

Shift Work Perception and Employee Motivation as Predictors of Service Delivery Among Convenience Stores in Tagum City

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Abstract

This study analyzed the influence of shift work perception and employee motivation on service delivery among employees of 24-hour convenience stores in Tagum City, Philippines. Anchored in the Job Demands–Resources Theory and supported by Self-Determination Theory, Herzberg's Two-Factor Theory, and the Service-Profit Chain model, the research employed a quantitative, non-experimental descriptive–correlational design. A stratified random sample of 180 rank-and-file employees from selected convenience stores completed validated survey questionnaires measuring shift work perception using the Perception of Effects of Shiftwork Questionnaire, employee motivation using the Work Extrinsic and Intrinsic Motivation Scale, and service delivery using an adapted SERVPERF instrument. Results indicated that shift work perception and employee motivation were at moderate levels, while service delivery was rated high. Correlation analysis revealed significant relationships between shift work perception, employee motivation, and service delivery, although some dimensions exhibited non-significant associations. Regression analysis showed that social relationship, integrated regulation, and external regulation significantly influenced service delivery. The study concludes that employees' perceptions of shift work and their motivational orientation are important predictors of service performance, and recommends that managers improve scheduling practices, strengthen meaningful motivation, and provide training to enhance responsiveness. The study aligns with SDG 8 (Decent Work and Economic Growth) and SDG 11 (Sustainable Cities and Communities) by promoting fair working conditions and reliable service in urban retail environments. Its sustainability impact lies in supporting institutional and socio-economic sustainability through improved employee well-being, fairer scheduling, and more consistent service delivery in local communities, thereby contributing to decent work, economic productivity, and sustainable urban service systems that benefit both workers and customers in the growing convenience store sector.

Keywords: Career Quality; Convenience Stores; Employee Motivation; Job Demands–Resources Theory; Service Delivery; Shift Work Perception; Social Relationships; Sustainable Development Goals; Tagum City; Work Extrinsic and Intrinsic Motivation Scale

1. Introduction

Service delivery is essential to organizational performance, customer satisfaction, and socioeconomic development. Although customers expect accessible, efficient, and high-quality services, service providers frequently face resource constraints, staffing limitations, technological challenges, and increasing service expectations (Ekejiuba & Ibrahim, 2024). Public and private organizations continue to experience pressure to deliver faster, more convenient, and more responsive services. These expectations have increased following the COVID-19 pandemic, as customers now compare service experiences across industries and channels (Brunette, 2023; Charité et al., 2025). In convenience-store operations, service delivery is particularly important because establishments operate continuously and serve customers with different schedules and needs. Customers value speed, accuracy, convenience, and reliable assistance, making service quality a major determinant of satisfaction, loyalty, and repeat patronage (Laotanathaworn & Rattanapipat, 2021; Peemanee & Wongsahai, 2021). Convenience-store chains consequently emphasize friendly and quick service as part of their business philosophy (Tsai et al., 2021).

Employee-related conditions are closely associated with service delivery. Research indicates that customer service depends substantially on frontline employees, and that disengaged or demotivated workers can weaken organizational performance (Das & Dutta, 2021). Motivated employees are more likely to provide high-quality service and respond effectively to customer needs (Sibonde & Dassah, 2021). However, shift work, especially irregular and night work, may contribute to fatigue, lower job satisfaction, disrupted work–life balance, and decreased productivity (Skýpalová et al., 2022). In contrast, fair scheduling, adequate rest, and supportive working conditions may reduce these negative effects and help sustain employee well-being and service efficiency. The convenience-store sector presents a relevant setting for examining these relationships because employees work under continuous operating schedules, frequently with limited staffing during night shifts. Employees may experience exhaustion, social disruption, and uncertainty regarding career development. In some convenience-store chains, new employees have reportedly resigned within a short period because they could not manage demanding and irregular work hours (Tsai et al., 2021). These conditions suggest that employees' perceptions of shift work may influence their motivation and capacity to deliver quality service.

The literature identifies three interconnected themes: service delivery, shift work perception, and employee motivation. Service delivery is commonly associated with speed, accuracy, reliability, responsiveness, assurance, and customer-centered interaction. In retail settings, employees' knowledge, courtesy, attentiveness, and ability to respond promptly shape customers' perceptions of service quality (Duc Thanh et al., 2023). Shift work perception concerns how employees evaluate the effects of their schedules on their health, social relationships, and career quality. Shift work may interfere with sleep, physical well-being, family interaction, social participation, and perceptions of professional growth. The effects may be intensified when schedules are unpredictable, rapidly rotating, or insufficiently separated by recovery periods (Skýpalová et al., 2022). Working during atypical hours may also reduce intrinsic motivation because employees lose opportunities for shared leisure and social interaction with family and peers (Gurge, 2022).

Employee motivation includes both internal and external reasons for performing work. Intrinsic motivation involves engaging in work because it is enjoyable or satisfying, while extrinsic motivation involves external rewards, social expectations, job security, or avoidance of punishment. More autonomous forms of motivation, including intrinsic, integrated, and identified regulation, are generally associated with stronger engagement, well-being, and performance (McAnally & Hagger, 2024). However, controlled forms of motivation and amotivation may produce weaker or less sustainable work outcomes. The literature further suggests that working conditions and motivational practices should be considered together. Fair schedules, rest periods, supportive supervision, recognition, training, and opportunities for development may strengthen employee motivation and reduce the harmful effects of shift work. Conversely, excessive demands without sufficient workplace resources may contribute to stress, disengagement, and lower service performance (Tummers & Bakker, 2021).

Globally, organizations face increasing pressure to provide efficient, responsive, and accessible services. Public and private institutions must address rising expectations while managing limited resources, outdated systems, staffing shortages, and operational complexity (Rogerson & Ahmed, 2025; Charité et al., 2025). Although digital transformation has created opportunities for improved efficiency, it has also generated challenges related to inclusion, privacy, organizational adaptation, and the continuing digital divide (Eom & Lee, 2022; Latupeirissa et al., 2024). At the national and industry levels, Philippine retail establishments contribute to local employment and provide essential goods and services to communities. Convenience stores increasingly operate around the clock to respond to urban consumers, workers, commuters, and other customers with nontraditional schedules. This operational model requires employees to maintain service quality across morning, afternoon, evening, and overnight shifts. In Tagum City, the expansion of 24-hour convenience stores has increased the importance of understanding employees' experiences under shift-based work. Employees are expected to maintain reliable, responsive, and customer-oriented service despite possible fatigue, social disruption, workload demands, and limited staffing. However, empirical evidence concerning the relationship between shift work perception, employee motivation, and service delivery among convenience-store employees in Tagum City remains limited. A localized investigation is therefore necessary to provide evidence relevant to store managers, human-resource personnel, employees, and policymakers.

This study is anchored in the Job Demands–Resources (JD-R) Theory and supported by Self-Determination Theory (SDT), Herzberg’s Two-Factor Theory, and the Service-Profit Chain model. JD-R Theory explains how job demands and job resources influence employee well-being, motivation, and performance (Tummers & Bakker, 2021). Long, irregular, or unpredictable shifts may function as job demands that consume employees’ energy. Adequate staffing, fair scheduling, rest periods, schedule control, and managerial support may serve as job resources that reduce strain and support effective performance. When demands exceed available resources, employees may experience stress and burnout; when resources are sufficient, motivation and engagement may improve. Self-Determination Theory explains employee motivation through the psychological needs for autonomy, competence, and relatedness (McAnally & Hagger, 2024). Rigid schedules may limit autonomy, while atypical working hours may weaken relatedness by reducing shared time with family and peers (Giurge, 2022). Training, participation in scheduling decisions, supportive supervision, and positive teamwork may strengthen these needs and promote more autonomous motivation. Employees with stronger autonomous motivation are more likely to demonstrate engagement and effective performance (McAnally & Hagger, 2024).

Herzberg’s Two-Factor Theory distinguishes between hygiene factors and motivators. Schedules, salary, supervision, company policies, and working conditions are hygiene factors that may prevent dissatisfaction when adequately provided. Achievement, recognition, responsibility, and opportunities for growth are motivators that may promote job satisfaction. Unpredictable schedules and inadequate recovery periods may increase dissatisfaction, while schedule consistency and supportive work conditions may improve productivity and well-being (Stankovic & Slavkovic, 2025; Lu et al., 2022).

The Service-Profit Chain model connects employee satisfaction and engagement with service quality, customer satisfaction, loyalty, and organizational performance. Employees who are supported, motivated, and able to manage their work demands are more likely to provide accurate, responsive, courteous, and dependable service (Zeglat et al., 2024). In this study, shift work perception and employee motivation are treated as employee-centered factors that may influence service delivery. Conceptually, shift work perception is measured through perceived effects on health, social relationships, and career quality (Albishri & Zamzami, 2021). Employee motivation is measured through intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation. Service delivery is assessed through tangibles, reliability, responsiveness, assurance, and empathy.

Although previous studies have examined service quality, shift work, and employee motivation, limited research has investigated the combined influence of these factors in 24-hour convenience stores. Much of the existing service-quality literature emphasizes customer satisfaction, operational efficiency, or organizational outcomes, while fewer studies examine internal employee experiences as predictors of service delivery. The Perception of Effects of Shiftwork Questionnaire was developed to assess the effects of shift work on health, social relationships, and career quality, but its application has been concentrated in healthcare and emergency-service contexts (Albishri & Zamzami, 2021). Its use in commercial and retail environments remains limited. Similarly, although the Work Extrinsic and Intrinsic Motivation Scale has been applied in different organizational and educational settings, its relationship with service delivery in round-the-clock retail operations has not been sufficiently examined (Alizadeh et al., 2025). A further gap exists in the local context. No sufficient empirical evidence has systematically examined how shift work perception and employee motivation influence service delivery among convenience-store employees in Tagum City. The city’s growing 24-hour retail sector provides an appropriate setting for examining these relationships. Addressing this gap may help managers develop fair scheduling practices, employee-support programs, motivational strategies, and service-improvement initiatives suited to local conditions.

The study is primarily aligned with SDG 8 – Decent Work and Economic Growth because it examines employee working conditions, motivation, well-being, and performance in a service-oriented industry. Understanding the effects of shift schedules may support fairer work arrangements, better employee support, and more sustainable employment practices. The study also relates to SDG 9 – Industry, Innovation and Infrastructure through its focus on improving operational and service performance in a continuously operating retail sector. Evidence concerning employee motivation and service delivery may support organizational innovation and more effective service systems. It further contributes to SDG 11 – Sustainable Cities and Communities because 24-hour convenience stores provide continuous access to goods and services within an urban community. Sustaining reliable service in these establishments supports the everyday needs of residents, workers, commuters, and other customers. The study may also support SDG 3 – Good Health and Well-Being insofar as it considers the perceived health and social effects of shift work. Attention to fatigue, recovery, social relationships, and manageable scheduling may contribute to healthier and more sustainable working conditions.

The study contributes to socio-economic sustainability by examining how employee conditions and motivation affect service performance in a growing retail sector. Sustainable business operations require not only financial performance but also a workforce capable of maintaining service quality without experiencing excessive strain. It contributes to public health and occupational sustainability by recognizing that shift schedules may affect employees’ health, social relationships, and overall well-being. Findings concerning these effects may guide managers in developing more predictable schedules, adequate rest periods, and supportive workplace practices. The study also supports institutional and organizational sustainability by linking human-resource practices with

service outcomes. Fair scheduling, recognition, training, supportive supervision, and opportunities for growth may help organizations retain employees, strengthen motivation, and maintain consistent service delivery. Finally, the study contributes to community sustainability in Tagum City. Reliable service in 24-hour convenience stores supports the daily activities of residents and workers, while improved employee conditions may help sustain the quality and continuity of essential retail services. By integrating perspectives from organizational behavior, human-resource management, service management, and occupational well-being, the study provides a multidisciplinary basis for improving both employee experience and service performance.

2. Material and methods

2.1 Research Design

The study employed a quantitative correlational research design, which was appropriate for examining the statistical relationships between independent and dependent variables without manipulating any conditions. This design was selected to explore the associations between shift work perception, employee motivation, and service delivery among 24-hour convenience store employees. In the context of business and organizational research, correlational designs continue to be widely used to investigate how internal workplace factors influence performance outcomes. This approach supported the study's intent to measure and analyze naturally occurring variables within a real-world service environment without experimental intervention.

In terms of research typology, the study was classified under the descriptive-correlational type in the objective dimension, as it aimed to describe current conditions and examine relationships among variables without seeking to establish causality. Under the time dimension, the study adopted a cross-sectional approach, wherein data was collected at a single point in time. This design was suitable for capturing the prevailing perceptions, motivations, and service performance levels of employees during the specific time frame of the study. Such a design ensured efficiency and relevance, especially in organizational studies that aim to inform immediate managerial and operational strategies.

2.2 Locale of the Study

The study was conducted in Tagum City, located at coordinates 7.4474° N, 125.8025° E, the capital of Davao del Norte, Philippines. Tagum is the most populous component city in Mindanao, with a population of 296,202 as of the 2020 census, and the second most populous city in the Davao Region after Davao City. Its strategic location and expanding urban landscape continue to foster the growth of 24-hour convenience stores, which cater to the city's increasingly dynamic consumer base. The selection of Tagum as the study site was justified by the high concentration of shift-based service employees and the operational demands placed on them, particularly in ensuring consistent service delivery across all hours. As such, the locale provided a highly relevant and practical setting for exploring the internal factors that influence employee performance in round-the-clock retail environments.

2.3 Respondents of the Study

The respondents of the study consisted of rank-and-file employees working under shift-based schedules in selected 24-hour convenience stores in Tagum City, Davao del Norte. These employees were directly involved in customer service operations, including cashiering, stocking, maintaining the store, and assisting customers. They were selected because their work experiences were relevant to examining shift work perception, employee motivation, and service delivery. The inclusion criteria required participants to be rank-and-file employees who had been employed for more than six months under a rotating or fixed shift schedule. This threshold ensured that respondents had adequate exposure to shift work dynamics and sufficient service experience to reflect on their perceptions and performance. Employees in supervisory or managerial roles, those in administrative positions, or those with employment tenure of six months or less were excluded from the study. Participation was entirely voluntary, and respondents retained the right to withdraw at any point without consequence.

2.4 Sample and Sampling Procedure

The total population consisted of 233 eligible employees distributed across three work shifts: the first shift from 6:00 a.m. to 2:00 p.m., the second shift from 2:00 p.m. to 10:00 p.m., and the third shift from 10:00 p.m. to 6:00 a.m. Using Slovin's formula with a five-percent margin of error, a sample of 180 respondents was obtained. Stratified random sampling was used to ensure proportional representation from each work shift. Within each stratum, the respondents were selected through simple random sampling.

2.5 Research Instrument

This study used standardized and adapted survey questionnaires to measure three major variables: shift work perception, employee motivation, and service delivery. The research instrument consisted of three parts: the Perception of Effects of Shiftwork Questionnaire, the Work Extrinsic and Intrinsic Motivation Scale, and the adapted SERVPERF-based service delivery questionnaire.

Part I measured Shift Work Perception using the Perception of Effects of Shiftwork Questionnaire (PESQ) developed by Albishri and Zamzami (2021). This section comprised 16 items on a 5-point Likert scale, with

subscales representing three dimensions: perceived effects on health, social relationships, and career quality. Responses ranged from 1 (Strongly Disagree) to 5 (Strongly Agree), with higher scores indicating stronger perceived negative effects of shift work. The original PESQ, designed and validated for shift-based workers—particularly in emergency service settings—was adapted for retail employees in this study.

Part II measured Employee Motivation using the Work Extrinsic and Intrinsic Motivation Scale (WEIMS). The scale consisted of 18 items divided equally into six subscales: intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation. Each item was rated on a 5-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The WEIMS, grounded in Self-Determination Theory, served to distinguish motivational orientations along the self-determination continuum and was widely applicable in organizational contexts.

Part III assessed Service Delivery using an adapted version of the SERVPERF model (Duc Thanh et al., 2023). The modified instrument comprised 20 items grouped under five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Responses were recorded on a 5-point scale from 1 (Strongly Disagree) to 5 (Strongly Agree), with higher values reflecting better perceived quality in service delivery. This SERVPERF adaptation was modified for employee self-assessment rather than customer feedback, to match the internal focus of this study.

2.6 Data Gathering Procedure

Prior to the conduct of the study, a formal letter of request was submitted to the Office of the City Mayor to ask for approval to conduct the study within his area. This was done to follow proper research practice, obtain institutional support, and make data gathering easier and more credible on selected convenience stores operating in Tagum City. The letter outlined the purpose of the study, assured confidentiality, and emphasized the voluntary nature of participation. Upon approval, the researcher coordinated with branch supervisors to identify eligible participants—specifically, rank-and-file employees who had been employed for more than six months and were currently assigned to one of the three designated work shifts. Informed consent forms were attached to each questionnaire, clearly stating that participation was voluntary, data was kept anonymous, and respondents had the right to withdraw at any time without penalty.

The data collection was conducted over a two-month period, from February 1 to March 31, 2025. During this time, the researcher personally visited each store branch to distribute and retrieve printed questionnaires. To accommodate the shift-based schedules of employees, data collection sessions were arranged before or after work shifts, with some employees completing the forms during short breaks. This required flexibility and close coordination with on-site supervisors to ensure that operational workflow was not disrupted. The in-person administration of the questionnaires allowed the researcher to clarify questions and ensure the completeness of responses. The participation of the research respondents was treated with strict confidentiality, and their identities remained anonymous, which was why the name field in the survey instrument was made optional. Due respect, confidentiality, and informed consent were upheld throughout the conduct of this study. The researcher was guided by honesty at all times and avoided any deceitful activity that could potentially harm the respondents. Furthermore, the researcher ensured that no conflict of interest (COI) existed in the conduct of this study and remained objective and committed to protecting the integrity of the research process.

Before beginning data collection, the researcher requested formal approval from the University of Mindanao Ethical Review Committee (UMERC) and secured a certification of conformity. This process guaranteed that the researcher adhered to and upheld all ethical standards in the conduct of the study.

2.7 Data Analysis Techniques

To achieve the research objectives, both descriptive and inferential statistical treatments were employed. Descriptive statistics, particularly the mean and standard deviation, were used to determine the levels of shift work perception, employee motivation, and service delivery. The mean was used to identify the average response for each indicator, while the standard deviation was used to determine the variability of the responses.

For the inferential component, Pearson's correlation coefficient was utilized to determine the strength and direction of the relationship between the independent variables—shift work perception and employee motivation—and the dependent variable, service delivery. This statistical test was appropriate for examining linear relationships between continuous variables, aligning with the study's correlational design. Additionally, the significance level was set at $p < 0.05$ to determine the statistical relevance of the results. All statistical analyses were performed using SPSS version 27, ensuring accurate computation and interpretation of results in support of the research objectives.

3. Results and Discussion

3.1 Levels of Shift Work Perception, Employee Motivation, and Service Delivery

3.1.1 Shift Work Perception

Shift work perception among respondents obtained an overall mean of 3.28 with a standard deviation of 0.903, described as Moderate. This indicates that employees experience a fair level of shift work effects across all indicators. Perceived effects on health recorded the highest mean score at 3.32 (SD = 0.979), also rated Moderate.

Social relationship followed closely with a mean of 3.29 (SD = 1.037), likewise Moderate. Career quality recorded the lowest mean at 3.22 (SD = 1.095), still interpreted as Moderate. The Moderate ratings suggest that respondents have a balanced perception of shift work, indicating that while its effects are present, they are generally manageable. The highest score on perceived effects on health implies that employees are moderately able to maintain their health despite shift work conditions according to Skýpalová et al. (2022). The comparable score on social relationship indicates that employees are able to maintain social connections to a certain extent despite working in shifting schedules. The lowest score on career quality implies that shift work slightly affects employees' perception of their work performance and career development as stated by Giurge and Woolley (2022).

3.1.2 Employee Motivation

Employee motivation obtained an overall mean of 3.38 with a standard deviation of 0.501, described as Moderate, indicating that respondents have a fair level of motivation across all indicators. Intrinsic motivation recorded the highest mean score at 3.71 (SD = 0.900), rated High. Identified regulation followed with a mean of 3.64 (SD = 0.823), also High. Integrated regulation obtained a mean of 3.47 (SD = 1.151), likewise High. External regulation recorded a mean of 3.36 (SD = 0.891), interpreted as Moderate. Introjected regulation obtained a mean of 3.19 (SD = 0.913), also Moderate. Amotivation recorded the lowest mean at 2.93 (SD = 1.210), interpreted as Moderate. The Moderate overall rating indicates that employees demonstrate a balanced level of motivation, with stronger internal motivation compared to external influences. The High score on intrinsic motivation implies that employees are internally driven and find satisfaction in performing their work tasks as noted by McAnally and Hagger (2024). The High scores on identified and integrated regulation indicate that employees value their work, recognize its importance in achieving personal goals, and consider their work as part of their personal identity. The Moderate score on external regulation indicates that employees are somewhat influenced by external rewards such as salary and job security. The Moderate score on amotivation indicates that some employees experience a lack of motivation in certain aspects of their work as reported by Alizadeh et al. (2025).

3.1.3 Service Delivery

Service delivery obtained an overall mean of 3.65 with a standard deviation of 0.508, described as High, indicating that respondents demonstrate a strong level of service performance across all indicators. Assurance recorded the highest mean score at 3.73 (SD = 0.944), rated High. Empathy followed with a mean of 3.70 (SD = 0.880), also High. Tangibles obtained a mean of 3.69 (SD = 0.813), likewise High. Reliability recorded a mean of 3.66 (SD = 0.844), also High. Responsiveness recorded the lowest mean at 3.45 (SD = 0.855), though still rated High. The High ratings indicate that respondents consistently exhibit effective service delivery across all dimensions. The highest score on assurance implies that employees can instill confidence in customers through their knowledge, competence, and professionalism as explained by Duc Thanh et al. (2023). The High score on empathy indicates that employees are attentive and able to provide personalized service to customers. The High score on tangibles suggests that employees maintain a clean and professional physical appearance and work environment. The High score on reliability indicates that employees are dependable in delivering services accurately. The slightly lower but still High score on responsiveness implies that while employees are responsive, there is slightly more room for improvement in prompt service delivery. These findings are supported by Sibonde and Dassah (2021), who emphasized that employee competence and engagement significantly contribute to high-quality service delivery.

3.2 Relationship Between Shift Work Perception and Service Delivery

All indicators of shift work perception showed p-values less than 0.05, indicating a significant relationship with service delivery and rejection of the null hypothesis. Social relationship demonstrated the strongest correlation with service delivery, with an r-value of -0.264 and an r-squared value of 0.070, meaning it can explain 7.0% of the variance in service delivery. Career quality showed a significant correlation with an r-value of -0.207 and an r-squared value of 0.043, explaining 4.3% of the variance. Perceived effects on health also showed a significant correlation with an r-value of -0.191 and an r-squared value of 0.036, explaining 3.6% of the variance. The results indicate that shift work perception has a significant but weak negative relationship with service delivery, suggesting that as the negative effects of shift work increase, service delivery tends to decrease. The strongest correlation for social relationship emphasizes that changes in employees' social relationships due to shift work may influence their service performance as described by Skýpalová et al. (2022). The significant correlation for career quality implies that employees' perception of their career development under shift work conditions may influence how they perform in delivering services as highlighted by Stankovic and Slavkovic (2025). The significant correlation for perceived effects on health indicates that employees' health condition under shift work may have an influence on their ability to deliver services effectively as emphasized by Giurge and Woolley (2022).

3.3 Relationship Between Employee Motivation and Service Delivery

Only some indicators of employee motivation showed p-values less than 0.05, while others exceeded the threshold, leading to the rejection of the null hypothesis for some variables and failure to reject for others. Integrated regulation demonstrated a significant correlation with service delivery, with an r-value of 0.174 and an r-squared value of 0.030, meaning it can explain 3.0% of the variance. Introjected regulation showed a significant

correlation with an r -value of 0.150 and an r -squared value of 0.023, explaining 2.3% of the variance. Intrinsic motivation recorded an r -value of 0.130 and an r -squared value of 0.017, explaining 1.7% of the variance, but was not statistically significant. External regulation obtained an r -value of -0.119 and an r -squared value of 0.014, explaining 1.4% of the variance, and was not significant. Identified regulation recorded an r -value of -0.060 and an r -squared value of 0.004, explaining 0.4% of the variance, and was also not significant. Amotivation showed the lowest relationship with an r -value of 0.040 and an r -squared value of 0.002, explaining only 0.2% of the variance, and was not significant. The results indicate that only selected dimensions of employee motivation significantly influence service delivery, particularly integrated and introjected regulation, while other forms of motivation show weak and non-significant relationships. The significant correlation for integrated regulation suggests that employees who view their work as aligned with their personal values tend to perform better in service delivery as discussed by McAnally and Hagger (2024). The significant correlation for introjected regulation implies that internal pressures such as self-worth and personal expectations may influence employees' service performance as evidenced by Alizadeh et al. (2025). The non-significant result for intrinsic motivation indicates that although internal enjoyment of work may contribute to service performance, it does not have a strong influence in this context as validated by Guo (2023). The non-significant result for external regulation suggests that external rewards such as salary may not strongly influence service delivery based on the findings of Sibonde and Dassah (2021). The non-significant result for identified regulation indicates that recognizing the importance of work does not necessarily translate into better service performance as substantiated in the research by Hanaysha (2022). The non-significant result for amotivation suggests that lack of motivation has minimal direct influence on service delivery in this context as affirmed by Stankovic and Slavkovic (2025).

3.4 Predictors of Service Delivery

3.4.1 Shift Work Perception as a Predictor

The regression model for shift work perception yielded a significant result with a p -value of 0.004 and an R^2 of 0.072, explaining 7.2% of the variation in service delivery. Social relationship had a beta coefficient of -0.214 and a p -value of 0.034, making it the most influential among the dimensions of shift work perception. Perceived effects on health yielded a beta of -0.032 and a p -value of 0.754, and was not significant. Career quality obtained a beta of -0.047 and a p -value of 0.663 and was also not significant. These findings indicate that among the dimensions of shift work perception, only social relationship plays a significant role in influencing service delivery. The significant negative beta for social relationship indicates that disruptions in employees' social relationships due to shift work negatively affect service delivery, suggesting that employees who experience social strain are less likely to perform effectively. This finding is supported by Skýpalová et al. (2022), who noted that social challenges associated with shift work can reduce employee performance. The non-significant results for perceived effects on health imply that health-related perceptions do not significantly influence service delivery in this context as corroborated by Giurge and Woolley (2022). The non-significant result for career quality indicates that perceptions of career development under shift work do not significantly affect service performance as implied by Stankovic and Slavkovic (2025). Overall, while the model is statistically significant, the low R^2 suggests that other factors beyond shift work perception may have a stronger impact on service delivery.

3.4.2 Employee Motivation as a Predictor

The regression model for employee motivation yielded a significant result with a p -value of 0.013 and an R^2 of 0.088, explaining 8.8% of the variation in service delivery. External regulation had a beta coefficient of -0.186 and a p -value of 0.026, making it the most influential among the dimensions of employee motivation. Integrated regulation showed a significant influence with a beta of 0.157 and a p -value of 0.040. Intrinsic motivation obtained a beta of 0.090 and a p -value of 0.272 and was not significant. Identified regulation yielded a beta of -0.027 and a p -value of 0.743 and was not significant. Introjected regulation recorded a beta of 0.145 and a p -value of 0.065, which was not significant. Amotivation obtained a beta of 0.083 and a p -value of 0.290 and was not significant. The findings indicate that only selected dimensions of employee motivation significantly influence service delivery, particularly external and integrated regulation, while other forms of motivation show weak and non-significant effects. The significant negative beta for external regulation indicates that reliance on external rewards such as salary or job security may negatively influence service delivery when overemphasized, suggesting that employees driven mainly by external factors may exhibit lower service performance. This finding is supported by Sibonde and Dassah (2021), who emphasized that external motivation alone may not sustain high-quality service delivery. The significant positive beta for integrated regulation indicates that employees who align their work with personal values tend to perform better in service delivery as presented by McAnally and Hagger (2024). The non-significant result for intrinsic motivation suggests that enjoyment of work alone does not strongly influence service delivery in this context as reflected by Guo (2023). The non-significant result for identified regulation indicates that recognizing the value of work does not significantly translate into better service performance as discussed by Hanaysha (2022). The non-significant result for introjected regulation implies that internal pressures such as self-esteem have limited influence on service delivery as consistent with the study by Alizadeh et al. (2025). The non-significant result for amotivation indicates that lack of motivation does not significantly affect service delivery in this study as supported by the study of Stankovic and Slavkovic (2025).

4. Conclusion & Recommendations

The study concluded that employees of 24-hour convenience stores in Tagum City experienced moderate levels of shift work perception and employee motivation, while demonstrating a high level of service delivery. Shift work perception was moderate across perceived effects on health, social relationships, and career quality, with career quality receiving the lowest assessment. Employee motivation was moderate overall, with stronger intrinsic motivation but notable presence of amotivation. Service delivery was high across tangibles, reliability, responsiveness, assurance, and empathy, though responsiveness obtained the lowest assessment. Shift work perception and employee motivation were significantly related to service delivery, with social relationship, integrated regulation, and external regulation emerging as significant predictors. The findings affirm the Job Demands–Resources theory, indicating that employees’ perception of their work shift and their motivation constitute how they perform their duties, and that employee motivation may serve as a resource that enables employees to be engaged and capable of providing quality delivery service (Tummers & Bakker, 2021). However, service delivery was not solely explained by shift work perception and employee motivation, suggesting that other workplace factors may also influence performance.

Based on the findings, convenience store management should provide clearer career paths, regular performance feedback, cross-training, and opportunities for promotion or additional responsibilities to address concerns regarding career quality. Managers should conduct regular coaching sessions, recognize employee contributions, clarify job expectations, and explain how each employee’s role contributes to customer satisfaction and store performance to strengthen meaningful forms of motivation. Store managers should provide practical training on prompt customer assistance, queue management, complaint handling, and efficient transaction processing to improve responsiveness, with improvement monitored through supervisor observations and customer feedback. Management should prepare work schedules in advance, ensure adequate rest between shifts, allow reasonable shift-swapping arrangements, and avoid assigning employees to frequently change schedules whenever possible. Consideration of employees’ personal responsibilities when preparing schedules and promotion of communication, teamwork, and peer support among employees assigned to different shifts are recommended to address the influence of social relationships on service delivery. Managers should help employees understand the importance of their responsibilities, involve them in setting practical service goals, and acknowledge work behaviors that reflect the values of the organization, combining financial incentives with recognition, constructive feedback, fair supervision, and opportunities for growth. Future researchers should examine other workplace factors, such as job satisfaction, workload, staffing adequacy, organizational support, leadership style, employee well-being, and customer volume, and similar studies may be conducted in other locations and service industries using qualitative or mixed method approaches to provide a deeper understanding of employees’ experiences.

5. Compliance with ethical standards

This study received ethical approval from the University of Mindanao Ethical Review Committee (UMERC) prior to data collection. Informed consent was obtained from all participants, with participation entirely voluntary and the right to withdraw at any time without consequence. Strict confidentiality and anonymity were maintained throughout the study, with optional name fields and anonymous data handling. Respondents were protected from physical, psychological, and socio-economic hazards, and the researcher avoided discriminatory or offensive remarks. No conflict of interest existed, and the researcher remained objective in protecting research integrity. All sources were properly cited with strict avoidance of plagiarism, and the manuscript underwent Grammarly and/or Turnitin similarity checking. Non-monetary compensation, such as tokens or certificates of appreciation, were provided to participants in recognition of their contribution.

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