

Chapter 2:

A Study on Factors that Influence Job Satisfaction in the Restaurant Industry of Uttarakhand

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The restaurant industry has distinct attributes that define it apart from many other sectors in terms of product production, delivery, and consumption and employees play a very critical role in any organization. Therefore, the job satisfaction of employees working in this industry is very important. The aim of this chapter is to examine the factors impacting the job satisfaction of restaurant staff at Uttarakhand. Out of total 500 employees, 397 employees from 15 different types of restaurants filled the full questionnaire and the collected data is analyzed through different statistical tools like mean, standard deviation etc. This chapter is based on different factors of job satisfaction in the restaurant sector which can help to the managers, owners to make better policy for employee's job satisfaction by enhancing their motivation towards service of guest, resulting higher productivity.

1 Introduction

The restaurant industry has distinct attributes that define it apart from many other sectors in terms of product making, service, and consumption. It is dependent on a number of individuals experiencing straight interaction with the visitor. Employee motivation is critical in such an environment for guest retention and organization development (Hancer & George,2003). Employee motivation means job satisfaction and Employment satisfaction is defined as a collection of feelings and emotions related to one's job. When a worker joins a commercial organization, he brings his own set of requirements, goals, and accomplishments with him, all of which define expectations that he previously dismissed. Job satisfaction is a metric that measures how reasonable expectations are in relation to actual benefits (Aziri, 2011).

Employees always plays a vital role in business promotion of the industry as they act as the end sales person or service. Employees play a critical role in the sector's business marketing because they serve as the final salesman or service person for hospitality items. Any technology advancements will never be able to replace the service provided by these employees. As a result, the sector must be more committed to maintaining an inborn joy or contentment in personnel, which they may then mimic in their guest service. (Arun et.al, 2019).

Employee job satisfaction and efficiency are especially important in the restaurant industry since high employee job satisfaction can lead to increased employee performance. (Hasanuddin *et al.*,2019) In other terms, an increase in job satisfaction leads to an increase in staff productivity. Job satisfaction is garnering increased attention in the Uttarakhand, however there isn't much empirical study in this field. They did say, however, that managers in the Uttarakhand are becoming more conscious of the problem of job satisfaction for two basic causes. First reason is, they explained, is that the supervisors consider they have an ethical obligation to provide a pleasant working atmosphere for their staffs. (Bhatt, 2019), (Negi,2016) Another reason is that they believe that staffs who are happy with their working conditions would be able to contribute effectively to the firm (Odette,2020). These findings suggest that employee job satisfaction is critical since it has a significant impact on an organization's performance. Job satisfaction refers to how



much a person appreciates his or her job and is based on workers' evaluations of their occupations or work settings. (Yazdanifard *et al.*,2014)) Work satisfaction reproduces and is influenced by individual's previous work experiences, as well as one's current status and expectations for the future. Work satisfaction is an extremely important approach to the characteristics of the situation in which it is investigated. There seems to be no standard framework of work satisfaction since there are no universal truths about the causes and procedures that explain for such an elusive and subjective concept. List of selected restaurant brands in Uttarakhand is mention in Table 1. The food and beverage industry is one of the world's fastest-growing sectors in the world. According to research by the National Restaurant Association of India (NRAI), it is predicted to reach INR 5.99 lakh crore by 2022-23, rising at a compounded annual growth rate of 9 %. (The Restaurant Times, 2021)) The growing number of restaurants indicates the industry's development. The fast expansion of India's restaurant sector may also have been impacted by a new and faster pace of life in main tourist places of Uttarakhand, as well as the need to combine regular meals with spending time on other activities such as shopping, work, or travel. Today is the age of restaurants. Restaurants are widely available and are expected to expand and grow in the coming years. Because of its comfort, fast, and efficient service, food and beverage outlets are becoming a "home away from home" for various meals such as breakfast, elevenses, lunch, hi-tea, dinner, and supper.

Table 1: Restaurant Brands in Uttarakhand

SNO.	BRAND NAME	TYPE OF RESTAURANT
1	Domino's	Fast Food
2	KFC	Fast Food
3	Mc Donald's	Fast Food
4	Panjab Grill	Fine Dining
5	Sagar Ratna	Fine Dining
6	Moti Mahal	Fine Dining
7	Barbeque Nation	Casual Dining
8	Nirula's	Casual Dining
9	Bikanerwala	Casual Dining
10	Café Coffee Day	Café
11	Barista	Café
12	Pots & Stones	Café
13	JW Marriott	Hotel Restaurants
14	Radisson Blu	Hotel Restaurants
15	Taj Resort & Spa	Hotel Restaurants

Restaurant business is divided in to four categories: Quick Service Restaurant, Fine Dining Restaurant, Casual Dining Restaurant and Cafes. The expansion of the restaurant industry paralleled the expansion of the great Indian middle class, which was a consequence of liberalisation. Rapid urbanization, improved exposure of Western influence, more women entering the working field, and an increase in disposable

money all contributed to the restaurant industry's growth. (AIMS Institutes,2021) The major game changer, however, was the arrival of fast food outlets or QSR, which alone earns 44 percent of revenue and contributes a market share of 70 percent in the fiscal year.

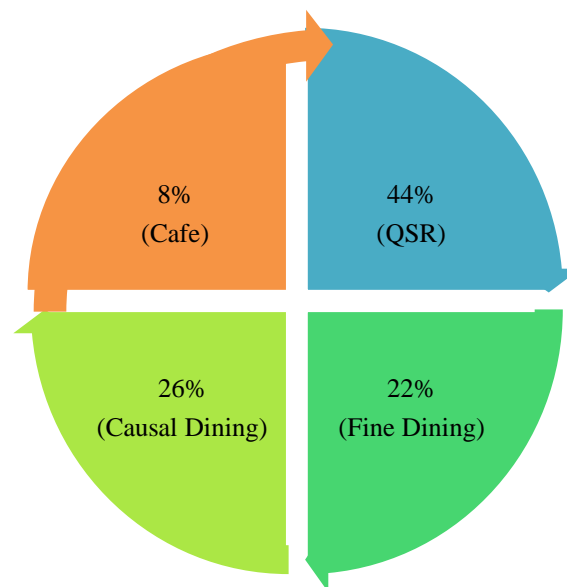


Figure 1: Indian Restaurant Market (Dhanota, C. R., 2015)

In Uttarakhand, the restaurant industry is recognized as an essential industry, and job satisfaction is crucial for the survival of employees in any industry. Although the restaurant industry contributes significantly to Economic growth, human capital issues have consistently arisen in this industry but are frequently overlooked by researchers. Because the industry employs more than 100,000 people, one of the most significant challenges of the 21st century is employee recruitment and loyalty. As a result, understanding employees and the potential reasons for their departure is critical in order to better prevent staff turnover. (Naithani, 2014) The causes of worker turnover in the restaurant business have not been well documented to date. Furthermore, due to the particular characteristics of the restaurant industry, many turnover studies conducted in other industries may be irrelevant. In the service industry, customer service is critical and enhancing client happiness can and will lead to increased profits. This can be accomplished with the help of dedicated staff. Committed staff can deliver excellent service to customers, and increased customer happiness leads to increased company loyalty. In a restaurant, one of the most crucial keys to organizational success is the client. (Rezaei,2021) Workers in the restaurant sector encounter a different situation than typical restaurant staffs in terms of work hours, circumstances, and income provided, resulting in distinct elements affecting staff job satisfaction in restaurants. The quality of service provided by employees is critical to the restaurant's success. Research says “a person's experience of enjoyment arising from assessing a product's perceived performance in relation to his or her expectations,” (Hancer,2003). The study's goal is to discover which fundamental factors impact job happiness in the food service industry. Independent elements include operational restrictions, remuneration and incentives, fairness and progress, and communication; dependent variables include job satisfaction and client satisfaction. The purpose of the study was to determine what internal factors impact employee work satisfaction in the restaurant business in Uttarakhand. According to the report, salary and benefits, equality and advancement, workplace culture, teammates, and communication all impact employee job satisfaction.

2 Literature Review

2.1 Job Satisfaction

Job satisfaction can be described as "a person's attitude toward their work. "It originates from their opinions of their jobs and the degree to which the employee and the organization are a good match." Job satisfaction refers to an individual's behavior toward work as well as a pleasant emotional state that occurs when individuals achieve their goals in their job and careers (Ivancevich,2004). Because of the attitudinal character of work happiness, an individual will be more likely to stay with a rewarding job and quit a dissatisfying employment (Lalwani, 2012). According to the review of literature, job satisfaction is nearly related to organizational commitment. Job satisfaction, according to Llyod & Leslie,(2016), job satisfaction is composed of five components:



Figure 2: Components of Job Satisfaction (Storey, J., 2016)

Job satisfaction arises when a job fits a person's objectives, values, and expectations, influencing their dedication and performance. The higher the intensity to which objectives have been achieved, the greater the level of job satisfaction (Ćulibrk *et al.*,2018). Employees will be delighted if they are treated fairly as a result of the results they obtain or the procedures that are put in place. However, they caution that an employee satisfaction is not always a productive staff. Employment satisfaction may also be defined as a pleasant sensation derived from an employee's perception of his or her job.(Osborne *et al.*,2017) Job satisfaction is a combination of individual's feelings and beliefs regarding their jobs. Staff's levels of work satisfaction might range from extremely satisfied to extremely dissatisfy. Individual have attitudes regarding different aspects of their jobs, including the nature of their work, colleagues, bosses or superior, and their remuneration. (Al Farsi *et al.*,2017) Employment satisfaction descriptions can thus be summarized as a combination of attitudes, emotions, thoughts, and behavior toward one's work. For the sake of this study, job satisfaction may alternatively be defined as a work-related perspective that expresses an emotional feeling of accomplishment that could be quantitative or qualitative. The next sections of the study are concerned with conceptual and theoretical problems, methodology, and findings. The final part includes the conclusion.

2.2 Working Atmosphere

The strategy of a company, its objective for existing, the connection, workplace culture, customer focus, and management assistance resources to assist and govern the other aspects all have an impact on organizational culture, both intrinsically and extrinsically. Workers prefer working environments that provide better physical safety and luxury, while the lack of such circumstances is judged unacceptable to their physically and emotionally well-being. Workers are interested with a comfortable physical work environment; hence working circumstances will affect job satisfaction. As a result, there will be a higher level of job satisfaction (Grobelna,2021). According to the Mansour (2016), working atmosphere has different elements which is given fig 4.

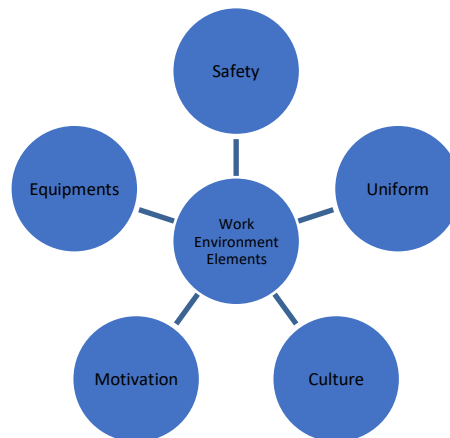


Figure 4: *Element of working Environments*

Staff who are engaged with psychologically and physically stressful work will object to inadequate working circumstances because it will just add insult to injury, resulting in poor performance. In this instance, the worker may not realize his positive organizational culture, or, on the contrary, he may not be bothered or affected by them. Furthermore, a worker may use bad working conditions as a justification to retaliate against management because they believe management does not value or recognize their efforts or job. This is essential to investigate that how these work environment characteristics affect an individual's attitude. This is a crucial element for employees to consider since job satisfaction can have a negative or positive impact on their productivity. Restaurant businesses may need to adapt their ideas in order to compete effectively in the ever-changing economy. As a result, it is predicted that:

H1: The restaurant industry's working conditions have a beneficial impact on job satisfaction.

2.3 Salary and Allowances

According to theoretical framework, raising rates of pay will reduce employment while improving productivity to offset labour expenses. According to neoclassical economic theory, employment opportunities are completely flexible, and increasing the minimum wage could result in lower employment, increased costs, or a drop in non-wage employee compensation.(Heimerl,2020) Salary is a measurable measure of an individual's value, and workers expect a certain amount of financial remuneration in return for their performance and contribution. In strategies to succeed for the finest personnel, businesses must offer attractive and fair compensation.(Benjamin,2020) The importance of pay in recruiting and maintaining employees has been known for quite some time, and it is becoming even more vital in today's modern competitive economy, where strategic compensation strategy is required. As a result, it is predicted that:

H2: In the restaurant business, salary and allowances have a beneficial impact on job satisfaction.

2.4 Promotions and Fairness

Skilled employees are essential for a restaurant's success. In the service business, service quality is a primary determinant of client happiness. Service quality, according to one style of philosophy, is a global assessment of a service category or a specific firm. (Rajan,2018) Fairness in businesses is particularly important since, instead of being a merely idealistic concept, it has an impact on workplace outcomes and performance, and hence may help organizations perform more effectively. Furthermore, due to the dynamic nature of businesses, promotions are an uncommon but significant reward for staff.(Giuliano,2013) Promotions could be a very effective approach for companies to motivate their staff to work harder. Furthermore, it shows that organizations can retain a high degree of job satisfaction although if employees do not receive a promotion provided the staff believe that a promotion is conceivable.(Noor,2020) Workers' feelings of injustice were exacerbated by inadequate performance evaluation and decision making, so they're more inclined to consider quitting the company. Furthermore, focusing on suitable applicants is likely to foster a culture of justice and equality among many employees, who recognize the importance of organizational longevity in the business. Promotion procedures were shown to have a strong and positive relationship with job performance perception; however, HR outcomes were employed as mediating factors. As a result, it is predicted that:

H3: In the restaurant industry, fairness and advancement have a beneficial impact on employee satisfaction.

2.5 Work Load

The most crucial aspect of every business is the work load of employees on duty and hospitality has always issue in long duty hours (Serhan,2019) and staff has unable to give time to their family or not have much social life. (García-Izquierdo,2012) When the restaurant business fails to provide positive work circumstances or to support the psychological well-being of its employees, it risks losing motivated staff. Work–family problems, time limits, emotional exhaustion, and time stress are all caused by unpleasant working circumstances, all of which lead to high staff turnover. (Kosteas,2011) Furthermore, the sector is chastised for its unpredictable and unsocial work time, which includes shifts and labor at night and on weekends (Bwalya,2020). Employment factors, such as contract kinds, schedules, and work schedule, are thus important drivers of labor happiness. Harmony between personal life and working hours, or, more broadly, the minimization of disputes among work and personal time, is unquestionably beneficial to pleasure (Dani,2020). Full time work contracts have a similar influence on job satisfaction. Job happiness is directly, negatively, and substantially connected with stress and performance pressure. Based on these observations, the following hypothesis was developed:

H4: The employees' satisfaction with working hours is positively related to job satisfaction.

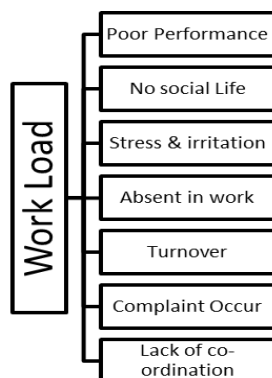


Figure 5: Work Load Impact on Job

2.6 Co-ordination among staff

Co-ordination among staff will have an effect on job satisfaction. Individual employees profit from the organization's support, enjoyment, advice, and aid, especially if it is a small group. Working with a great group of people makes the task more enjoyable. This element, on the other hand, isn't essential for job satisfaction. If, on the other side, the situation is reversed and the individuals are hard to deal with, this element could have a negative impact on job satisfaction. (Sarode,2014) It appears that effective intragroup collaboration and helpful coworkers are more important in preventing job satisfaction from surfacing than in boosting job satisfaction (Bakotić,2016). As per the researchers, job satisfaction is boosted by co-ordination and excellent relationships. People acquire more from their jobs than just money or physical accomplishments. Work also meets the most of workers' social demands. As a consequence, having a pleasant and well-coordinated workplace contributes to improved job satisfaction (Arokiasamy,2019). As a result, it is speculated that:

H5: Co-ordination in the restaurant sector has a positive impact on job satisfaction

3 Research Methodology

Survey is done at different types of restaurants which is mention above in table.1 through questionnaire, including five sections measuring working atmosphere, Salary and Allowances, Promotions and Fairness, Work load and Co-ordination among staff. The factors for judging job satisfaction on the questionnaire were based on the literature review and made on a 7-point, Likert-type scale ranging from strongly disagree to strongly agree. Questionnaire has two sections one is for demographic profile and second for factors include in job satisfaction.

4 Data Analysis

The features of the sample are showed in Table 2. Among 397 participants, the largest group of employees was male (70%) and age group is between 23-34 (41%).73% of employee are married and 35% are getting salary between 10k-20-k. Maximum number of questionnaires are filled by associate level of different departments of restaurant and 46% were graduate. This indicates that maximum numbers of employees are young, educated, married and male in the restaurants of Uttarakhand.

Using multiple regression analysis, the impact of work satisfaction on the five dependent variables was studied. Table 3 & 4 show the results of the relationship between five characteristics and work satisfaction. The regression equation had a high level of significance Salary and Allowances, Promotions and Fairness and Co-ordination among staff that had the greatest impact on job satisfaction. The most powerful influence on respondent's job satisfaction was promotion and fairness.

Table: 2: Respondent Demographic Profile

	Demographic	frequency	Percentage
Gender	Male	278	70%
	Female	119	30%
Age	18-22	54	14%
	23-34	164	41%
	35-45	118	30%
	45-55	52	13%

	Above 55	9	2%
Material Status	Married	290	73%
	Unmarried	107	27%
Income	Below -5k per month	37	9%
	6-10k per month	105	26%
	10-20k per month	138	35%
	Above 20k per month	117	29%
Designation	Manager	42	11%
	Supervisor	102	26%
	Associates (kitchen, F&B service & Housekeeping, Stewarding etc.)	253	64%
Education	Graduate	184	46%
	12	117	29%
	10	96	24%

Table 3: Analysis of Mean Score and S.D of Items for Job satisfaction

Sno	Factors	Mean	S.D
1	Working Atmosphere		
	Duties and responsibilities are clearly defined	6.30	1.10
	Restaurant offers further training for advancement	6.11	1.02
	Management understand the personnel problems	6.29	0.98
2	Salary and Allowances		
	Salary is getting on time every month	6.43	0.86
	Getting allowances apart from salary	6.24	1.02
	Getting appropriate meal on duty hours	6.47	0.84
3	Promotions and Fairness		
	Women and men are equally accepted.	5.96	1.18
	Criteria of salary is based on qualification and experience	6.66	0.88
	Promotion and incentives are given on basis of performance	6.15	1.31
	Appraisal has done on mentioned period of time	5.91	1.18
4	Work load		
	Appropriate work load is distributed among the staff	1.85	1.44
	Sufficient staff on shift	1.99	1.52
	Duty hours are not exceed as mentioned	1.80	1.30

5	Co-ordination among staff		
	I enjoy working together with my colleagues.	5.15	1.31
	Rate your relationship among superior and subordinate	5.42	1.21
Note : In table factors were measured on a 7-point <u>likert</u> scale ,ranking from “strongly disagree(1) to “Strongly Agree (7)			

Table 4: Relationship between all factors on job satisfaction

	Working Atmosphere	Salary & Allowances	Promotion & Fairness	Workload	Co-ordination between staff
B Coefficient	.085	182***	.401***	.060	.229***
Tolerance	.468	.427	.583	.876	.732
VIF	2.139	2.344	1.714	1.141	1.366
Multiple R	.743***				
R square	.553***				

Note: *** Significant - .001 level. Criteria: tolerance < 1, VIF < 10.

5 Findings

From the above table it shows working atmosphere in restaurant is good, duties and responsibilities are clearly defined to the staff and management also understand the personal issues of staff even salary and allowances also getting in time but workload and duty hours are quite high.

6 Conclusion

This research found that there is a significant link between job satisfaction and working atmosphere, Salary and Allowances, Promotions and Fairness, Work load and Co-ordination among staff. Management has to focus on workload of the employees for that they have to hire proper numbers of staff and also focus on salary because restaurant workers has very low salary as per the study, so management has to make certain criteria according to the education and experience for salary which will also definitely effect on promotion and increments. Working culture is also play an important role in job satisfaction because that only motivates the employees to do work effectively and efficiently. Management should guide or conduct the training for staff in enhancing their skills.

7 Declarations

7.1 Limitations

There are some limitations to this research. The research is conducted during peak season when restaurants were busy with a high workload, hence survey can be conducted when tourist footfall is less may be the result will differ. Finally, due to Covid-19 restaurant industry was paying less and not hiring much staff, so future research should aim at this.

7.2 Competing Interests

No potential conflict of interest was reported by the authors.

7.3 Publisher's Note

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