

# Operational Efficiency of Quick Service Establishments: Basis for Business Operation Enhancement

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**Abstract** – *The quick service establishment business is one of the most abundant type of business in the City of Batangas. It plays a huge role on providing convenience and affordability in serving food for the Batanguenos. This study aimed to assess the operational efficiency of the quick service establishment business in Batangas city. Specifically, identified the profile of each business; determined the operational efficiency in terms of kitchen and dining operations; identified the problems encountered in terms of kitchen and dining operations; distinguished the difference of responses on the restaurant aspect when grouped according to profiles. The study made use of descriptive method with the employees of the quick service establishments as respondents. Based on the results, the majority of quick service establishments in Batangas city are operating from 0-5 years. Majority with 21-30 and 31-40 employees, and a seating capacity of 101-125. It was found out that the restaurant aspects on both kitchen and dining operations are very efficient. Delayed delivery of stocks is considered as the major problem in kitchen operations, while people in dining operations claimed that the availability of tables and chairs is a big factor too.*

**Keywords** – *Operational Efficiency, Quick Service Establishments*

## INTRODUCTION

Operational efficiency is the capacity of a business to provide products or services to its buyers in the most productive and efficient way possible while still assuring the utmost quality of its products, services, and support. It is often attained by updating a company's key processes in order to more successfully respond to constantly evolving market forces in a cost-effective way. A company must lessen the redundancy and waste while supporting the best assets that causes most to its prosperity and exploiting the best of its workforce, technology, and operations in order to achieve operational efficiency. The diminished internal costs that lead to operational efficiency allows a company to attain the higher profit margins or be more triumphant in aggressively competing markets. [1].

Operational efficiency requires various proficiencies and strategies used to fulfill the key goal of providing quality products and services to consumers in the most cost effective and timely manner. Common factors of operational efficiency include production, distribution, inventory management, ad resource utilization. The most crucial aspects vary by nature of the business manufacturing, distribution or retail. To be able to compete with larger enterprises with bigger economies

of scale and exchanging power with vendors, small businesses should have remarkable efficiency [2]

In Batangas City, quick service establishments are uncontrollably expanding. The rise of burger stations, shawarma shacks and the likes are an indication that the food businesses in Batangas City is very much popular to the palatable mouths of city folks.

Food operators have taken advantage to this scenario by formulating different ideas that will make their businesses attractive to the eating public. They have thought of creating different gimmicks, promos to continually attract their customers, bearing in mind that the operational efficiency of their business should always lead to total customer satisfaction, the optimum goal of every business.

The focus of this study is on the operational efficiency and of quick service establishments in Batangas City: basis for business operation enhancement.

The researchers chose Batangas City as their target area for research because the researchers believe that it is a progressive city where the seat of trading and tourism is also enhanced considering that the International Port is just around.

Further, results of this study can be beneficial to higher education institution, particularly to the students

in the College of International Tourism and Hospitality Management in upgrading its curriculum to prepare the students in terms of concepts and theories that would devote to its mission in attaining academic quality.

It will also serve as a baseline for improving and invigorating the food business. Furthermore, this can also be beneficial to those businessmen involved in the quick service establishment business because they would be able to determine if their food service operation is productive and effective at the same time. This can also be beneficial for future researchers especially hospitality students because they can acquire decent amount of information about the research and can be used as basis for their future researches.

### **OBJECTIVES OF THE STUDY**

This study determined the operational efficiency and customer satisfaction of quick service establishment as a basis for business operational enhancement. Specifically, it aimed to: present the demographic profile of quick service establishments in terms of nature of the business, number of employees and number of years in operation; determine the operational efficiency of quick service establishment aspects in terms of kitchen operation and dining operation; identify and rank the problems encountered by the quick service establishment in terms of kitchen and dining operations; test the significant difference in the operational efficiency when grouped according to profile; and propose an action plan based on the result of the study.

### **METHODS**

#### **Research Design**

The researchers used the descriptive method which includes data collection which is beneficial to respond to questions regarding the present condition of the subject of the study. Descriptive method was used to describe the characteristics of the population that will be studied by the researchers and will also be used for frequencies, averages, and other statistical calculations upon result. [3].

#### **Participants**

Based on the official data gathered in the municipal office of Batangas City, there are (28) legally registered branches of quick service chains in Batangas City. Incorporated in these branches are 14 quick service establishment companies. The researchers have targeted only one branch per company because aside from being in the same franchise corporation and incorporation companies as listed in the data gathered in the municipal

office of Batangas City, these branches with the same franchise food company are offering the same exact products, the same set of service operations, and quality standards as the other. Out of the 210 projected total number of respondents, only 164 were able to answer the questionnaires. The respondents, as consulted to our university statistician, will be the total number of employees allowed by the manager of each quick service establishment to answer our distributed questionnaires due to consideration of some confidential matter conserved by each company.

#### **Instrument**

The main instrument that the researchers used in the study was adopted from the internet reference in the study of the researcher Annie Espino entitled “Operational Efficiency and Customer Satisfaction of Restaurants: Basis for Business Operation Enhancement”. The adopting of questionnaire is the checklist form of 1 set of questionnaires consisting of company questionnaire where the respondents could answer questions with options. Part I for the company questionnaire is all about Company Profile. Part II is about Restaurants Aspects on Kitchen and Dining Operations. Part III contains the Problems Encountered in Kitchen Operation and Dining Operation.

#### **Procedure**

The researchers exposed themselves to the different sets of questionnaires found in the appendices of unpolished thesis materials and internet references. Interview was organized to add insights of information on conclusions, after construction, the questionnaire was surrendered to the professor for revisions, correction, and approval.

#### **Data Analysis**

The needed data were tallied, encoded, and interpreted using descriptive statistical tools. Frequency distribution was used to determine the profile of the companies. Weighted mean and ranking were used to determine the operational efficiency in quick service establishment aspects such as kitchen and dining operations, and to rank the problems encountered in kitchen and dining operations. Analysis of Variance (ANOVA) was used to test the significant difference in the operational efficiency when grouped according to profile variable. In addition, all data were treated using statistical software, PASWD version 18 in order to analyze the result of the study.

The given scale was used to interpret the result of the data gathered: 3.50 – 4.49 = Very Efficient (VE); 2.50 –

3.49 = Efficient (E); 1.50 – 2.49 = Less Efficient (LE);  
1.00 – 1.49 = Not Efficient (NE).

## RESULTS AND DISCUSSION

**Table 1. Percentage Distribution of the Respondents' Profile**

Profile Variables	Frequency	Percentage (%)
<b>Number of Years in the Business</b>		
0-5 years	107	65.2
6-10 years	5	3.0
11 -15 years	9	5.5
16 – 20 years	29	17.7
21 years old and above	14	8.5
<b>Number of Employees</b>		
1-10	20	12.2
11-20	38	23.2
21-30	53	32.3
31-40	53	32.3
<b>Seating Capacity</b>		
1-25	20	12.2
26-50	14	8.5
51-75	39	23.8
76-100	0	0.0
101-125	91	55.5

Table 1 presents the profile of the companies in terms of number of years in the business, number of employees, and seating capacity.

In terms of number of years in the business out of 164 respondents, 107 of them or 65.2 percent were within the bracket of 0-5 years rank highest, followed by 29 or 17.7 percent were from the stretch of 16-20 years, and lastly, 14 or 8.5 percent, rank lowest, were from the extent of 21 years and above.

Based on the data gathered, most of the respondents were from a company of quick service establishments who had 0-5 operating years in the business. This could mean that from the years 2014-2018, quick service establishments were in-demand and desirable in the city of Batangas. On the other hand, data showed that the least number of respondents were from the quick service establishments which had 6-10 operating years, more likely because the years 2008 until 2013 was not the era for quick service establishments to emerge in Batangas city due to several factors.

In terms of number of employees, 53 respondents or 32.3 percent which is ranked highest were both from companies who had 21-30 and 31-40 employees in their line-up. Meanwhile, 20 respondents or 12 percent ranked lowest were from quick service establishments, which had 1-10 employees in their line-up,

Based on the data gathered from the respondents, the greatest number of employees were from quick service establishments which had 21-30 and 31-40 employees because a most of the quick service establishments in Batangas City are extensive and covers a lot of ground, resulting to a need to hire a lot of employees to maintain its operational efficiency. On the other hand, the least number of respondents were from establishments that have only 1-10 employees mainly because these establishments are less spacious and only require few employees to operate it.

In terms of seating capacity, 91 or 55.5 percent were from establishments with 101-125 seating capacity, followed by 39 or 23.8 percent are from establishments with 51-75 seating capacity in their dining area. There were no respondents from establishments with 76-100 seating capacity

Findings showed that the greatest number of respondents were from quick service establishments that have 101-125 seating capacity because most quick service establishments in Batangas City offer a lot of space and tables which make a lot of sense to this particular result. On the other hand, the least number of respondents were from establishments that have 26-50 seating capacity merely because only a few quick service establishments in Batangas City were small and less spacious.

The number of employees and the seating capacity in food service establishments must be adjusted based on the size of space offered in the dining area of the establishment. The bigger the size of the dining area, the more employees, tables and seats will be needed for the management to maximize one of the most underrated resources in food establishments which is space. Having more tables and chairs for the customers to occupy at every time will allow the establishment to generate more sales which means more profit for them [4].

Table 2 shows the restaurant aspect in terms of kitchen operations. It has a composite mean of 3.57 with very efficient verbal interpretation. It indicates that the kitchen operation of each restaurant is well organized. The kitchen is well equipped with a range working table, sink with faucet, cabinets, drawers with lockers and refrigerators, (3.67) ranked highest followed by kitchen is properly lighted, well ventilated, screened and has exits (3.63); all cooking equipment are available (3.59).

The most efficient aspect of most quick service establishments, particularly in their kitchen operations is that their working area is equipped with a working table, sink with faucet, cabinets, drawers with lockers and refrigerators.

**Table 2. Restaurants Aspects on Kitchen Operations**

Kitchen Operations	WM	VI	Rank
1. Kitchen can accommodate a maximum of 7-10 employees adequate for working	3.50	VE	9
2. Kitchen is well equipped with a range working table, sink with faucet, cabinets, working table, sink with faucet, cabinets, drawers with lockers and refrigerators	3.67	VE	1
3. Sinks are provided with proper drainage and grease traps to prevent clogging of pipes	3.58	VE	4.5
4. Electric fans and exhaust fans are installed for air circulation and proper ventilation	3.54	VE	8
5. Kitchen is properly lighted, well ventilated, screened and has exits	3.63	VE	2
6. Kitchen lay-out allows smooth traffic flow and employees can work freely without interference from others	3.57	VE	7.5
7. Kitchen rules are strictly implemented	3.57	VE	7.5
8. All cooking equipment are available	3.59	VE	3
9. Bins are provided with proper waste disposal signage	3.58	VE	4.5
10. Stock of ingredients are always complete	3.46	VE	10
<b>Composite Mean</b>	<b>3.57</b>	<b>VE</b>	

This result is no surprise for anyone who knows how to run kitchen operations. Having a complete set of working stations, hardware, and storage for food and equipment should always be the most priority for any food service business that runs kitchen operations especially quick service establishments.

Some of the core aspects acknowledged in the development to attain operational efficiency and a cutback in the cost of working capital are unification of the business activities, the communication of the organization, and an extensive participation and teamwork as well. Little things must be addressed for the efficiency of the operation like wastage and diffused materials in the form of inventory or resources, energy, and defects or withered functions. By reducing set-up delays, synchronizing machine preservation with production operations, and increasing the space available to better utilize workers, appliances, workstations, and other facilities, minimization of product cycle time will be achieved [5].

The table also stipulates that the least efficient aspects of most establishment's in kitchen operations is providing a comfortable, well-ventilated, and roomy working area for their kitchen staffs, as well as providing sufficient resources for them to work on. Electric fans and exhaust fans are installed for air circulation and proper ventilation (3.54); Kitchen can accommodate a maximum of 7-10 employees adequate for working (3.50); and stock of ingredients are always complete, obtaining the lowest weighted mean of 3.46.

Based on those results, the lowest among the 10 verbally interpreted very efficient aspects of the kitchen operations of quick service establishments is the completeness of their stock of ingredients. Inventory management can aid to amend customer's satisfaction, supplier potential, and production scheduling. A few hints of problems in the completeness of stocks of ingredients might sometimes lead to inadequate raw materials for daily operations. This may occur during the busy hours where customers go out to find quick lunch and dinner. If the raw material is in scarce stock, they will not be able to produce enough ingredients for every meal that the customers purchase.

**Table 3. Restaurant Aspects on Dining Operations**

Dining Operations	WM	VI	Rank
1. Relaxing ambiance is provided	3.64	VE	1
2. Sustain cleanliness and hygiene of the dining area	3.63	VE	2
3. There are adequate space for tables and chairs	3.61	VE	4
4. Layout allows smooth traffic flow of customers	3.54	VE	7.5
5. Furnish complete amenities for service	3.62	VE	3
6. Administer proper entrance and exits for guest and staffs	3.59	VE	5
7. Equipped with washroom for guests	3.50	VE	10
8. Dining area can accommodate minimum of 50 customers	3.54	VE	7.5
9. Store has enough supply of stocks for dining operations	3.53	VE	9
10. Equip with pantry for fast delivery of orders.	3.58	VE	6
<b>Composite Mean</b>	<b>3.58</b>	<b>VE</b>	

Table 3 shows the restaurant aspects in terms of dining operations. It has a composite mean of 3.58 interpreted very efficient. It indicates that the quick service establishments are well prepared for operations to impress the customers through tidiness. Relaxing ambiance is provided; 3.64 got the highest mean

followed by dining area; and Furnish complete amenities for service.

The most efficient aspect of most quick service establishments, particularly in their dining operations is that relaxing ambience is provided. A relaxing ambience is a great initiator of attention and interest to customers and even potential customers because no one wants to experience a disorganized and stressful-looking ambience while they are enjoying their food.

Ambiance is considered a highly significant factor when it comes to achieving a productive and effective business operations, especially in food service operations. A relaxing ambience of a food establishment enhances the pleasure of what is eaten there. If a food establishment has the right ambience to match its product, then the customers will feel more at home and relaxed while they dine. The dimensions of design, color, lighting, and layout are the key considerations on this aspect. [6].

New result layout allows smooth traffic flow of customers (3.54); Dining area can accommodate minimum of 50 customers (3.54); Store has enough supply of stocks for dining operations (3.53); and being equipped with washroom for guests obtained the lowest weighted mean of (3.50)

Based on those results, majority of the dining operations of quick service establishments are being equipped with washroom for customers. Having a washroom for your customers can lessen the utilization of paper napkins for them to clean their hands. If the stock for table napkins is in scarce state, then it would be a disaster for the quick service establishment.

Personal hygiene in fast food chains is one of the top priorities, and a key to attaining operational efficiency. It is also influenced by attitudes and knowledge of the employees and their customers as well. The customers deserve to have the right of using their own sanitation area like having their own washrooms inside the food service establishment for their own hygiene and safety purposes as well. Executives should encourage and influence good team participation and work friendly habits. Effective explanation and assessment of important remarks and used control practices are very essential [7].

Table 4 presents the problems encountered in the kitchen operation of quick service establishments. It has a composite mean of 1.99, encountered sometimes. According to the results, it seems that most of the quick service establishments had more frequent issues with the timing of the stock dispatching, the stability of its prices, and the durability of their equipment and machines. Delayed delivery of stocks; interchanging cost of

commodities and supply; and malfunction of equipment and machines attained the highest mean of 2.21, 2.08, and 2.06 respectively.

**Table 4. Problems Encountered in Kitchen Operation**

Kitchen Operation	WM	VI	Rank
1. Delayed delivery of stocks	2.21	S	1
2. Interchanging cost of commodities and supply	2.08	S	2
3. Shortage or low water supply	1.87	S	9
4. Lack of necessary equipment and machines	2.01	S	5
5. Malfunction of equipment and machines	2.06	S	3
6. Pilferage and left-over foods	2.03	S	4
7. Ventilation is not properly working	1.92	S	8
8. Lack of supplies for the operation	1.96	S	6
9. Waste segregation program not followed.	1.93	S	7
10. Clogged sinks resulting to delay of service	1.85	S	10
<b>Composite Mean</b>	<b>1.99</b>	<b>S</b>	

Scale: 3.50 – 4.49 = Always (A), 2.50 – 3.49 = Often (O) 1.50 – 2.49 = Sometimes (S) 1.00 – 1.49 = Never (N)

One of the problems encountered in the kitchen operations of most quick service establishments is the delayed delivery of stock. There are several reasons for this type of situation like the order is too small for the supplier, the contract does not include a penalty cause, the supplier is a trading company with no control over production, or goods are stuck in custom. A delay in the delivery of goods spells a delay in the operations as well.

Attitudes and behaviors related with source selection decisions and product attributes are aspects of operational efficiency that have a significant value in food acquiring selections in the food establishment's value chain. Smooth transition of the delivery of goods to the establishment or what we call punctuality of delivery is very notable for the success of not just the kitchen operations on quick service establishments, but also for the operations of the food establishment as well. Order undertaking time, and diverseness of the quality of the products or ingredients are also notable aspects in food establishment's management decision to purchase their choice of ingredients [8].

The table also specifies that the least encountered problems in the kitchen operations of quick service establishments are the issues regarding the ventilation of the kitchen, deficiency with water supply, and clogging of sinks that causes delays. Ventilation is not properly working; Shortage or low water supply; and Clogged

sinks resulting to delay of service got the lowest weighted mean of 1.92, 1.87, and 1.85 respectively.

As stated in the results, the least encountered problem in most quick service establishment's kitchen operations is the clogging of sinks that results to the delay of service. Having a clogged sink in the kitchen is a sign of highly undisciplined and ignorant kitchen staffs. If this problem is rarely encountered in the kitchen, then it means operational efficiency is met in quick service establishment's kitchen operations.

Delays in the kitchen of restaurants caused by malfunction of different equipment, appliances, or hardware can lead to problems regarding the operational efficiency of the food establishment. The slower the operations in the kitchen which is caused by delays, the slower the business will generate sales. Delays will also negatively affect the satisfaction of customers because more waiting time means more reason for them to switch to other food establishment [9].

**Table 5. Problems Encountered in Dining Operation**

Dining Operation	WM	VI	Rank
1. Late arrivals of guests with respect to their reservation	2.13	S	2
2. Guest made reservation but do not show up	1.89	S	10
3. Exceeding number of guests with respect to the capacity of the dining area	2.12	S	3
4. Inadequate parking space for guest and staff	2.00	S	5
5. Availability of tables and chairs always	2.24	S	1
6. Uncontrolled breakages and losses of items	1.97	S	7
7. Unconstrained pilferage and leftover foods	1.95	S	9
8. Delayed delivery of service to guests	1.96	S	8
9. Guests complaints on service and food	2.04	S	4
10. Difficulty in maintaining the cleanliness of the dining area and wash room	1.98	S	6
<b>Composite Mean</b>	<b>2.03</b>	<b>S</b>	

Scale: 3.50 – 4.49 = Always (A), 2.50 – 3.49 = Often (O) 1.50 – 2.49 = Sometimes (S) 1.00 – 1.49 = Never (N)

Table 5 presents the problems encountered in the dining operation of quick service establishments. It has a composite mean of 2.03 and verbally interpreted as sometimes encountered. Based on the results, it looks like most of the quick service establishments had more frequent problems with abundance of available tables and chairs during service time, unpunctual behaviors of

guests with regards to their reservation, and overflowing number of guests that exceeds the capacity of the dining area. Availability of tables and chairs always; late arrivals of guests with respect to their reservation; and exceeding number of guests with respect to the capacity of the dining area got the highest mean of 2.24, 2.13, and 2.12 respectively.

Problem encountered in the kitchen operations of most quick service establishments is always the availability of tables and chairs. The cause of this problem is that the dining area of the food service establishment lacks chairs and tables, or else the dining area is swarming with customers. Finding available tables and chairs to occupy now won't be an easy task.

The number of tables and chairs inside a food service establishment has a technical impact on the waiting system and the service operations as well. A fast food restaurant with tables of different capacities has more likely formulated an optimal table mix which allows different batches of customer groups to maximize the use of tables and chairs depending on their individual capacities. It can also minimize the cost due to under-utilization of table capacity and the cost due to waiting times. Customer batches, upon experiencing a long wait, tends to move to less busy fast food chains. [10].

The table also specifies that the least encountered problems in the dining operations of quick service establishments were the issues regarding the delay of service delivery for the customers, cases of stealing food from the guests, and the absence of guests once they made reservations. Delayed delivery of service to guests (1.96); unconstrained pilferage and leftover foods (1.95); guests made reservation but do not show up (1.89).

According to the results, the least encountered problem in most quick service establishment's dining operations is that the guests made reservation but do not show up. This type of situation is very rare because only a few people have the intent of reserving themselves in quick service establishments. In some instances, they reserve themselves for special occasions like birthday parties, but being absent for those special occasions after they've reserved almost never happens except for the occurrence of emergencies of any natural disasters.

Food establishments need improvising their reservation management to avoid those "no-shows" type of guests. First thing for them to recognize is that they must acquire reservation down payments from their guests along with agreeing with their reservations. They must also demand a credit card number with a booking and threaten a cancellation fee charge to those who don't cancel in time. This study is not suggesting that there should be some large and unaffordable fee but something

to prompt people to let the food establishment know they can't make it [11].

**Table 6. Difference of Responses on the Restaurant Aspect when Grouped According to Profiles**

	Kitchen Operation			Dining Operation		
	F-value	p-value	I	F-value	p-value	I
Number of Years	1.563	0.187	NS	9.173	0.000	HS
Number of Employees	1.976	0.120	NS	20.357	0.000	HS
Seating Capacity	3.343	0.046	S	21.836	0.000	HS

*Legend* : Significant at  $p$ -value  $<0.05$ ; HS – Highly Significant, S-Significant; NS-Not Significant

Table 6 shows the difference of responses on the restaurant aspect when grouped according to profile. It was found that the responses on kitchen operation vary when grouped according to seating capacity of the store since the obtained  $p$ -value of 0.046 was less than 0.05 alpha level. Based from the test conducted, those quick service establishments whose seating capacity ranging from 51 to 75 have higher assessment compare to the others.

With regards to the assessment on dining operation, the responses vary according to number of years (0.000), number of employees (0.00) and seating capacity. This indicates that the observation varies and was found that business operating for 16 – 20 years, with employees of 21 to 30 and seating capacity of 51 to 75 assessed the quick service establishment more positively.

This table indicates that different quick service establishments with different seating capacities have a notable significance in the difference of their evaluation when it comes to their kitchen operations. Those quick service establishments whose seating capacity is ranging from 51 to 75 have higher assessment compared to the others. This result emerged because quick service establishments with a moderate seating capacity tend to further aid the kitchen operations in the long run. It gives different kinds of surprising benefits to the different aspects and somehow lessens different problems that occur in the kitchen operations.

A study proves that the best optimal table mix in a food service establishment is having moderate tables and chairs seating capacity for customers. Having just an adequate seating capacity in the dining area will accommodate just the right number of customers compared to a dining area with a huge seating capacity that can lead to a much higher tendency of lacking supply of stock for the operations in the kitchen due to the abrupt

consummation of ingredients. It will also allow the kitchen staff to have a bit more attention on sustaining high quality of food, maintaining the cleanliness and proper usage of machines and appliances. It will require only a modest number of employees inside the kitchen that will allow more space to work on inside the kitchen compared to a crowded and much more busily hyped kitchen caused by a huge seating capacity in the dining area that accommodates a lot of customers. At the same time, it will cause the kitchen staff to work on more orders at a time that can arouse the revenue of the establishment compared to a dining area with just a small seating capacity [12].

The table also shows that the difference between the number of years in the business of different quick service establishments is highly significant when it comes to their dining operations as shown in the table. It was found in the results that those businesses operating for 16-20 years assessed the dining operations of the quick service establishment more positively compared to the others. It is since because of their years of experience of running the business, they have figured things out on how to sustain quality in the different aspects of the dining operations, and at the same time learn how to deal with the different problems encountered in the dining operations.

Operational efficiency is a big factor in quick service establishments. Those establishments with a lot of years of operation in their resume have a huge edge on operational efficiency over those establishments which have just started in the food business. Strong customer loyalty is directly related to strong brand image, and strong brand image is the result of a reputation build-up due to years of experience in operating in the food business. Those priceless years of operation in the business will be a meaningful enlightenment process for the quick service establishments to polish the different aspects of the dining operations that will favor the customers in every angle. Experience will dramatically continue to educate the dining staff of what they need to provide, what they need to improve, and what they need to eliminate for a better dining experience for the customers [13].

It was also specified in table 4 that there is a high level of significance when it comes to the difference of the evaluation of respondents in the quick service establishment's number of employees. It was discovered in the results that quick service establishments with at least 21-30 employees have more positive assessment in their dining operations compared to the others. It is because quick service establishments which acquire a handful of employees, without over stacking with the

employees required for the operation, have a better chance of delivering the right amount of manpower to support the different aspects of the dining operations needed to attain operational efficiency by becoming capable of coping with all the needs of their customers.

A study supports that those food service establishments that have a strategy of hiring more employees, especially those medium to large sized establishments, have a greater edge of having a lot of workforce that can keep an eye on maintaining the different factors of operational efficiency in the dining operations consistently, compared to those which hire only a few employees just to entrust them with heavy workloads. Adding more employees, especially in the dining staff's rotation, can also eliminate problems in the dining operations like inability to attend to customer needs all at the same time, workers experiencing fatigue due to heavy workload, guest complaints due to delayed delivery of service, lack of productivity, and many more.

This type of strategy is very favorable if the management of the food service establishment has the capacity to pay for the salaries of their employees in a consistent basis. [14].

It was also stipulated in Table 4 that quick service establishments with a variety of seating capacities have a convincing significance in the distinction of their analysis when it comes to their dining operations. Those quick service establishments with a seating capacity of 51 to 75 have more positive assessment compared to others. This result makes sense because quick service establishments which intend to assemble a moderate seating capacity in their dining area benefit themselves by being sales productive compared to lesser seating capacity establishments, and at the same time having a smoother transition of service operations to customers compared to those establishments which have too much seating capacity to handle.

**Table 7. Proposed Action Plan**

Objectives	Strategy	Outcome
Problems Encountered in Kitchen Operations To avoid the delayed delivery of stocks	Find an alternative stock provider that will deliver the required amount of ingredients to the food establishment, complete and on time.	It will limit the instances of unavailability of food on the menu which undermines the chances of quick service establishments to generate more profit. This will also help rule out the delays on the operations caused by this problem as well.
To avoid interchanging cost of commodities and supply	Set an option for market supplier that is consistent to their price of supplies and commodities.	It will be beneficial for the establishment for setting standard inventory and generating more supplies if possible. This will also prevent the delayed or out of stock supplies in the kitchen section.
To avoid malfunction of equipment and machines	Provide a maintenance staff to immediate fix and usage of equipment and machines in the operation. Also provide a room for equipment and machines to avoid rust and other factors that will affect the performance of the machines.	It will lessen time consumed and disturbance of kitchen staff due to fixing machines and equipment. It will also maintain the performance and prolong the usage.
To maintain availability of tables and chairs at all times	Incorporate more tables and chairs in the dining area as much as possible or formulate a table mix with different table sizes of different seating capacities that can allow different group of customers of different capacities to occupy a table at a time.	It will lessen the number of customers who wait or the duration of their waiting time to occupy tables and chairs in a stacked-up dining area full of customers which will result to the increase of sales.
To avoid late arrivals of guests with respect to them reservation To lessen overcrowding of guests in the dining area.	Provide back-up supply of seats and tables for unexpected arrival of late guests due to their reservation. Provide a waiting area that is convenient for exceeding number of guests that will allow them to wait for the next one to leave.	It will lessen the complaint and hassle in both parties. It will also be a good feedback in the establishment gaining true hospitality It will be organized due to checklist form of guest arrival and time who's turn is going to be called while the other guest is waiting.

This study supports that having a moderate seating capacity inside the dining area of a food service establishment gives the dining staff a more manageable space to work on. Making the dining staff of a food establishment more comfortable with their duties by creating a dining area layout plan with a moderate seating capacity will allow the dining staff to give more attention and focus to the quality of their service. It is considered much better than having a dining area with an enormous seating capacity wherein the quality of service tends to be rushed and diminished during the peak hours when customers pile up in the dining area. Aside from allowing more adequate space in the dining area, this type of strategy can also lessen different types of problems in the dining area like difficulty in maintaining immediate cleanliness of tables and chairs for the next customer to occupy, insufficient space for the customers and the employees to work on, delay in the delivery of service, and many more. [15].

## CONCLUSION

Majority of the quick service establishments are operating the business for less than 5 years with number of employees ranging between 21-30 and 31-40, and the seating capacity commonly range from 101-125. The operational efficiency for both kitchen and dining operations are very efficient. Delayed delivery of stocks is considered as the major problem in kitchen operations, while people in dining operations claimed that the availability of tables and chairs is a big factor too. There is a significant difference on the responses for kitchen operation when grouped according to seating capacity and for dining operation when grouped according to all profile variables. The researchers were able to propose an action plan to serve as a basis for quick service establishment regarding their improvement of operational efficiency.

## RECOMMENDATION

Quick service establishment managers may come up with an efficient system in ensuring complete stocks of ingredients. They may address the owners of their establishments about the concerns regarding the lack of washroom for customers for them to come up with a budget for providing a washroom or at least maintain good condition of it for those who already have one. If troubled with repetitive delays with the delivery of stocks, the management may come up with a plan of finding an alternative stock provider who has a reputation of being reliable and punctual. The management may come up with a formulation of layout in the dining area where they assemble different table

sizes of different seating capacities that may always lessen the problems regarding unavailability of tables and chairs. The proposed action plan by the researchers may be implemented to improve kitchen and dining operation. And for the future researchers they may conduct similar study using other variables such as customer satisfaction and employees' job satisfaction level.

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