

Mental Wellbeing and Management Support to Restaurant Employees in Batangas City

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Abstract - *This study aimed to assess the mental well-being and management support among restaurant employees in casual dining in Batangas City. The study made use of descriptive method and utilized an adapted questionnaire which was distributed among 158 employees of the selected casual dining restaurants in Batangas City that are operating for 5 years and above. Statistical tools used were percentage and frequency distribution, weighted mean and analysis of variance to interpret the results. Majority of the restaurant employees were 19-24 years old, male, working as full time employees for 1 to 5 years. The respondents often demonstrate positive mental wellbeing in terms of wellbeing, work engagement, psychological distress and attendance. They often experience management support from their supervisor and having psychological safe climate management while working in these selected restaurants. There is a significant difference on the mental wellbeing in terms of psychological distress when grouped according to age and length of service while difference was also found in wellbeing when grouped according to their age.*

Keywords: *Mental Wellbeing, Casual Dining Restaurant*

INTRODUCTION

Mental health is currently the cause of a continuous absences and work incapability of employees in most countries. Most of the workplace interventions aims to develop one's resilience. Mental health in a workplace used to describe as the relationship between an individual, work place, factors and the whole organization. Organizational and Psychosocial factors are proven to play a crucial role in a worker's mental health that affects their job's performance [1].

Mental wellbeing is different for everyone. Wellbeing is the reflection of one's point of view in terms of health. There are several factors that create impact to a person's mental wellbeing such as the environment that a person has, nature of work, belongingness in the community, support in the society and stressors. Mental health is where someone prioritize their selves, acknowledging their feelings and knowing how to deal with it [2].

The management's role and responsibilities are one of the most important influence in terms of organizational performance. The management is in duty of aligning the tasks and performance of each employees. Managers are more likely to be invested and engage to the whole organization since the

support of the management towards the employees boost the company's productivity.

Restaurant employees work from 8-12 or more hours 6 days a week not having Saturdays and Sundays as their weekends. Working in a restaurant, the employee should be working fast and attentive to what is happening around him [3]. Throughout the day, an employee greets or welcomes the guest, take food orders, serve the guests with their food, buss out the table where the guests eat, handle guest complains

Restaurants are a jolly place to everyone whether it is for employees or costumers. Restaurants produce service and food that resulted into everyone relieving their stress and worries [4]. However, it can be stressful too especially to those who work in the restaurant industry or in the entire Hospitality industry itself. Working in the restaurant business opens every worker's mind to the different kind of pressure and stress, from experiencing exhaustion, encountering heated explosive arguments and lastly adapting the working environment in the restaurant industry [5].

Restaurants business is a booming business in today's industry with different types of restaurants such as fast food restaurant, fine dining restaurant, pop up restaurant, casual dining restaurant and the like. Restaurant business benefits the community in so

many ways by giving job to people. Restaurants are very convenient and accessible to anyone who wants to celebrate any occasion, meetings or to just eat.

This research identified the casual dining based on their location, operation hours, services, seating capacity and their length of service in the industry for 5 years and more. The casual dining restaurant faces many challenges in today's consumer environment. Every customer's expectation is changing, and the consistent experience must be grown. In today's situation the technology is easily growing so that the other business is competing on how they promote or advertise their business [6].

Management these days makes an efficient way in managing employees into their respective groups before the restaurant operation hours starts. Explaining to the employees their own tasks. The management also ensures that their employees to their job. The management stays hands on with their employees by talking to the employees and paying attention to them. Employees who committed violations are being talked to by the management if it has any problem regarding their work or their workplace [7].

The researchers believed that in a workplace and in the field of industry, the mental wellbeing and management support to employees of a person is necessary. This study point out how employee's stress is a significant problem in the hospitality industry and how good working environment affects the employee's job performance. Other concerns maybe high lighten for instance, there are different factors that causes the stress in the workplace that affects the employee's job performance.

Furthermore, the researchers believed that this study is a noble goal and incapable of resulting in an improve working environment for the employees but also will help future restaurant and managers customers to know that working in the restaurant does not only focus on the customers but also involves the employees that mostly experience stress, and anxiety. Hence, this study helped them to acknowledge the value of an employee's mental wellbeing while working in a fast paced industry. Lastly, this research helped the community to understand how good mental wellbeing is important to function properly, utilize one's personal strength, abilities and skills.

OBJECTIVES OF THE STUDY

This study aimed to assess the mental well-being and management support among restaurant employees in casual dining in Batangas City. Specifically it aimed to: present the demographic profile of the restaurant employees in terms of age, gender, length of service and types of employees; determine the mental well-being of the restaurant employees in terms of well-being, psychological distress, absenteeism/presentisms, and work engagement; assess the management support in terms of supervision support at work and psychological safety climate management; test the significant difference when grouped according to the profile variables and; propose an action plan based on the result of the study.

METHODS

Research Design

The researchers used a descriptive method of research to evaluate the effects of management support on mental well-being of restaurant employees on casual dining restaurants in Batangas City. Descriptive research is conclusive in nature, as opposed to exploratory. This means that descriptive research gathers quantifiable information that can be used for statistical inference on your target audience through data analysis [8].

Participants

The participants of the study were the 158 employees of the selected casual dining restaurants in Batangas City that are operating for 5 years and above. The respondents must be employed at the time of conduction of the study. There are 7 casual dining restaurants that are qualified to this category namely: Giligan's Restaurants, Max's Restaurant, Lutong Bahay sa Sawali, Johanna's Grille, Hap Chan, Yellow Cab and Mirellis Diner.

Instrument

The questionnaire that the researchers used in data gathering was adapted and modified from the study of Bridget, et al. [1] which consists of two major parts. The first part of the questionnaire is to identify the Restaurant employees in terms of well-being, Psychological distress, absenteeism/presentism, work engagement. The second part of the questionnaire is to assess the management support in terms of supervisor support at work and psychological safety climate management.

Procedure

The researchers prepared a letter of request for restaurant manager and owners of casual dining restaurant asking permission to conduct the study. The researchers distributed the questionnaire for a week and it was retrieved after a week. The researchers got the 100 percent respondents among the selected casual dining restaurants in Batangas City and it was all answered by restaurant employees. The collected questionnaires were tallied by the researchers and the result was given by the University’s Statistician.

Data Analysis

The usage of statistical technique is a potent way of examining the data gathering. The data were gathered and conducted statistically using different statistical tools. Percentage and frequency distribution was used to present the profile of the casual dining restaurant in terms of age, gender, length of service, type of employment, and position. Weighted mean was used to assess the mental wellbeing and management support of restaurant employees. Inferential statistics such as Independent Sample t-test and Analysis of Variance (ANOVA) was used to test the significant difference. In addition, all data were treated using a statistical software, PASW version 18 in order to interpret the results of the study. The given scale was used to interpret the result of the data gathered: 3.50 – 4.00 = Always; 2.50 – 3.49 = Often; 1.50 – 2.49 = Sometimes; 1.00 – 1.49 = Never.

Ethical Consideration

Ethical consideration aims to protect the right of an individual. The participants of the study were advised on the objectives and purpose of the study. The researchers requested permission from them before they answer the questionnaire. They provided the materials needed by the respondents in answering the distributed questionnaire.

RESULTS AND DISCUSSION

Table 1 presents the profile of the respondents who are working as staff in selected restaurant of this study. The profile that is being assessed is their age, gender, length of service and type of employment. As shown, the age bracket of the respondents attained highest frequency with those who belong to 19-24 years old with highest frequency of 88 or a percentage of 55.7 which indicates that most of those who are employed are young adult.

Table 1. Percentage Distribution of the Respondents’ Profile

Profile Variables	f	%
Age		
18 and below	5	3.2
19-24 years old	88	55.7
25-30 years old	61	38.6
30 years old and above	4	2.5
Gender		
Male	105	66.5
Female	53	33.5
Length of Service		
< 6 months	14	8.9
6 months – 1 year	38	24.1
1 to 5 years	84	53.2
5 to 10 years	20	12.7
≥ 15 years	2	1.3
Type of employment		
Full time	156	98.7
Part time	2	1.3

The restaurants and any business tend to hire those who are physically fit and active to assure that they could cope with the demand of food service industry. Further, this age group are those people who are in transition from young to adulthood and would be yearning for new experiences as their career progresses.

According to Svajienka [9] the people who are within their younger years, specifically their late teens and early 20’s is within a point of transition to the adult age. This is where they are being employed and preferred by companies compared to those older personnel, the recession and recovery from changing employment preference gave the young people challenges to face of being adolescence and students to become a full employment status. Addition to this, the companies prefer to hire young people due to their physiological aspect where they are still healthy compared to older people who may need special health attention that would be expenditure for the company.

Further, some belong to 25-30 years old with 61 or 38.6 percent while there are 18 and below also working in restaurant with 5 or 3.2 percent while the least is 30 years old and above with only 4 or 2.5 percent which means that the restaurant are still employing personnel who are older and have more experience.

The study also determined the gender of those working in a restaurant; it was found out that most of them were male with higher number of 105 or 66.5

percent which means that working in restaurant industry has become alluring to the male population. Furthermore, many studies already claimed that statistics of men working in restaurant is always higher compared to women because of different associating factors such as satisfaction and abilities.

According to the study of Beriales et al. [10] there are difference between the performance of men and women when they are already in the work environment. The difference between their performance varies from problem-solving, analytical, competitiveness, motivation and social learning skills. However, the psychological studies done in the past shows that the women are more willing to be submissive to authoritative figures that is why the area and industry at times would prefer women to do some tasks. While there are only 53 female and obtained the percentage of 33.5 which means that female is also part of restaurant service workforce. Moreover, companies who are into service industry would require to have more female employees since they have this tender and care that is needed when accommodating their customers.

The length of years in service was assessed by the researchers were they come up with a result that the respondents have been employed for 1 to 5 years in the restaurant with highest frequency of 84 or 53.2 percent followed by those who have been working there for 6 months – 1 year with 38 (24.1 percent) and some have been with the organization for 5 to 10 years with 20 (12.7 percent). However there are those who are still new with their jobs with a response of less than 6 months with 14(8.9percent) and the least respondents have been working for more than 15 years with 2 (1.3%).

This means that the respondents have been part of the restaurant industry for years that may be because of their satisfaction of their job roles and their work environment as well as their abilities to deal with distress in the industry. Retention and turnover among restaurant employees has been part of the problem of business owners because it can affect their production and operation process.

According to Dela Torre-Ruiz et al. [11] that the business are doing their best to deal with the retention of their employees so that they could maintain the competitive advantage of service provision. This may include good and quality rewards, compensation and benefits system. They must ensure that all employees are satisfied with their job roles and receive appropriate acknowledgement from the management.

The demographic about type of employment shows that most of the respondents have been working full time with 156 or 98.7 percent while only 2 (1.3 percent) are working as part time. This means that most of the respondents are working full time as restaurant employees to be able to earn a minimum wage. They can see that financial opportunity of working in restaurant that is why they intend to be employed here. The hospitality industry is innovating and catering high number of customers which requires more competent employees. Stylianou [12] states that working full time make an advancement on the opportunity for an employee to earn efficiently, allow learning new things and become accustomed to the operation of the organization. Further, benefits are given fairly among employees working full time such as vacation and sick pay, insurance benefits, a fixed salary and schedule and provide opportunity for employees to be promoted or attain higher rank in the organization.

Table 2. Mental Well-Being of the Restaurant Employee in terms of Wellbeing

Indicators	WM	VI	Rank
1. I've been feeling optimistic about the future	3.61	Always	1
2. I've been feeling useful	3.58	Always	4.5
3. I've been feeling relaxed	3.33	Often	14
4. I've been feeling interested in other people	3.44	Often	10
5. I've had energy to spare	3.39	Often	11.5
6. I've been dealing with problems well	3.38	Often	13
7. I've been thinking clearly	3.58	Always	3
8. I've been feeling good about myself	3.51	Always	6
9. I've been feeling close to other people	3.39	Often	11.5
10. I've been feeling confident	3.46	Often	9
11. I've been able to make up my own mind about things	3.58	Always	4.5
12. I've been feeling loved	3.60	Always	2
13. I've been interested in new things	3.49	Often	7.5
14. I've been feeling cheerful	3.49	Often	7.5
Composite Mean	3.49	Often	

Table 2 shows the mental wellbeing of the restaurant employees in terms of wellbeing. With a composite mean of 3.49, the table is observed for the assessment of mental wellbeing of the restaurant employees in terms of wellbeing. This means they

often experience and practice to be optimistic in life as they perform their duties as restaurant employees. The ability of the restaurant employees to guarantee their wellbeing even they are working so hard and become tired is a way to cope with the demand of their work.

The wellbeing of the employees is an important factor to motivate them to stay at a work and encourage them to engage in the operation of the organization. Its importance is due to the quality performance of the employees greatly affects the overall operation and competitiveness of service industry. Since work environment is so stressful, the mental ability of the employees must cope up with these by having positive attitude towards their tasks [13].

Among the items cited, the item “I’ve been feeling optimistic about the future” got the highest weighted mean of 3.61. This is followed by “I’ve been feeling loved” with 3.60 and “I’ve been thinking clearly” with mean of 3.58.

The respondents feel optimistic because adopting an attitude that is positive will improve the quality of service that the restaurant have. When they demonstrate good positive behaviour, they can easily provide the proper service to their customers. This technique can also alleviate the stress they are facing while working in the restaurant environment due to accommodation of wide array of customers along with their different demographic variables and needs.

MacQuerrey [14] stated that the organization must note and consider that every employee have their good and bad days as well as changes in mood. So the importance of having good atmosphere that may affect their mood can be useful to develop more competent employees. When the company lose a client or when the personnel are treated bad by a customer, their mood could change and it would not be good to face people with such lousy mood. It is like a domino effect that the whole organization and work environment can be affected.

However, the item “I’ve had energy to spare”, and “I’ve been feeling close to other people” got the weighted mean of 3.39, While the item “I’ve had energy to spare” and “I’ve been feeling close to other people” were among the low value items with a weighted score of 3.39 while the least is “I’ve been dealing with problems well” with the lowest score of 3.38. These items obtained a verbal interpretation of often.

The respondents often deal with problems well because they are accustomed already to the common

issues arising in the workplace or may have been experience it already before so they have an idea how to resolve an issue or problem. Further, they are being assisted by immediate supervisor when there are issues that are needed to be addressed so they are learning also from this.

According to Glimpse [15] the restaurant employees must be good in problem solving to acquire customer satisfaction. It will be a basis for good quality service when there are issues needed to be addressed by the personnel. The customers would want to be accommodated immediately and would seek the assistance of the restaurant employees and personnel in case there are problem that arises.

Table 3. Mental Well-Being of the Restaurant Employee in terms of Psychological Distress

Psychological Distress	WM	VI	Rank
1. Nervous from scolded by the management	2.58	Often	3
2. Hopeless on fulfilling the management expectations	2.66	Often	2
3. Restless or fidgety during the operation	2.75	Often	1
4. So depressed that nothing could cheer you up	2.49	Sometimes	4
5. Not being appreciated	2.38	Sometimes	5
Composite Mean	2.57	Often	

Table 3 reveals the mental wellbeing of the restaurant employees in terms of psychological distress. The overall mean for the assessment of mental well-being of the restaurant employees in terms of psychological distress is 2.57 and were rated as often. This implies that the respondents are able to demonstrate behaviour and mind setting to adapt to the changes of their work environment so it would not affect their psychological aspect as well as deal with distress. The psychological distress in a restaurant work environment is common and that the employees must learn to cope and deal with it so it will not affect their performances and their wellbeing.

Wesolowski [16] agreed to this because she conducted a study relating to the psychological distress faced by the service industry in coping with the changing demand of the customers. Since innovation is present in the industry, the needs and preference of the customers changes overtime. That adds up to the psychological distress among service crew when they are faced with challenges in providing service quality towards their customers.

It was found out that the respondents experience “restless or fidgety during the operation” with highest mean of 2.75 followed by feeling hopeless on fulfilling the management expectations with 2.66 and nervous from scolded by the management with 2.58. The respondents became restless when providing service to the customers because of having a direct contact with the customers who have different preference and demand. This is very restless and may make the staff nervous since the expectation of the customers is continuously changing. Further, they feel hopeless to attain the expectation of the management because they feel that they are not good enough for the task they are required to perform. Since the demand of the customers change overtime, the management tend to make alterations with the services and used innovation as well as digital technology to increase the services provided for the customers. This lead to the need for further training for employees that is not immediately implemented because when they provide such training, the operation of the organization is also affected.

Customer satisfaction and demand are changing overtime depending on their previous experiences and their needs. When the restaurants are unable to meet these, there is a chance that the customers might not feel satisfied and provide negative feedback to the management that could affect the overall evaluation of the employees’ performance. Consequently lead to restlessness among the staff and crew that could affect their overall performance in providing quality services [17]. According to Petersen [18] training of employees is important since it affect the overall flow of the organization. When the company intends to implement change management, the training is a baseline for their employees to cope with these changes. The effect of lack of training is poor performance, lack of career development and even legal consequences.

Nevertheless, they became so depressed that nothing could cheer them up with 2.49, and the lowest is not being appreciated with 2.38 and interpreted as sometimes. The respondents often experience being not appreciated because of insufficient acknowledgement and rewards system provided by the management. Even the management have an idea who among the personnel are competent, there is insufficient rewards system such as monetary and travel awards. This is an additional expenditure for the company which is supposed to be addressed to increase engagement among employees.

Hawkins [19] article informed the readers that employee engagement of the restaurant employees is struggled through the rewards system to motivate them to perform at their best. The satisfaction of the employees greatly affects how they will team up with other to provide the needed services to increase performance and customer satisfaction.

Table 4. Mental Well-Being of the Restaurant Employee in terms of Attendance

	WM	VI	Rank
1. I missed shift over past 4 weeks	2.20	Sometimes	4
2. I missed continuous one week period of sickness and absence.	2.25	Sometimes	3
3. I attend my shift on time.	3.15	Often	1
4. I always balance personal life with professional life.	3.11	Often	2
Composite Mean	2.68	Often	

Table 4 depicts the mental wellbeing of the restaurant employees in terms of attendance. The mental wellbeing of the respondents in relevance to their attendance has an overall assessment of 2.68 and was rated as often. This means that the mental wellbeing of the respondents are connected to their attendance because if they are able to cope with the nature and work environment, then there are chances that they will not be absent from work.

The reliable and consistency of attendance among employees is an important requirement and function of all personnel in any rank and positioning [20]. The management expect their employees to be present and punctual with their schedule to assure that the tasks needed to perform is attained within a specific time frame. The output of being absent from work, or be late (tardy) is that the operation is interrupted and more problem or burden are given to others which affects the performance due to overload of work.

Among the responses relevant for their attendance, the item which obtained the highest score if 3.15 is “I attend my shift on time” which is followed by “I always balance personal life with professional life” with 3.11. This means that the respondents are complying with their work schedules to maintain competitiveness and operation flow of the restaurant. When an employee became absent, the organization will be having problem how to fill in and may affect the operation due to manpower shortage.

The scheduling of the employees is important to any kind of business, whether it is only small firm or large corporation. The management provides and creates the schedules for their employees to assure efficient operations and effective workflow. Addition to this, the schedule of the employees provides them sufficient time to prepare and adjust prior to their official task and job roles. When they came in the work so late, they will have no time to prepare and may affect their performance for the whole duration of their work [21].

More so, the item “I missed continuous one week period of sickness and absence” got low score of 2.25 while the least is “I missed shift over past 4 weeks” with mean of 2.20. The respondents often missed shift over the past 4 weeks during the conduction of this study probably due to personal matters they need to attend to. Also, it is observed that the last few months of this year, many typhoon and low pressure area have been reported and that could affect the scheduling of the employees, especially when the concern is about their health. Illness and communicable disease are present due to rain and cold temperature that the country is having.

According to Esguerra [22] that Philippines, specifically Luzon area had been experiencing low pressure area and rainfall that affect the students and employees work schedules. There are instances that the need to suspend classes and work is needed to ensure the safety of the local residents.

Table 5. Mental Well-Being of the Restaurant Employee in terms of Work Engagement

Work Engagement	WM	VI	Rank
1. I look forward to going to work	3.44	Often	1
2. I am enthusiastic about my job	3.27	Often	3
3. Time passes quickly when I am working	3.28	Often	2
Composite Mean	3.33	Often	

Table 5 illustrates the mental wellbeing of the respondents in terms of work engagement that obtained the composite mean of 3.33 and rated often. This means that the respondents were engaged with their organization as part of their mental wellbeing. This is because they understand the nature of work they are engaged with before they are hired and may have already adjusted to the job roles they are filling in.

Low engagement is one of the hindrances that the food and beverage industry to retain their competent

employees. The satisfaction of the employees is influenced by the feelings of the personnel towards the organization and their job function. When they tend to work with full engagement, they will consider the function of the organization and its success [23].

Among the statements, the item “I look forward to going to work” got the highest score of 3.44 followed by “time passes quickly when I am working” with 3.28 in rank 2. The respondents are enthusiastic of their job because they feel that they wanted what they are doing. When a person is not happy with their job roles, there is a possibility that they will not be engaged to the operation and would not care about the success of the organization. But when they feel happy and secured, they will do their best, adjust to the needs, and engage with all the activities within the working environment.

Preston [24] posited that the happiness and being enthusiastic among personnel are affected with how the management treat their employees. Their behaviour is an intrinsic event that only management can foretell. When the environment and ambiance provided by the management for them is positive, then they will manifest a good and positive behaviour towards their customers.

While the least is “I am enthusiastic about my job” with mean of 3.27 and all items were rated as often. The respondents often feel enthusiastic about their job because of the feeling of contentment and engagement towards the management goals. Behaving positively like being enthusiastic change the ambiance of the environment and perspective of customers due to good and positive vibes they experience during dining. According to Kappel [25], enthusiastic employees tend to make customers feel happy and satisfied. Happiness and being energetic can be viral and affect the moods of other people especially customers.

Table 6 shows the assessment of management support in terms of supervisor support at work with a composite mean of 3.22 and interpreted as often. This means that the respondents often receive supervisor support when they perform their duties because there are people who are assigned by the management to provide such support since the supervisors are the ones who are already have enough experience about restaurant operation and services. They will be able to provide the needed insights to assure that the personnel and employees will be able to do their tasks efficiently.

Table 6. Management Support to Restaurant Employee as to Supervisor Support at Work

Supervisor Support at Work	WM	VI	Rank
1. Pay attention to my feelings and problems and notices if I'm not feeling so well	3.24	Often	6
2. Shows that they appreciate the way I do my job	3.32	Often	2.5
3. Supervisor helps me with a certain task if necessary	3.37	Often	1
4. Gives me advice on how to handle things if necessary	3.32	Often	2.5
5. Would be someone I would speak to if I was experiencing workplace stress	3.13	Often	8
6. Is considerate when managing team members	3.27	Often	5
7. Involves me in decision making	2.89	Often	9
8. Is accessible and approachable to people in the team	3.30	Often	4
9. Remains objective when an issue between staff members arise	3.16	Often	7
Composite Mean	3.22	Often	

According to Ho [26], the employees are becoming self-determined and confident when they are being supported by their immediate supervisors. They are guided and morale are boost when there is a positive attitude coming from their mentors. Furthermore, the initiatives of doing the right thing will eventually come from the managers and supervisors since they are expert in this area of responsibility.

The respondents often experience that their supervisor helps them with a certain task if necessary which got the highest weighted mean of 3.37, followed by shows that they appreciate the way I do my job, and gives me advice on how to handle things if necessary with 3.32, and is accessible and approachable to people in the team with weighted mean of 3.30.

This means that the supervisors help the restaurant employees when necessary because they wanted to build confidence and trust among the personnel and believe that they could do some task on their own. Afar from the fact that these tasks are part of the employees' job roles, they are already competent prior to their employment and know how to deal with certain tasks. So the supervisor will only interfere when they are most needed and would show trust to their personnel.

Murphy [27] states that the supervisors and managers main job role is somewhat like the human resource because they need to monitor and supervised their employees. However, to ensure that trust is imposed to the employees, the supervisors must show that they trust the competitiveness of their personnel. But support is also guaranteed so that the personnel will be guided and perform well in the delivery of products and services.

However, they also experience that their supervisor remains objective when an issue between staff members arise with 3.16, would be someone I would speak to if I was experiencing workplace stress with 3.13 and the least is involves me in decision making with lowest mean of 2.89. The respondents often experience involving them in decision making because the organization would like to improve their services and the personnel who have direct contact with the customers and restaurant environment can have an idea on how to increase the organization efficiency.

The involvement of restaurant employees in decision making carry many advantages and benefits for the organization because it can provide clear view on what is supposed to change and which area can be improved for the quality delivery of services. As managers and supervisors, they make so many decisions and though they are the most competent and knowledgeable person to do it, there are areas that they lack knowledge. So they could seek advice from other colleagues or employees to be able to come up with a good plan for the organization. In involving the personnel in decision making can make the organization stronger because they have team work and provide the organization the actual needs of the environment [25].

Table 7 signifies the assessment of management support in terms of psychological safety climate management of the employee of restaurant with a composite mean of 3.19 and verbal interpreted as often. This means that the respondents often experience support program from the management on how to ensure safety for psychological management because services are provided using behavior and attitude which is manifested by good and positive psychological factor. When the management have no support for psychological aspect of the employees, it would be hard to provide good quality services to the customers.

Table 7. Management Support to Restaurant Employee as to Psychological Safety Climate Management of the Employee of Restaurant

Psychological Safety Climate Management of the Employee of Restaurant	WM	VI	Rank
1. In my workplace management acts quickly to correct problems/issues that affect employees' psychological health	3.22	Often	3
2. Management acts decisively when a concern of an employees' psychological status is raised	3.09	Often	6
3. Management show support for stress prevention through involvement and commitment	3.20	Often	4
4. Psychological well-being of staff is a priority for this organization	3.16	Often	5
5. Management clearly considers the psychological health of employees to be of great importance	3.23	Often	1.5
6. Management considers employee psychological health to be as important as productivity.	3.23	Often	1.5
Composite Mean	3.19	Often	

According to Roseman [28], psychological empowerment and change in a work environment is a crucial factor to attain good and positive behaviour among the employees. The incidence within the environment tends to be solved when the employees have good positive attitude and problem solving skills. In order to have these, the management must make the climate and environment more friendly and positive ambiance to ensure that it is acquired by their personnel.

The respondents often experience that the management clearly considers the psychological health of employees to be of great importance and considers employee psychological health to be as important as productivity with highest weighted mean of 3.23 followed by their statements “in my workplace management acts quickly to correct problems/issues that affect employees' psychological health” with weighted mean of 3.22 and in my workplace management acts quickly to correct problems/issues that affect employees' psychological health with 3.22.

The respondents often experience that the management considers their psychological health because of its connection to their productivity and performance in the delivery of services to their customers. The management have different programs and activities that may help their personnel to have a break from stress and work environment such as parties, teambuilding and vacation.

Ayas and Ugurlu [29] posited that the importance of good positive vibes can enhance the productivity of the employees. Working and no play is a cliché that has been part of the work industry and were considered by all management and business literature. The management must ensure that their personnel will enjoy their stay in the organization and acknowledge the job done by each of them.

Addition to this, the low value items shows that the management show support for stress prevention through involvement and commitment with mean of 3.20; psychological well-being of staff is a priority for this organization with 3.16 and the least is management acts decisively when a concern of an employees' psychological status is raised with lowest mean of 3.09 and verbal interpreted as often. This means that the respondents often experience how the management solve problem with regards to the psychological status of their employees because they wanted to assure that the mental state of employees are safe. This can lead to absenteeism and unproductiveness of the personnel when not addressed immediately. Beard [30] pointed out the importance of psychological wellbeing of the employees. This can make the organization unproductive and at risk for harm. Furthermore, the employees suffering from psychological problem would eventually be absent and could lead to disability that will increase the turnover rates in the organization.

As shown from the Table 8, there were significant difference observed on well being (0.022) and psychological distress (0.043) when grouped according to age. This was observed since the computed p-values were less than the alpha level of 0.05. This means that the responses differs significantly and upon further test using post hoc, it was found out that those who are 25 to 30 years old have higher level of well-being and psychological distress.

The young people have higher assessment for the mental wellbeing because they are more healthy compared to older adults. Their maturity level is at its

peak and they were able to understand the scope of mental wellbeing.

Table 8. Difference of Responses on Mental Well-Being of the Restaurant Employee When Grouped According to Age

	F-value	p-value	Interpretation
Well-Being	3.290	0.022	Significant
Psychological Distress	2.772	0.043	Significant
Attendance	0.329	0.804	Not Significant
Work Engagement	0.567	0.637	Not Significant

Legend: Significant at p-value < 0.05

This is supported by the study of Steptoe [31] where he found out that difference were found among the respondents with different age groups. The mental state of each age group varies depending on their socio-emotional development that could affect how they handle each situation. One way of overcoming mental stress is to reduce thinking about it and young people have this kind of attitude that they will not care too much so that they will not experience stress.

Psychological distress also differs across age groups since the younger people tend to cope with stressful situation due to being millenials where they could reduce their stress through the use of digital technology and social media networks. Whenever they feel, distress, they have this kind of freedom where they could post status in fb accounts to release the frustration they are feeling. Beriales et al. [10] were able to predict the needs of the young people to release their feelings in any way so that they could cope with the stressful environment they are working on. Any group age have different way of coping with their stress and one of the emerging way is through the use of social networking sites like instagram and facebook.

Table 9. Difference of Responses on Mental Well-Being of the Restaurant Employee When Grouped According to Gender

	t-value	P-value	Interpretation
Well-Being	0.767	0.444	Not Significant
Psychological Distress	0.152	0.879	Not Significant
Attendance	0.234	0.815	Not Significant
Work Engagement	0.211	0.833	Not Significant

Legend: Significant at p-value < 0.05

Table 9 presents the comparison of responses on mental well-being when grouped according to gender.

It was observed that all computed p-values were greater than 0.05 alpha level, thus the researchers fail to reject the null hypothesis. This means that there was no significant difference observed and implies that the responses of male and female do not vary significantly. This means that both male and female have the same mental wellbeing assessment because they are just adapting to the environment of restaurant industry as well as its services needed to provide for customers.

According to Gestsdottir et al. [32], no actual difference was found on the gender of the respondents when their mental wellbeing is assessed. This is because of the ability of both male and female to adapt to the changes and work environment. Addition to this, Glimpse [15] emphasized the restaurant industry is adapting to the role and performance of both genders who work in the industry. There is a need for both sexes to be present in the restaurant environment because their skills and capabilities differs which is very essential in the delivery of service towards the customers.

Table 10. Difference of Responses on Mental Well-Being of the Restaurant Employee When Grouped According to Length of Service

	F-value	p-value	Interpretation
Well-Being	0.688	0.601	Not Significant
Psychological Distress	2.458	0.048	Significant
Attendance	1.191	0.317	Not Significant
Work Engagement	2.271	0.064	Not Significant

Legend: Significant at p-value < 0.05

As shown from the Table 10, there was a significant difference observed on psychological distress when grouped according to length of service. This was observed since the computed p-value of 0.048 was less than the alpha level of 0.05. This means that the responses differs significantly and upon further test using post hoc, it was found out that those who are working for more than 15 years have higher level of psychological distress. According to McNeill [33], those who are working longer in an organization tend to have higher mental wellness because of being accustomed to the kind of nature and work.

Table 11 reveals the comparison of responses on mental well-being when grouped according to type of employment. It was observed that all computed p-values were greater than 0.05 alpha level, thus the researchers fail to reject the null hypothesis. This

means that there was no significant difference observed and shows that the responses of those who full time and part time in their work / job do not vary statistically.

Table 11. Difference of Responses on Mental Well-Being of the Restaurant Employee When Grouped According to Type of Employment

	F-value	p-value	Interpretation
Well-Being	1.038	0.301	Not Significant
Psychological Distress	1.286	0.200	Not Significant
Attendance	0.138	0.891	Not Significant
Work Engagement	1.347	0.180	Not Significant

Legend: Significant at p-value < 0.05

Aston [34] posited that working full time can affect the collaboration and teamwork within the organization as well as their psychological aspect on how to deal with the nature of their work. However, since during their work shift, both part timers and full time workers encountered stressful situations and could able to cope with these through having positive

attitude and mental wellbeing as source of their strength to cope with their working environment. Work engagement brings positive outlook towards the achievement of the goals and realization of strategies [35]-[37].

CONCLUSIONS AND RECOMMENDATIONS

Majority of the restaurant employees are 19-24 years old, male, working as full time employees for 1 to 5 years. The respondents often demonstrate positive mental wellbeing in terms of wellbeing, work engagement, psychological distress and attendance. They often experience management support from their supervisor support at work, and having psychological safe climate management while working in these selected restaurants. The responses on the mental wellbeing in terms of psychological distress when grouped according to age and length of service; wellbeing when grouped according to their age differs significantly. A plan of action was developed to enhance the mental wellbeing of the restaurant employees.

Table 12. Proposed Plan of Action to Enhance the Mental Wellbeing of Restaurant Employees

Key Results Area	Implementation	Expected Outcome
<p>Wellbeing To enhance the problem solving abilities of the restaurant employees</p>	Leadership and Problem Solving Seminar for the Restaurant Employees	The restaurant employees are competent in dealing problems that arises in the restaurant environment
<p>Psychological Distress To enhance the appreciation, motivation and satisfaction among restaurant employees</p>	Provide rewards system for those who are competent in providing restaurant services such as money, certificates, educational opportunities and travel	The employees feels that they are being appreciated by the restaurant management and enjoy the rewards they received
<p>Attendance To enhance the attendance practices of the employees</p>	<p>Weekly meeting and analysis of attendance sheet of employees</p> <p>Management make employees aware of the expectation about their attendance</p> <p>One-on-one meeting and identify the causes of absenteeism. Address these work environment and personal matters issues like bullying, dissatisfaction and personal problems</p>	The employees are encourage to have complete attendance
<p>Work Engagement To enhance the enthusiasm and energy among the restaurant employees</p>	Management may create work environment that fosters creativeness and innovation such as engage employee in the details of physical appearance of dining area, kitchen and storage room	The employees demonstrate enthusiastic behaviour while doing their tasks

The restaurant management may provide support on a particular program that deals with employees' support system to address their mental wellbeing. The restaurant management and human resource may identify what part of their work and job roles allow them to become more competent in providing restaurant services and perform their tasks. The restaurant management may come up with new way of providing rewards system such free family dinner for employees with good attendance or free travel and vacation for those who demonstrate good performances to increase the mental wellbeing of the restaurant employees. The plan of action may be used by the restaurant to enhance the mental wellbeing and support system for the employees. Future study may be conducted to further assess the mental wellbeing and the management support system of restaurants through identifying the risk factors associated with mental well being such as family and medical background.

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