay within 2 weeks din kasi medyo nasanay na rin ako sa work na yon. Ngayon medyo bumibilis naman na ako sa pag-se-send ng mga reports ko yon nga lang may mga time pa talaga na nagkakamali ako pero throughout na pagkakamali naman na yun maitatama naman kasi natututo na ako."

The statement is reflecting on their adjustment period in a new work environment, noting that they have started to adapt more comfortably within two weeks. They mention

that they are becoming faster in sending their reports, although they still make mistakes at times. However, they express confidence that they can learn from these mistakes and improve over time.

Stress Management and Resilience. Resilience and stress management are considered paramount in the sustainability of mental and physical well-being within a fast-moving and unpredictable world. When rightly and effectively practiced, one could manage to relieve stress using approaches like mindfulness meditation, cognitive-behavioral therapy, and physical exercises to cope with stressors and reduce the health impact of the stressors (Sarubin *et al*., 2020) [42]. This study shows that mindfulness meditation, like cognitive-behavioral therapy and exercise, may all play a role in the management and reduction of stress to minimize the damaging effects it has on health. Respondent 1 explained that,

> "Naging madali, naging mahirap. Ahm… madali syempre ah… madali siya para sa ahm… yon nga kasi alam mo na yung trabaho. Ahm... naging madali siya kasi ah... alam niyo yung ano, yung syempre naging ano ako dito kasi naging service crew din ako dito dati, so madali lang mag adjust sa trabaho."

Respondent 4 explains how, by his transitioning to work, he had no big problem doing it, since he has worked as a service worker in the past. He points out that familiarity and mastery in the execution of activity are one of the contributors to low stress and greater readiness to face new problems. He cites in his argument that familiarity and expertise in the profession can make it easy to shift and manage new challenges. Furthermore, Respondent 5 explained that,

> "Ano lang… pag dadala ng mga…pagdadala ng problema lalo na pag yung nga… pagdadala ng problema ng pag ano pag may mga problema dito sa loob so kailangan marunong kang ano dalhin wag kang magpapaano sa bugso ng emosyon mo kasi ano… kasi ano to eh rabaho to eh hindi i na'to tulad sa ano nung… sa kung ano tayo madali mabilis magpadala dito kasi trabaho to eh pag nagpadala ka it's either ahh… ma disciplinary action ka o matanggal ka yun lang… so yun lang po."

Communication and Planning. Communication is the process of transmitting information and common understanding from one person to another (Robbins & Coulter, 2018). In the context of time management and productivity, effective communication is crucial for coordinating tasks, delegating responsibilities, and ensuring that everyone involved in a project or task is on the same page. Clear and concise communication can help minimize misunderstandings, reduce the time spent on clarification, and improve overall efficiency. Planning is the process of setting goals, developing strategies, and outlining the tasks and resources required to achieve those goals (Robbins & Coulter, 2018). Effective planning is a key component of time management, as it allows individuals or organizations to prioritize tasks, allocate resources, and establish deadlines. By planning ahead, individuals and teams can anticipate potential challenges, identify dependencies, and proactively address issues before they arise, ultimately

improving productivity and the efficient use of time. Respondent 8 explained that,

> "Ahm... ayun nga huwag kang maging mapagmataas hindi porket manager eh bossy ka na dapat kailangan kasi talaga eh... proper communication din sa mga staff mo diba, para maging ano lang kayo pamilya lang din kasi kayo kayo lang din naman ang magtutulungan dito eh, ganon lang."

The respondent is advising against becoming arrogant just because one holds a managerial position. They stress the importance of maintaining proper communication with staff to foster a familial atmosphere where everyone supports each other, as they are all working together towards common goals. While Respondent 3 state that,

> "So, yun talaga very important kasi talaga yung ano eh communication kumbaga kapag talagang walang communication or kapag hindi talaga nagkasundo ang hirap gumalaw sa store, so... very important na may communication."

The respondent statement is emphasizing the significance of communication, stating that it's crucial for the smooth operation of the store. They suggest that without effective communication and agreement among team members, it becomes challenging to manage the store efficiently. Respondent 4 state that,

> "Siguro ahm... bilang manager sa tagal ko ng pagtatrabaho is ano lang gusto ko lang i-ano ang pakikisama, bakit? Kasi syempre hindi naman tatagal yung... yung ka work mo kung hindi ka maganda makisama."

The speaker is expressing that, as a manager with years of experience, their priority is fostering good relationships with their colleagues. They believe that maintaining positive interactions is crucial because working relationships are unlikely to last if one isn't good at getting along with others. Respondent 5 underscores discipline and emotional control in handling work-related issues. He holds that there should not be any issue of work in which one should lose their temper since it could only mean one thing—a disciplinary or dismissal action against the employee. He has illustrated why being calm and disciplined is important in the wake of problems at work to avoid the most undesirable repercussions. This statement underlines the emotional regulation and resilience in the workplace, especially against the obstacles and challenges. According to Lohaus *et al.*, (2020) [30], Empirical studies have pointed out that individuals who are able to handle the pressures at the workplace through effective management of their emotions have thus preserved their performance. While Respondent 2 state that,

> "To be ano... to be... ano faith daily to… to manage the ano the store. So, yung kalusugan namin… iniingatan namin para ma maintain namin din yung ano... to manage na maayos yung store namin. "

Respondent 2 underlines faith and everyday health care, which are quite necessary in order to manage the shop

effectively. He argues that they have to maintain health to be able to run their business. He explains the importance of everyday health care in order for their firm to operate successfully.

Theme 3: Context/Situations Influencing Leader's Experiences

This theme is about the outside forces that can affect a leader's journey. It seeks to know how organizational cultures, economic circumstances, political landscapes, and social dynamics will shape the experiences and decisions of leaders. When these contextual influences are studied, both researchers and practitioners are expected to understand why leaders act as they do and how they should alter their styles of leadership accordingly. Eventually, this theme emphasizes the connection between a leader's environment and his / her way of leading successfully.

Managerial Responsibilities and Leadership Style. Managerial Responsibilities and Leadership Styles refer to the tasks and obligations that managers are required to carry out within an organisation, as well as the approach or way in which they lead and influence their teams. This includes a variety of actions like as decision-making, planning, organising, and directing, as well as the manager's leadership style used to motivate and drive their team towards organisational goals (Northouse, P.G. 2018). This study revealed the crucial role of tasks and leadership approaches in organizations. It suggests that successful managers not only fulfill their duties but also employ effective leadership styles to inspire and direct their teams toward achieving organizational objectives. Respondent 1 explained that,

> "Hindi po, kasi hindi siya ganon kadali first of all hindi lang naman yung store yung mina-manage mo pati yung mga tao din then tulad ngayon nagbabawas ng oras walang choice si manager kundi gumalaw nalang din."

Managing a store involves more than overseeing operations; it also demands managing the staff. Managers face the challenge of time constraints, such as limited operating hours, which can hinder their ability to complete tasks effectively. This pressure can force them to make hasty decisions with limited options. In recent study, it was found that effective leadership styles are critical for navigating the hurdles while preserving team morale and productivity (Robbins and Coulter 2019) [39]. These findings support the statement of respondent 1 about difficulty of managing both the store and the crew, particularly in difficult conditions such as lowering working hours. Furthermore, Respondent 2 explain that,

> "Not easy but ahh... winowork out naman lahat ng bagay kapag mahirap so ginagawan ng paraan na... na easy, hindi madali maging manager."

This statement states that being a manager is challenging, but there are ways to make things simpler. A manager is a responsible role that requires substantial knowledge and skills in task and people management, planning, and organisation. Managerial readiness means being prepared to encounter obstacles and employing intelligence and competence to overcome them. Managerial duties can be

made easier with careful planning, organisation, and the use of the correct tools and procedures. In this way, even if it is complex, it can be made simple.

The statement of Respondent 2 supported by the statement of Respondent 3 as it is explained that,

"For me, noong una syempre hindi, pero sabi ko nga when the time goes by makukuha mo yung diskarte. Kung minsan sa araw araw mong ginagawa sa pa ulit ulit mong ginagawa maiisip mo na kumbaga madali na lang siya kasi araw araw mo na siyang ginagawa eh."

Respondent 2 statement supported by the Respondent 3's answer shows that in the beginning, he did not immediately get the right method or approach to something. But over time and doing it over and over again, he gradually learned and got the right steps and techniques to make it easier and more effective for him. It is about skill expansion and development through experience and persistence. Respondent 4 state that,

"Mahirap. Mahirap kasi ah... syempre makikisalamuha ka sa iba't ibang tao at yung stress sa trabaho ganyan, pero syempre kasama naman talaga sa trabaho ang mahirapan so... ayun yon lang yung nararamdaman ko."

In Respondent 4's answer, he noticed the aspect of having interaction with different people and the stress associated with the job as a manager. He also noted that experiencing trials and tribulations is actually part of the job. In general, the respondent noted the challenges that come with being a manager, including interpersonal dynamics and job difficulty.

Respondent 5 explained that,

"Syempre mahirap kasi ano… kasi malayo sa course ko eh kasi course ko computer computer science mahirap kasi di siya align sa ano ko sa trabaho pero by experience madali lang siya pag mahal mo yung trabaho mo."

Respondent 5 says that his Computer Science course is difficult for him because it is far from his interest and passion for work. Although it is not directly related to what he is studying, he says that it is easy for him because of his love for work. That means, even if it wasn't what he chose from the beginning, his love and dedication to work makes it easier for him to face challenges and learn in this field. Even though his course is not directly related to his work, he says that the experience and dedication to work make it easier for him to face challenges and achieve success. This was an important aspect of growing his career despite the challenges brought about by the difference in his course and work.

Respondent 8 statement agree with the statement of Respondent 5, as she said that,

"Ahm.. ang ano ko lang naman is kung ang focus mo talaga is trabaho kahit anong trabaho matatanggap mo yon nasa.. kung paano mo pa rin yan tatanggapin kung mahal mo yung trabaho mo walang hirap sayo kasi nga mahal mo yung trabaho mo, nag e-enjoy ka don. Hindi mo mararamdaman yung stress at yung pagod

kapag alam mo naman na nag e-enjoy ka naman at gusto mo yung trabaho mo."

Respondent 8 expresses the view that love for work is an important factor in accepting and facing any challenge resulting from work. She says that even though there are trials and fatigue at work, loving it gives satisfaction and enjoyment in doing it. When a person loves his work, he/she will not feel stress and tired because his/her pleasure and love for what he/she is doing gives him/her strength and inspiration. Through this expression, respondent 8 emphasizes the importance of passion and enjoyment at work as keys to productivity and career happiness. In a study of Robbins and Judge (2017), found that executives that focus on developing a supportive and stimulating workplace culture have higher employee engagement and job satisfaction rates.

Ethical Leadership and Values. Prioritising ethical ideals above all else helps leaders create cultures where people feel valued and empowered, which boosts employee engagement and fortifies the organisation (Mayer *et al*., 2020) [31]. By using ethical leadership and values, companies are steered towards sustainable success and a culture of honesty and trust is developed. Moreover, ethical leadership enhances reputation, builds relationships with stakeholders, and promotes long-term sustainability (Brown & Treviño, 2022) [12]. The findings of these two studies underscored the significance of ethics, in bolstering the resilience and prosperity of organizations. Respondent 4 explained that,

"Siguro wala naman siyang nagbago kasi ano… ahm... kahit anong paniniwala mo kaya mo pa rin siyang i-apply dito, hindi naman siya hadlang para maging leader ka. So... halos lahat ng personal beliefs ko is kayang kaya naman siyang i-adopt dito tulad nong huwag mong gawin sa kapwa mo kung ayaw mong gawin sayo, so parang ganon lang din naman huwag mong dayain ang trabaho mo para hindi ka dayain or pagkakitaan sa work mo ganun, so wala namang nagbago."

Respondent 4 believes that ones personal beliefs should not hinder their ability to lead effectively. He emphasizes that leadership can be attained through methods emphasizing the importance of integrity and honesty. He illustrates how embracing and actualizing your values and principles can contribute to your leadership success. These responsibilities encompass being forthright and avoiding falsehoods in both settings and interpersonal relationships. Staying committed, to their values and beliefs leaders have the power to encourage and energize others to do the same fostering a climate of conduct, within the company (Treviño *et al*., 2020). This finding supports Respondent four's statement about ethical management and values, indicating that leaders who continue to be devoted to their values and ideals can inspire others to do the identical, as a consequence cultivating a way of life of ethical conduct within the company. Another, Respondent 4 also explained that,

"So... share ko lang bago ako maging manager dito sa Kuya J so naging ano rin ako naging service crew din ako so... naging katulad din nila ako syempre sa una kailangan mong sumunod sa mas mataas sayo. So... kung marunong kang sumunod tapos nakarating ka

doon sa ahm.. parang na-promote ka as a manager i-ano mo ahm.. parang isipin mo ulit ano yung ginawa ko dati kaya ako nakarating sa ganto, so.. Yun naman yung ibigay mo sa kanila hindi porket ahm.. Naging manager ka na is maghihigpit ka, mag-ma-mataas ka na. Syempre i-ano mo pa rin maging down ka pa rin pero andon yung awra na kailangan mapasunod mo sila, tulad nga ng sabi ko sayo kanina na kailangan may isang salita tayo sa desisyon, so ayun. Pilitin natin ang sarili natin na magkaroon ng isang salita sa desisyon, kailangan kung ano yung maging desisyon natin is kailangan maging 100% sure tayo, ganon."

The text speaks to the importance of being honest, humble, and steady when leading. It underlines how key it is for leaders to act rightly and stick to their morals. By thinking about their past and how they once followed others, leaders can better understand and feel for their team, showing traits like listening and respecting those in charge. This makes for a space where everyone feels valued, responsible, and trusted. Also, making decisions with a strong sense of right and wrong and keeping promises shows how crucial it is for leaders to have a good moral compass. This helps in building a work environment where people feel good and can lead to lasting success. Respondent 4 added that,

"Hindi yung todo kayod lang, bigyan niyo din ng passion, bigyan ng effort, bigyan niyo ng ano parang... mahalin niyo yung trabaho niyo tulad ng pagmamahal niyo sa sarili niyo kasi hindi niyo naman mamahalin yung trabaho niyo kung hindi niyo gusto yung pinasok niyo diba. Hanapin niyo lang yung magiging comfortable kayo sa trabaho kahit na may mga stressed days gawin niyo lang lesson yan para mas lumakas yung loob niyo ganyan para mapag praktisan yung ganyan so... yon lang."

This line stresses that loving your work, putting in effort, and being excited about it are key. These are traits good leaders have. In leading, doing what's right shapes how decisions are made and how people act, cheering on honesty, fairness, and giving respect to others. Luthans and Avolio (2003) say that good leaders look out for their team's happiness and push for growth, both in and out of work. Leaders build a place where workers feel valued and eager to do their best, by helping them find joy and purpose in their work. While Respondent 6 explained that,

"So far closure of the working environment ng fast food so ah... kasi actually sa mga kasama or doon sa mga workplace pinag tratrabahoan don kasi minsan ah... culture na nagiging ano ng Isang tao or yun yung pinaka ah... kumbaga pakikisama or pakikisalamuha sa bawat Isa yun yung naging ah... lumalabas yung attitude natin kasi yun syempre yung kasama mo is na toxic-an na sempre hindi kanaman tatagal sa Isang trabaho."

This statement emphasizes the importance of relationships between people and the overall atmosphere in the workplace, specifically in fast-food settings. The values and leadership that prioritize ethical behavior have a significant influence on the culture of the workplace. Creating a friendly and positive work environment is highly valued by leaders who value teamwork and cooperation. By encouraging behaviors such as fairness, integrity, and respect, leaders can reduce negativity and foster an inclusive and courteous culture. As a result, the morale, productivity, and retention of the staff all increase, ultimately leading to improved performance for the entire organization. Respondent 8 explained that,

"Kung papagalitan niyo sila huwag sa harap ng tao ganun lang kapag naging manager ka huwag maging mapagmataas porket manager ka na. Tinatandaan ko kasi na naging staff din ako katulad nila naging staff din ako alam ko yung pagod, alam ko yung hirap nila may mga sariling problema din ako yun kaya ang ina-ano ko huwag talagang maging mapagmataas hindi porket manager ka is mataas ka na bossing ka na mas magiging mataas pa rin sayo si God."

This quote reveals the essence of humility, understanding, and having principles in leadership. It brings out good conduct in leadership, whereby a leader should respect, empathize, and be fair to team members regardless of their positions and ranks. According to Brown Brown *et al.* (2020), ethical leaders show humility by acknowledging their own limitations, being open to feedback, and appreciating the contributions of others. Empathy enables leaders to understand and relate to their employees' experiences and worries, fostering a positive and supportive work atmosphere (Wang & Hsieh, 2021). In essence, it's about leaders being self-aware, compassionate, and fair in their interactions with their team members.

Culture and Quality Standards. Culture and quality standards refer to "the set of shared values, beliefs, and norms that influence the way people behave within an organization" (International Organization for Standardization, 2015, p. 3). The study reveals the concept of culture and quality standards according to the International Organization for Standardization (ISO). It highlights the role of common values, attitudes, and norms in creating organizational behaviors. This definition serves as a foundation for understanding and implementing quality management systems across sectors. Respondent 1 explains that.

"In forming the culture hmm... Siguro yung ano maintain lang ng sini-serve na product."

The phrase "In forming the culture, maintaining the quality of the products being served" is consistent with the International Organization for Standardization (ISO) definitions of culture and quality. It emphasizes how an organization's common values and standards, such as stressing product quality, influence its culture. This connection emphasizes the relevance of quality standards as part of organizational culture, as they impact behaviors and practices inside the firm.

"Ahm… ano dito naman kasi is ang pinaka priority namin is food safety. Yung food na sini-serve sa customer ay dapat safe walang contaminant, hindi expired, laging dapat fresh lahat ng sini-serve."

This statement reflects the company's culture and quality standards by emphasizing food safety. It is consistent with

the definition offered by the International Organization for Standardization (ISO) in that it stresses shared values, beliefs, and conventions that impact organizational behavior. In this situation, maintaining food safety reflects a shared value of putting consumer well-being and satisfaction first. It also indicates the organization's commitment to maintaining high quality standards in the products and services it provides. By prioritizing food safety, the organization demonstrates its dedication to meeting quality standards and maintaining its culture of excellence and consumer happiness.

"Teamwork, yun lang teamwork"

The phrase "Teamwork, yun lang teamwork" emphasizes the value of collaboration and unity within an organization, which is inextricably linked to culture and quality expectations. It emphasizes the importance of teamwork as a basic component of organizational behavior. Just as the International Organization for Standardization (ISO) emphasizes the importance of shared values and attitudes in establishing organizational culture, this statement emphasizes the view that successful teamwork is required to achieve quality standards and corporate goals. It indicates that cultivating a culture of teamwork creates an environment in which individuals collaborate peacefully, harnessing their collective abilities to maintain quality standards and improve overall performance. Therefore, Respondent 6 states that.

"So far closure of the working environment ng fast food so ah... kasi actually sa mga kasama or doon sa mga workplace pinag tratrabahoan don kasi minsan ah... culture na nagiging ano ng Isang tao or yun yung pinaka ah... kumbaga pakikisama or pakikisalamuha sa bawat Isa yun yung naging ah... lumalabas yung attitude natin kasi yun sempre yung kasama mo is na toxic kan na sempre hindi kanaman tatagal sa Isang trabaho."

The statement implies that the working environment in fast food restaurants can occasionally create poisonous attitudes or actions among coworkers. It means that workplace culture, especially how workers interact and cooperate, has a substantial impact on individuals' attitudes and behaviors. The speaker emphasizes how toxic work conditions can impair people' capacity to prosper and stay in their positions. This is consistent with the concept of culture and quality standards, which refer to the common values, attitudes, and norms that influence corporate behavior. The statement emphasizes the need of building a healthy and supportive work culture to improve employee satisfaction and retention, as described by the International Organization for Standardization (ISO).
Effective Communication and Engagement. Effective communication and engagement require the effective flow of information as well as the active participation of all parties involved in order to achieve shared understanding and collaboration within a specific environment (Robinson and Hogg, 2011) [40]. This includes clear message delivery, attentive listening, and creating a climate in which all persons feel valued and listened to. These techniques foster trust, openness, and rapport among team members or stakeholders, allowing for more productive interactions and

outcomes. This study reveals that effective communication and engagement require not only efficient information sharing but also active participation of all stakeholders in order to develop shared understanding and collaboration within a specific setting (Robinson & Hogg, 2011) [40]. This includes ensuring that messages are delivered clearly, listening attentively, and creating an environment in which everyone feels respected and heard. These tactics are critical for developing trust, openness, and rapport among team members or stakeholders, resulting in more productive interactions and outcomes.

"Variance. Sa ano eh... communication lang naman yan… communication lang sa buong team."

The expression "variance. Sa ano eh... communication lang naman yan… communication lang sa buong team." argues that variance or differences in performance or outcomes can frequently be attributable to communication breakdowns within the team. It emphasizes the significance of excellent communication within the team in addressing and resolving any inconsistencies or difficulties that occur. Essentially, it emphasizes the importance of clear and open communication in maintaining team cohesion and alignment. Therefore, the Respondent 3 states that,

"So, yun talaga very important kasi talaga yung ano eh communication kumbaga kapag talagang walang communication or kapag hindi talaga nagkasundo ang hirap gumalaw sa store, so... very important na may communication."

The statement highlights the crucial need of communication for the store's efficient functioning. It supports the study's findings, which show that effective communication and engagement are critical for creating shared understanding and collaboration among team members. Without excellent communication, it is difficult to navigate the store's activities smoothly. As a result, both the statement and the study emphasize the need of promoting clear message delivery, active listening, and creating an environment in which everyone feels valued and heard. These behaviors ultimately foster trust, openness, and rapport among team members, resulting in more productive interactions and outcomes. Moreover, the Respondent 6 states that,

"Siguro as sakin as a restaurant manager kaya siguro tumagal ako at chaka siguro stuff ko siguro naging maayos yung commitment namin siguro nandoon kasi yung respect ah... magandang attitude chaka yung pakikisama para siguro ah... tagal Kasi o tumagal ako sa mga stuff na makakasama ko."

The statement implies that the speaker's success as a restaurant manager can be linked to the devotion and respect they share with their employees. It suggests that mutual respect, a positive attitude, and teamwork among employees contribute to a favorable work environment, which ultimately leads to the manager's longevity in their position. This sentiment is consistent with the significance of cultivating strong connections and excellent communication, as noted in the study on successful communication and engagement. Also, Respondent 8 explains that,

"Ahm... ayun nga huwag kang maging mapagmataas hindi porket manager eh bossy ka na dapat kailangan kasi talaga eh... proper communication din sa mga staff mo diba, para maging ano lang kayo pamilya lang din kasi kayo kayo lang din naman ang magtutulungan dito eh, ganon lang. "

The statement underlines the need of avoiding hubris as a manager and instead encouraging effective communication with employees. It implies that being a manager does not necessarily imply being bossy; rather, it highlights the importance of a helpful and communicative team environment. The goal is to develop a sense of family in the workplace, where everyone works together and supports one another, in keeping with the study's principles of successful communication and participation.

Managing Challenges and Struggles. Managing challenges and struggles involves employing strategies to navigate difficulties, obstacles, and adversities effectively (The International Review of Retail, Distribution and Consumer Research 2020). This may include utilizing problem-solving skills, seeking support from others, maintaining a positive mindset, and adapting to changing circumstances. Research in fields such as psychology, management, and organizational behavior often explores various approaches and techniques individuals and organizations use to manage challenges and struggles successfully. Respondent 1 explained that,

"Yun yung tinanggap ko yung position as OIC sobrang challenge siya sa akin kasi ahm... lahat ng kailangan ng store is sayo muna manggaling, lahat ng problem... yun yung problem tsaka yung kailangan ng store is ikaw yung mag-de-decide yun yung mahirap."

What she conveying is that she accepted the position of Officer-in-Charge (OIC), and it's been incredibly challenging. She's highlighting the fact that everything the store needs and every problem that arises falls on her shoulders. Plus, the difficulty lies in being the one who has to make decisions for the store. Everything the store needs relies on her initially, and all the problems that arise become her responsibility. While Respondent 3 explained that,

"Well ahm... very pressure minsan masaya, minsan nakakapagod but in the end marami kaming matututunan hindi lang sa pag handled ng 5M's."

The respondent It sounds like he is describing a situation that involves pressure, sometimes enjoyment, and sometimes exhaustion. However, they highlight that despite these challenges, they and others involved will learn a lot, not just about handling the 5M's but likely about various aspects of the situation or task at hand. It seems like the speaker is expressing their thoughts on a situation or experience, possibly a challenging one. They acknowledge that it can be both enjoyable and tiring at times, but they emphasize that through it all, there's a lot to learn, not just in managing the "5M's," whatever those might refer to in context. Respondent 1 state that,

"Nakakapagod maging manager, yon lang."

It seems the statement is expressing that being a manager can be exhausting. The speaker is conveying that being a manager is exhausting, plain and simple. Respondent 3 explained that,

"Well sa akin nong umpisa ng open nang store kasi ako lang yun mag isa, isang manager lang ako dito. So, very challenging sa akin yung humawak ng store kasi nasanay ako sa previous job ko na may kasama akong manager. So... kapag nag re-rest day ako automatic may mga staff lang sila ahm... sila sila lang yan, may mga pl lang ako sa loob. So isa yun sa mga reason na nagkaroon sa akin ng challenge so... para ma-overcome yon so... syempre training, bigyan mo siya ng proper training and advise para magawa nila yung isang work nila then para ma-accomplished din nila yung work nila."

The statement is sharing their experience of initially struggling with the challenge of managing a store alone, as they were accustomed to having another manager present in their previous job. They explain how they overcame this challenge by providing proper training and advice to the staff, allowing them to handle tasks independently even when the speaker is on rest days.

Conflict Resolution and Growth. (Academia Letters, 2021) [1], the practice of constructively resolving disputes or conflicts between people or groups is known as conflict resolution. It entails determining the conflict's origin, comprehending the viewpoints of all sides, and coming up with solutions that work for everyone. Positive relationships, cooperation, and understanding are all facilitated by effective dispute resolution. In this context, "growth" can refer to the development of an individual or an organization that results from successfully resolving conflicts. Through building resilience, sharpening communication skills, encouraging empathy and understanding, and strengthening problem-solving abilities, conflict resolution can promote growth. By resolving disputes, people and organizations can develop stronger and more resilient in the long run by learning from past mistakes and adjusting to new circumstances. Respondent 1 explained that,

"Hmm... yung mga target samin siguro sobrang adjustments yung ginagawa sa manhours, sa products, tsaka sa performance ng store, yun lang."

The speaker is expressing that they are facing significant adjustments in terms of manpower hours, products, and store performance due to the targets set for them. The speaker is suggesting that their team is dealing with extensive adjustments regarding manpower hours, product offerings. She added that,

"Yung ano making my own decision din siguro, kung alam ko naman na mas ikabubuti yun, yun yung ginagawa ko."

The statement is expressing their belief in making independent decisions, especially when they believe it will lead to better outcomes or benefits. The speaker is conveying that they believe in making their own decisions,

especially when they are confident that it will be for the best. While Respondent 8 explained that,

> "Ahm... ayun nga huwag kang maging mapagmataas hindi porket manager eh bossy ka na dapat kailangan kasi talaga eh... proper communication din sa mga staff mo diba, para maging ano lang kayo pamilya lang din kasi kayo kayo lang din naman ang magtutulungan dito eh, ganon lang."

The speaker is advising against being arrogant just because one is a manager; they emphasize the importance of maintaining proper communication with staff to foster a familial atmosphere where everyone helps each other out. She also added that,

> "Hmm... ang ginawa ko lang naman kasi is maging positive, kasi sa business kasi meron din diyan na araw na mahina ang benta mo, wala ka masyadong customer. Anong dapat kong gawin kapag wala ako masyadong customer? Ayun yung sa akin lang talaga is kailangan think positive ka lang lagi para maging positive lang din yung mga staff mo na... ngayon lang toh bukas maging mabenta tayo ganun parang babawi tayo bukas. Positive lang talaga kasi once na tingnan mo yung negative side as a negative talo ka eh kailangan kapag tinignan mo yung negative palitan mo yan ng positive, magiging positive yan tuloy tuloy na."

The respondent statement is explaining their approach of maintaining a positive attitude in their business, especially during slow days when there are fewer customers. They emphasize the importance of staying positive to uplift the morale of the staff, encouraging them to think optimistically and focus on the potential for better sales in the future. They believe that dwelling on the negative side can lead to defeat, so it's crucial to replace negative thoughts with positive ones to maintain a positive trajectory. Respondent 3 explained that,

> "Well, siguro isa sa mga nag change sa akin is dati kasi ano ako eh medyo childish when it comes sa decision-making, ngayon kasi kailangan lumalim ang decision-making ko."

The statement is conveying that one of the changes they've undergone is becoming more mature in their decision-making process. They used to be somewhat childish in their approach, but now they recognize the need for deeper and more thoughtful decision-making.

Recognition and Motivation. Recognition and motivation are two crucial elements in fostering a positive work environment and driving individual and team performance. (Cogent Business & Management 2023), Recognition involves acknowledging and appreciating the efforts, achievements, and contributions of individuals or teams within an organization. This can take various forms, such as verbal praise, awards, certificates, promotions, or public acknowledgment. Recognition reinforces desired behaviors, boosts morale, and creates a sense of value and appreciation among employees. Together, recognition and motivation play a critical role in enhancing employee engagement, productivity, satisfaction, and overall organizational

success. By recognizing and rewarding achievements and providing meaningful motivation, organizations can create a positive workplace culture where employees feel valued, motivated, and empowered to perform at their best. Respondent 3 explained that,

> "Well ahm... for me ahm... teamwork. Ahm... kumbaga sabi ko nga sa loob ng isang tindahan hindi nag wowork ang isang restaurant or fast-food kung walang teamwork ang o isa kung magulo. Kasi kung hindi mag go-grow hindi ma b-build kumbaga putol yung business kapag puro si manager lang yung gumagalaw kailangan din ng team members. So, kailangan sa team member ay teamwork then kailangan may pagkakaisa, yun yun eh."

The respondent statement is emphasizing the importance of teamwork, particularly in the context of running a restaurant or fast-food establishment. They explain that without effective teamwork, the business cannot thrive or grow, as it relies on the coordinated efforts of all team members, not just the manager, to succeed. They stress the need for unity and cooperation among team members to ensure the smooth operation and success of the business. While Respondent 2 state that,

> "Ahh… wo… siguro yung ano namin yung teamwork…. yon."

The respondent statement is expressing that they believe teamwork is crucial for their group or team. Furthermore, Respondent 1 explained that,

> "Ahm… maganda siya. Na-a-apply mo siya sa iba hindi lang basta sa trabaho pati sa ano sa bahay, ganon basta sa iba"

The statement is expressing that something is beneficial or good. They mention that it can be applied not only in work settings but also in other aspects of life, such as at home or in various situations. She added that,

> "Ahm… hard work then hardwork, passion, then maging advantaged sa lahat huwag mong isipin yung pagod ang isipin mo is bakit ka nakarating sa ganyan, para saan diba, then maging smart ka lang talaga."

The speaker is highlighting the importance of hard work, passion, and being advantageous in all aspects. They suggest not focusing on fatigue but rather on why one has reached a certain point and what it's for. Additionally, they emphasize the importance of being smart in one's approach. Respondent 2 state that,

> "Ahh… so yun, pag igihan mo lang yung pag-aaral kasi yun yung component ng… manager"

The speaker is suggesting that putting effort into studying is crucial because it's a key component of becoming a manager. They're emphasizing the importance of education or learning in acquiring the skills and knowledge necessary for managerial roles.

Personal Well-being and Mindset. Taking care of your mind and mood is key to living a full and good life. It means

staying upbeat, dealing well with stress, building good ties with others, and not forgetting to take care of yourself. In a recent study, it was found that putting your own well-being first makes you smarter in dealing with feels and better at getting over hurdles (Brown & Patel, 2024). Respondent 1 explained that,

> "Ano lang ahm… maging matiyaga lang. Maging matiyaga ka lang sa trabaho then dapat gusto mo yung ginagawa mo, hindi lang ginagawa mo kasi kailangan ginagawa mo siya kasi gusto mo din."

She thinks that just doing a task because you must isn't enough; you need to also like and be curious about what you do. This view points to the importance of being happy and having a good mindset, where being eager and loving your work makes you more likely to do well and enjoy your job. When what you do matches your own values and interests, you tend to feel more fulfilled and strong (Johnson *et al.*, 2022). The idea highlights how key it is to have patience and love for your work, showing how it's linked to feeling good and how you think. Furthermore, Respondent 5 explained that,

> "Yun nga pag ano… pag maraming tao kasi ano… parang mas ano parang maiisip namin is masurvive nalang yung ano… yung…araw pag maraming tao kasi napakahirap talaga pag ano… pag duty kang is konti sa tao so iniisip nalang namin na mairaos nalang yung araw."

It seems like Respondent 5 might not have help or support, at work which could be taking a toll on their well being and mindset. Dealing with a number of people could lead to tiredness and anxiety making it challenging to perform well or feel good. This situation could negatively influence an individuals sense of satisfaction and mental well being. Respondent 5 also explained that,

> "Ano ahh… pagiging masayahin… pagiging masiyahin sa ano sa… kasi dito nakakapagod dito eh pero kailangan molang maging masaya kasi kung malungkot ka pagod kana malungkot kana edi wala na araw-araw maging masaya ka nalang araw araw kahit nakakapagod yun lang ngumiti kalang sa customer kahit nakakainis."

Respondent 5 points out the need of patience and real enthusiasm in what one is tasked to do. They warned that one should not just finish a job because one has to do it and said that one has to find meaning and happiness in his work. Fundamentally, Respondent 5 alludes to a worldview that would suggest one to be patient and at the same time passionate about anything when it comes to getting ahead in their professional lives. Indeed, the comments underscore the worth of patience and passion in one's profession, hence equating personal well-being to attitude. For instance, research has found that satisfaction and well-being derived from one's job have a strong relationship with intrinsic motivations and love for one's work (Judge *et al.*, 2020). Work-life integration and Flexibility. Work-life integration is a method that aims to balance many aspects of people's lives, such as employment, family, personal well-being, and community involvement (World Economic Forum, 2018)

[49]. The study discovered that work-life integration is a comprehensive approach that focuses on developing synergy between many parts of people's lives, such as employment, family, personal well-being, and community involvement. Rather than compartmentalizing these areas, the emphasis is on balancing and integrating them so that individuals can easily transition between their work and personal duties. Furthermore, the study emphasized the importance of flexibility in achieving a healthy work-life balance, which gives employees greater influence over their work arrangements. This power allows individuals to adjust their work schedules and settings to their specific requirements and priorities, thereby improving their overall well-being. Respondent 1 explains that,

> "Ahm… sobrang laki ng pagbabago. Hanggang sa bahay nadadala ko din eh kasi dito hindi pwede na sa office ka lang, hindi pwede na nakatayo ka lang, hindi pwede na tinitignan mo lang sila dito kailangan gabayan mo sila, turuan mo, tsaka tulungan para mas ma-improve mas maging productive sila."

The statement emphasizes that work-life integration has resulted in a substantial shift in how people approach work. It shows that job obligations have expanded outside the office to include family life, with a focus on coaching and encouraging coworkers to increase productivity. This emphasizes the significance of achieving a healthy work-life balance that takes into account both professional and personal life. Therefore, Respondent 5 states that,

> "Ano yun… yung time na ano…na… time na naka leave ako nung…kadi matagal tagal akong nawala dahil sa… ano ulit? ahh… yung ano… yung may personal matters na kailangan munang asikasuhin then mapapapili ka talaga kung tutuloy kapa ba sa… sa trabaho o hindi na so yun nga since ka ano kapag gusto mo yung trabaho talaga diba ahh… ipagpapatuloy mo."

The statement expresses an individual's experience of needing to take time off work owing to personal issues that required attention. In this situation, the individual expresses a wish to remain with their employment if it is meaningful and fulfilling to them. This is consistent with the study's notion of work-life integration, which emphasizes the necessity of leading a balanced life in which work is just one element of many. The freedom to choose whether to continue working or not demonstrates the flexibility required to achieve a healthy work-life balance. Giving employees freedom over their work arrangements allows them to adjust to their needs and priorities, resulting in greater overall well-being.

> "Araw- araw naman mahalaga tsaka araw-araw naman importante… araw-araw mahalaga tsaka araw- araw importante then… araw- araw pare-pareho ng trabaho kailangan updated lahat ng ano… lahat ng mga… lahat ng mga…lahat ng mga recorded kailangan nagagawa everyday…So, araw-araw importante na magawa yung trabaho."

The statement emphasizes the everyday significance and value of labor, as well as the need for consistent task update

and completion. It emphasizes the repetitive nature of employment responsibilities, which include completing daily activities and keeping records on a regular basis. This viewpoint emphasizes individuals' constant dedication to their professional tasks, reflecting the continuous effort required to perform job obligations effectively. Also, Respondent 6 states that,

> "As a manager ah... ini-enjoy ko lang yung bilang manager ini-enjoy ko lang and then with my stuff naman okay lang naman lahat ng stuff so ah... 10 year's na ako ngayon okay naman din happy naman."

The statement expresses a manager's satisfaction and enjoyment of their position, expressing contentment with both their managerial duties and their staff. The manager states that they have been in their position for ten years and are comfortable and happy with their current circumstances. This emotion reflects a sense of accomplishment and achievement in their managerial career, indicating a positive work environment and effective leadership. Also, Respondent 8 explain that,

> "Hmm.. linggo kasi ahm.. weekends kasi alam naman natin na mas matao talaga yon so.. andoon yung hassle namin, andoon yung pagod, mabilisang trabaho kasi maraming customer so.. ang ina-ano talaga namin is before weekend dapat ready na kami at settled na lahat para hindi pagdating ng weekend is paspasan talaga at least doon ma-le-lessen yung sobrang taranta namin kasi kapag nataranta ka rin sa trabaho talaga mawawala ka sa focus eh."

> "Ahm.. ngayon kasi medyo hassle kapag kasi manager ka eh, may mga staff ka iisipin mo kung paano mo sila i-ha-handle, paano mo sila papakisamahan para pakisamahan ka rin nila, paano mo sila bibigyan ng knowledge din sa trabaho nila para hindi sila malito or mabigla sa trabaho."

The statement represents the obstacles and responsibilities that individuals, particularly managers, encounter while combining job demands and personal well-being. It emphasizes the importance of proactive preparation, such as assuring readiness before peak periods like weekends, in order to reduce stress and keep focus. It also recognizes the intricacies of team management, emphasizing the significance of developing supportive connections, offering essential direction, and ensuring that employees feel secure and equipped for their tasks. This is consistent with the concept of work-life integration, which promotes a healthy balance of various elements of life, including job and personal well-being. It emphasizes the necessity of work arrangements that are flexible enough to fit individuals' distinct requirements and objectives, hence contributing to their general well-being and effectiveness in both professional and personal settings.

Family Support and Balance. Family support comprises providing assistance, encouragement, and understanding to family members on an emotional, financial, and practical level. It promotes mutual care, communication, and solidarity within the family unit, which improves both individual well-being and family cohesion. Balance, in the context of work-life balance, refers to the equilibrium reached between work and personal life obligations, allowing individuals to efficiently handle duties in both domains (Greenhaus & Allen, 2011). Prioritizing and devoting time and energy to many parts of life, such as job, family, health, and leisure, is necessary for general well-being and contentment. The study reveals that family support includes assisting, encouraging, and understanding family members on emotional, financial, and practical levels. This assistance promotes mutual care, communication, and solidarity within the family, hence improving individual well-being and family cohesiveness. Furthermore, balance in the context of work-life balance is achieving harmony between work and personal life responsibilities, allowing individuals to efficiently handle duties in both arenas. Prioritizing and devoting time and energy to different elements of life, such as job, family, health, and leisure, is critical for general well-being and happiness. Respondent 5 explained that,

> "Ahh… okay sige yung ano yun pag sa ano… syempre pag sa iba sa labas ahh… sa ano… sa personal natin sa ano sa pamilya, diba syempre nag aano tayo diyan pag may pag nag li-leave tayo sa mga ano natin relatives then dito naman parang ano ganun lang pero…iwasan yung ano maiiwasan ang pagiging ano mapagmataas, humble lang yun lang yun."

The statement emphasizes the importance of humility and avoiding arrogance, especially when it comes to personal relationships and family dynamics. It highlights the significance of providing support, encouragement, and understanding to family members on various levels—emotional, financial, and practical. This support fosters mutual care, communication, and solidarity within the family unit, ultimately enhancing individual well-being and strengthening family bonds. Additionally, the statement discusses the concept of balance in the context of work-life balance, stressing the need to achieve equilibrium between work and personal life responsibilities. Prioritizing different aspects of life, such as work, family, health, and leisure, is crucial for overall well-being and happiness. Respondent 5 added that,

> "Ano ahh… hindi na importante na ano maging…haharap sa buhay kung anong meron sungab lang ng sungab panahon ngayon ano eh hindi na uso ang ano eh yung maarte basta marunong ka lang ang… marunong ka lang… marunong ka lang umano ng mga ano pagkakamali yun yun lang."

The statement conveys the idea that in today's fast-paced world, superficiality and pretentiousness are no longer valued. What truly matters is being authentic and genuine, and having the ability to learn from mistakes. It emphasizes the importance of family support and balance in achieving well-being and contentment. Family support involves providing assistance, encouragement, and understanding to family members, which strengthens familial bonds and enhances individual well-being. Balance, particularly in the context of work-life balance, is essential for efficiently managing responsibilities in both professional and personal domains. Prioritizing different aspects of life, such as work, family, health, and leisure, is crucial for overall happiness and fulfillment. Furthermore, Respondent 7 explained that,

"Maging productive sumusuporta sa akin siguro ah.. yung need nalang din ng family at need ko parang naging ano ko yun naging inspirasyon ko yun para sumuporta o nahihirapan ako sa trabaho ko parang dahil iniisip ko yung mga bagay na kailangan kong ah... suportahan kung intindihin parang Ang nagpapalakas sa akin para mag keep sakin para mag trabaho parin."

The statement conveys the message that family support serves as a significant source of motivation and strength, especially during challenging times at work. The support and understanding received from family members inspire and empower individuals to persevere and remain productive in their endeavors. It emphasizes the importance of family support in promoting well-being and cohesion within the family unit. Additionally, the statement highlights the concept of balance in achieving equilibrium between work and personal life responsibilities. Prioritizing various aspects of life, including work, family, health, and leisure, is essential for overall well-being and happiness. Ultimately, family support and balance contribute to individual resilience, productivity, and fulfillment in both professional and personal domains. Moreover, Respondent 5 state that,

"Ano ahh... pagiging masayahin... pagiging masayahin ng ano sa... kasi dito nakakapagod dito eh pero kailangan mo lang maging masaya kasi kung malungkot ka pagod kana malungkot ka na edi wala na araw-araw maging masaya ka na lang araw araw kahit nakakapagod yun lang ngumiti ka lang sa customer kahit nakakainis."

The statement emphasizes the importance of maintaining a positive and joyful attitude, especially in demanding situations. Despite the challenges and exhaustion that may come with the job, choosing to be happy and cheerful is essential. By staying upbeat, individuals can cope better with stress and fatigue, ultimately contributing to their overall well-being. The connection to family support and balance underscores the role of family in providing emotional support and encouragement, which can further enhance individual happiness and resilience. Additionally, the concept of balance highlights the need to prioritize various aspects of life, including work, family, health, and leisure, to achieve a sense of harmony and contentment. Ultimately, cultivating happiness and finding joy in everyday interactions can lead to greater satisfaction and fulfillment in both personal and professional life.

Stress Management and Resilience. Resilience and stress management are considered paramount in the sustainability of mental and physical well-being within a fast-moving and unpredictable world. When rightly and effectively practiced, one could manage to relieve stress using approaches like mindfulness meditation, cognitive-behavioral therapy, and physical exercises to cope with stressors and reduce the health impact of the stressors (Sarubin *et al*., 2020) [42]. This study shows that mindfulness meditation, like cognitive-behavioral therapy and exercise, may all play a role in the management and reduction of stress to minimize the damaging effects it has on health. Respondent 1 explained that,

"Naging madali, naging mahirap. Ahm... madali syempre ah... madali siya para sa ahm... yon nga kasi alam mo na yung trabaho. Ahm... naging madali siya kasi ah... alam niyo yung ano, yung syempre naging ano ako dito kasi naging service crew din ako dito dati, so madali lang mag adjust sa trabaho."

Respondent 4 explains how, by his transitioning to work, he had no big problem doing it, since he has worked as a service worker in the past. He points out that familiarity and mastery in the execution of activity are one of the contributors to low stress and greater readiness to face new problems. He cites in his argument that familiarity and expertise in the profession can make it easy to shift and manage new challenges. Furthermore, Respondent 5 explained that,

"Ano lang... pag dadala ng mga...pagdadala ng problema lalo na pag yung nga... pagdadala ng problema ng pag ano pag may mga problema dito sa loob so kailangan marunong kang ano dalhin wag kang magpapaano sa bugso ng emosyon mo kasi ano...

Kasi ano to eh rabaho to eh hindi i na'to tulad sa ano nung... sa kung ano tayo madali mabilis magpadala dito kasi trabaho to eh pag nagpadala ka it's either ahh... ma disciplinary action ka o matanggal ka yun lang... so yun lang po."

Respondent 5 underscores discipline and emotional control in handling work-related issues. He holds that there should not be any issue of work in which one should lose their temper since it could only mean one thing—a disciplinary or dismissal action against the employee. He has illustrated why being calm and disciplined is important in the wake of problems at work to avoid the most undesirable repercussions. This statement underlines the emotional regulation and resilience in the workplace, especially against the obstacles and challenges. According to Lohaus *et al*., (2020) [30], Empirical studies have pointed out that individuals who are able to handle the pressures at the workplace through effective management of their emotions have thus preserved their performance. While Respondent 2 state that,

"To be ano... to be... ano faith daily to... to manage the ano the store. So, yung kalusugan namin... iniingatan namin para ma maintain namin din yung ano... to manage na maayos yung store namin. "

Respondent 2 underlines faith and everyday health care, which are quite necessary in order to manage the shop effectively. He argues that they have to maintain health to be able to run their business. He explains the importance of everyday health care in order for their firm to operate successfully.

Customer Satisfaction and Service Quality. In todays market the satisfaction of customers and the quality of service play a role in the success of businesses. They contribute to fostering customer loyalty encouraging repeat business word of mouth recommendations and ultimately financial prosperity. According to a study, by Hallowell (2020)

customer satisfaction significantly influences customer loyalty and the overall financial results, in the run. Satisfied customers tend to come to the business and recommend it to others. The research showed a strong tie between happy customers, their loyalty, and how well a business does money-wise. Respondent 2 explained that,

"So, siguro ano po ahh…ang ginagawa namin ahh… kumbaga marami na kaming kom-kompetensya dito so ang ginagawa namin so, pinapabilis lang namin yung service namin at the same time po yung masarap na pagkain na inihahain po namin sa mga customer to… to comeback po, na bumalik po si customer and then masatisfied po si customer sa… sa amin, sa service po namin para bumalik po si customer."

This shows that they want to save the client's time while giving thm quality meals. To ensure that a client keeps on emptying their institution they must ensure that they give them the best when it comes to service and food. From the survey done, they showed that quick service and good food makes the clients excited while eating and increases the chances that they will come again (Li *et al.* 2023). The survey results indicate that both fast service and great food are important to make the best experience and attract more clients that would like to come again. While Respondent 5 explained that,

"Nakaka ano… nakaka stress Ano po mahirap dahil kailangan ano i handle yung mga… i handle yung trabaho lalo na pag maraming customer kailangan ng lakas… kailangan is… mahinahon lang tsaka kalmado."

This statement highlights the importance of staying clam and collected, especially when dealing with the challenges that come with a heavy workload and serving lots customers during busy times. By maintaining composure individuals can effectively manage their responsibilities and provide top-notch services to customers. Keeping calm in stressful situations also assists in preserving continuity in service delivery without sacrificing quality even when things get hectic. This consistency is crucial for building trust and loyalty among customers as they count on dependable service despite work pressure.

Conclusion
The researchers concluded this study by investigating the diverse experiences of managers in a fast-food chain setting in Rosario, Cavite. Through interviews and research, it became clear that each respondent had a distinct experience, with some reporting mostly favorable experiences and others facing occasional issues. Individual approaches to team support and direction, as well as the prevalence of workplace difficulties, all had an impact on these varied experiences. This demonstrates the diverse nature of managerial positions in the fast-food industry, as managers must navigate a variety of situations in order to provide successful leadership and productivity.

Furthermore, the study looked into learners' perceptions on factors important for increasing organizational productivity in the workplace. Learners emphasized managers' critical role in prioritizing their teams, particularly in terms of customer satisfaction, which aligns with the widely held belief that "the customer is always right." Their insights and recommendations highlighted the importance of effective team management strategies for aspiring managers, providing valuable guidance for navigating complex workplace dynamics and fostering optimal team performance.

In addition, the study gave light on how unique contexts and scenarios influence leaders' experiences. Respondents shared stories of both problems and accomplishments, demonstrating the dynamic nature of leadership in the fast-food industry. Team misunderstandings were highlighted as a barrier to workflow and productivity, but positive experiences, such as expressions of appreciation, contributed to stronger team connections and increased employee enthusiasm.

In conclusion, this study emphasizes the complex interplay of numerous factors in generating management experiences and organizational productivity in the fast-food business. Managers may encourage positive outcomes and drive success in their individual jobs by understanding the value of effective leadership, prioritizing team needs, and navigating workplace difficulties with agility. The fast-food business can further optimize managerial practices and improve overall workplace efficiency and happiness by doing ongoing research and using new findings.

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