

JOB SATISFACTION OF EMPLOYEES IN RESTAURANT & CAFE CHAINS: A STUDY OF OUTLETS IN LUCKNOW

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ABSTRACT.

Job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. This paper deals with the concept of job satisfaction, its core dimensions & then goes on to analyse the level of job satisfaction of the employees working in the Lucknow outlets of Restaurant & Cafe Chains. The topic is significant because these outlets fall under food & beverages retailing where most of employees directly deal with customers & only satisfied employees can satisfy customers.

Keywords: *Intrinsic Satisfaction, Extrinsic Satisfaction, Work-role Inputs, Work-role Outputs.*

INTRODUCTION

In a highly competitive business world, it has become crucial for organizations to astutely use internal capabilities, particularly human resources, in order to thrive and survive. Findings by Armstrong (2006) indicate that human resources are the back bone of any successful organization. Similarly, Burt (1992) stressed this argument by emphasizing that keeping employees happy and satisfied with their work is one way of ensuring that organizations are able to successfully negotiate the current rapidly changing environment.

Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. There are basic and universal human needs, and, if an individual's needs are fulfilled in their current situation, then that individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role inputs - such as education, working time, effort - and work-role outputs - wages, fringe benefits, status, working conditions of the job. If work-role outputs ('pleasures') increase relative to work-role inputs ('pains'), then job satisfaction will increase.

Job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are

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financial and other material rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in a composite measure of overall job satisfaction.

Dimensions of Job Satisfaction

Job satisfaction is a general pleasurable or positive emotional state of an individual which results from his appraisal of the various dimensions of his job. Tripathi (2003) mentions that although there may be as many as 20 such dimensions only 5 of them are considered as core dimensions. These work related dimensions are:

- **Nature of work**
- **Supervisor**
- **Pay**
- **Promotion**
- **Co-workers**

Individually, some of these dimensions may produce positive and some negative feelings in the employee, but collectively they tell us about the worker's overall feelings.

Besides these work related dimensions, research establishes that personal variables also determine job satisfaction. This is evident from the fact that job satisfaction among employees varies even when they are doing the same job for the same organisation. The significant personal variables are:

- **Age**
- **Educational Level**
- **Gender**

LITERATURE REVIEW

- Bishay (1996) in his study of Teacher Motivation and Job Satisfaction: A Study Employing the Experience Sampling Method, identifies Job satisfaction and motivation correlated significantly with responsibility levels, gender, subject, age, years of teaching experience, and activity. Overall motivation and job satisfaction levels were high. Based upon the findings, it appears that gratification of higher-order needs is most important for job satisfaction.
- Marom et al. (2006) in their study of Job Satisfaction and Work Motivation among Tutors at the Open University of Israel identify that tutors working for The Open University of Israel (OUI), a distance learning institution, are often the only academic staff who have direct contact with students. Their performance is therefore crucial for the university. The nature of their job, however, might hinder optimal performance: they are temporary and part time employees, and thus have low job security. Their academic freedom is limited and, in most OUI learning centers, they are professionally isolated. These factors can negatively affect tutors' organizational identification, job satisfaction, and motivation. This study is focused on two sets of variables that serve as possible predictors of identification, satisfaction, and motivation: (1) role perceptions (job importance and job richness); and (2) organizational attachment (relations with the university, attentiveness of the university and the university's appreciation of their work).

- Dogan (2009)'s study of Comparative Study for Employee Job Satisfaction in Aydin Municipality and Nazilli Municipality composed of a conceptual analysis of job satisfaction and an empirical research for the relationships between job satisfaction and a set of variables; pay, promotion, positive affectivity/encouragement, job involvement, potential of rest-day/off-day, relations with co-workers, health facilities, relations with supervisor, training and education facilities, autonomy, physical facilities, reconciliation role of supervisor, procedural justice, tangible aids, office tools, level of role clearness, participation in decisions and management style of supervisor. The results of the study indicates that “management/democratic style of supervisor”, “level of role clearness”, “health facilities”, “autonomy”, “participation in decision-making”, “job involvement”, “training and educational facilities”, and “relationship with co-workers” are the main determinants of job satisfaction.
- Chileshe (2010) in his study of Effect of age on the job satisfaction of construction workers, investigates the perceived age differences in job satisfaction of construction workers in South Africa, and how these differences affect job satisfaction of young and old workers on construction sites in South Africa. The relatively small sample means that the findings presented are not generalizes to the wider population of workers in the South African construction industry.
- Oraman (2011) in his study of Work motivation and job satisfaction dynamics of textile employee evaluates the effective dynamics of work motivation and job satisfaction of textile employees. The study analyzes the effectiveness of psycho-social, economic, organizational and managerial tools over individuals' motivation in terms of maintaining the motivation and job satisfaction of the employees in the business. Analysis has shown a close relationship between several dimensions of work motivation and satisfaction. Job satisfaction is a very important attribute which is frequently measured by organizations. The happier people are within their job, the more satisfied they are said to be. One common research finding is that job satisfaction is correlated with life satisfaction.

OBJECTIVES OF THE STUDY

- To find the satisfaction level of respondents with their work profile.
- To discover whether a harmonious relationship exists between the respondents & their supervisors.
- To analyse the extent to which respondents are satisfied with their pay structure.
- To find out whether the respondents get fair opportunities for career development.
- To ascertain the extent to which the respondents are satisfied with the interpersonal relationships between them & their co-workers.

RESEARCH METHODOLOGY

The study is based on the survey of 45 employees working across Lucknow based outlets of organized Restaurants and Cafe chains. It covers six chains namely, McDonald's, Pizza Hut, Dominos's Pizza, Kentucky Fried Chicken, Cafe Coffee Day and Barista in Lucknow. The study has been conducted using a questionnaire asking the respondents to rate 15 statements on a Likert scale. The questions were asked regarding nature of work, supervision, pay, promotion and co-workers. Apart from primary data, secondary sources like books, journals, research papers, internet websites, etc were also used.

DATA ANALYSIS

After the data had been collected, the researchers turned to the task of analysing them. For analysis of data the researchers did number of closely related operations such as establishment of categories, the application of these categories to raw data through coding, tabulation and then drawing statistical inferences. Thus, the raw data was classified into some purposeful and usable categories. Coding operation was done at this stage through which the categories of data were transformed into symbols so that these could be tabulated and counted. Editing is the procedure which improves the quality of the data for coding. With coding the stage is ready for tabulation. Tabulation operation has been done for getting the data in the form of tables. Analysis work after tabulation was generally based on the computation of various percentage, coefficients, etc., by applying various well defined statistical formulae.

Data collected has been analysed on the basis of statistical tools. Statements on Likert scale have been evaluated with the help of Frequencies to arrive at conclusion. To find out the results of collected data the researcher has used SPSS software and in this Frequencies (Descriptive Statistics) has been used for individual variables.

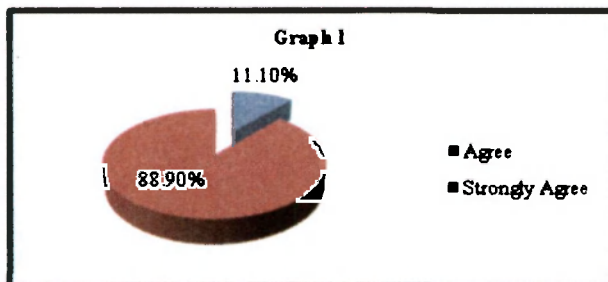
Analysis of Core Dimensions

An analysis of each the 15 statements along with the dimension they relate to are as under:

1. I like my job i.e. the work I do. (Dimension- Nature of Work)

Table 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	5	11.1	11.1	11.1
	strongly agree	40	88.9	88.9	100.0
	Total	45	100.0	100.0	



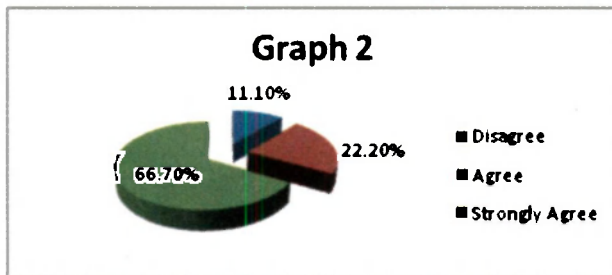
From the Table 1 and Graph 1 it is clear that 88.9 % respondents Strongly Agree and 11.1% respondents agree that they like their jobs.

2. My Company maintains salary levels that compare well with other companies in this area. (Dimension- Pay)

Table2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	5	11.1	11.1	11.1
agree	10	22.2	22.2	33.3
strongly agree	30	66.7	66.7	100.0
Total	45	100.0	100.0	

From Table 2 and Graph 2 it is clear that 11.1% disagree, 22.2% agree and 66.7% respondents strongly agree that their companies maintain salary levels that compare well with other companies in their area.

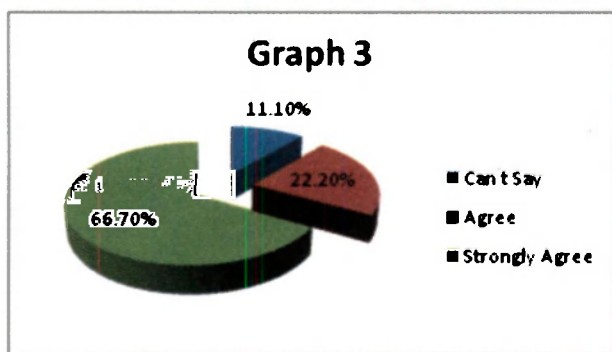


3. I feel there is adequate opportunity for me to move to a better & higher job within the company. (Dimension- Promotion)

Table3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid --	5	11.1	11.1	11.1
agree	10	22.2	22.2	33.3
strongly agree	30	66.7	66.7	100.0
Total	45	100.0	100.0	

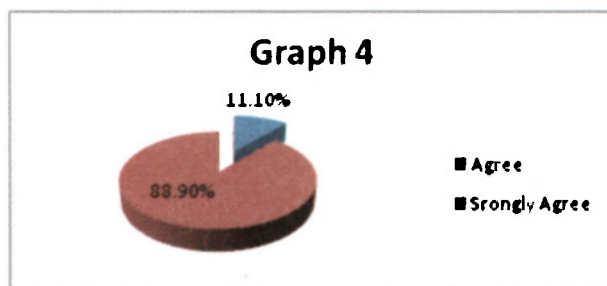
From Table 2 and Graph 2 it is clear that 11.1% disagree, 22.2% agree and 66.7% respondents strongly agree that their companies maintain salary levels that compare well with other companies in their area.



4. I have good relationships with my peers.
(Dimension- Co-workers)

Table 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	5	11.1	11.1	11.1
agree	10	22.2	22.2	33.3
strongly agree	30	66.7	66.7	100.0
Total	45	100.0	100.0	

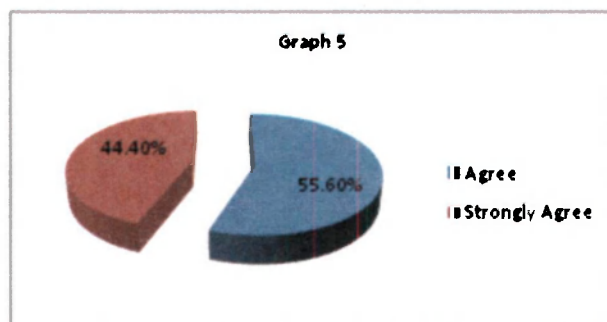


From Table 2 and Graph 2 it is clear that 11.1% disagree, 22.2% agree and 66.7% respondents strongly agree that their companies maintain salary levels that compare well with other companies in their area.

5. My immediate supervisor gives me feedback that helps me improve my performance. (Dimension- Supervision)

Table 5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	25	55.6	55.6	55.6
strongly agree	20	44.4	44.4	100.0
Total	45	100.0	100.0	

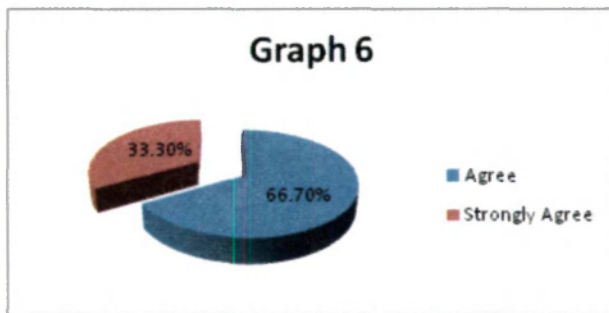


From Table 5 and Graph 5 it is clear that 55.6% agree and 44.4% respondents strongly agree that their immediate supervisor give them feedback that helps them improve their performance.

6. My company maintains benefits that compare well with other companies in this area. (Dimension- Pay)

Table6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	30	66.7	66.7	66.7
strongly agree	15	33.3	33.3	100.0
Total	45	100.0	100.0	



From Table 6 and Graph 6 it is obvious that 66.7% agree and 33.3% respondents strongly agree that their companies maintain benefits that compare well with other companies in their areas.

7. There are opportunities available for me to develop new skills. (Dimension- Promotion)

Table7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	25	55.6	55.6	55.6
strongly agree	20	44.4	44.4	100.0
Total	45	100.0	100.0	

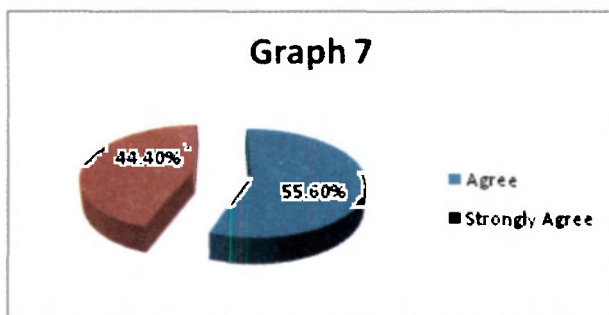
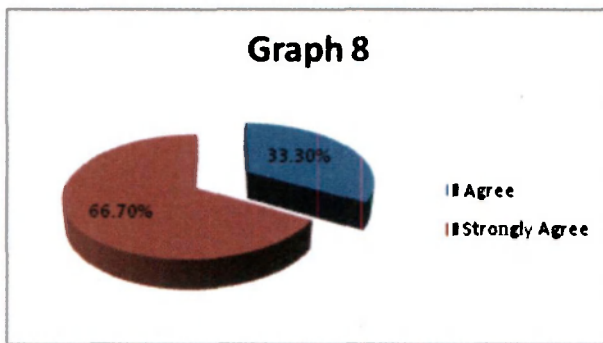


Table 7 and Graph 7 shows that 55.6% agree and 44.4% respondents strongly agree that opportunities are available for them to develop new skills.

8. I received coaching and training from my immediate supervisor. (Dimension- Supervision)

Table 8

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	15	33.3	33.3	33.3
strongly agree	30	66.7	66.7	100.0
Total	45	100.0	100.0	

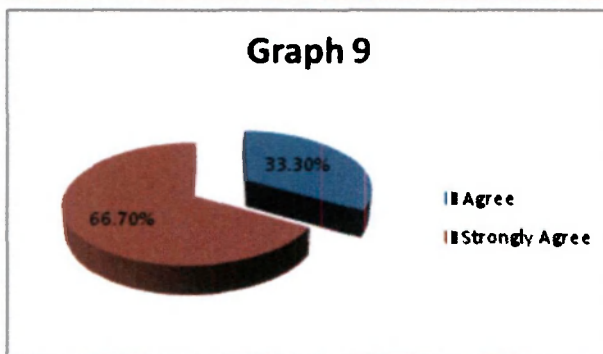


From table 8 and Graph 8 it is clear that 33.3% agree and 66.7% respondents strongly agree that they received coaching and training from their immediate supervisor.

9. I am encouraged to take the initiatives for my own career development. (Dimension- Promotion)

Table 9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	15	33.3	33.3	33.3
strongly agree	30	66.7	66.7	100.0
Total	45	100.0	100.0	

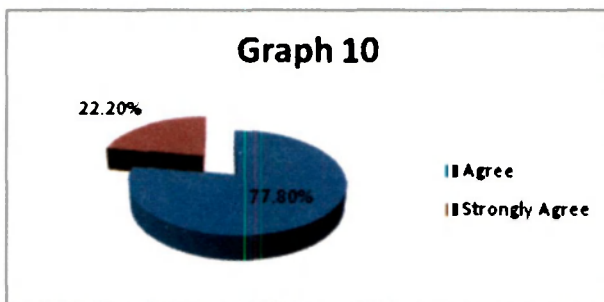


From the Table 9 and Graph 9 it is obvious that 66.7% strongly agree and 33.3% respondents agree that they are encouraged to take the initiatives for their own career development.

10. I am satisfied with the relationship between the amount of compensation i received and my performance. (Dimension- Pay)

Table10

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	35	77.8	77.8	77.8
strongly agree	10	22.2	22.2	100.0
Total	45	100.0	100.0	



From Table 10 and Graph 10 it is obvious that 77.8% respondents are agree and 22.2% are strongly agree that they are satisfied with the relationship between the amount of compensation they received and their performance.

11. There is good communication in my group. (Dimension- Co-worker)

Table11

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	45	100.0	100.0	100.0

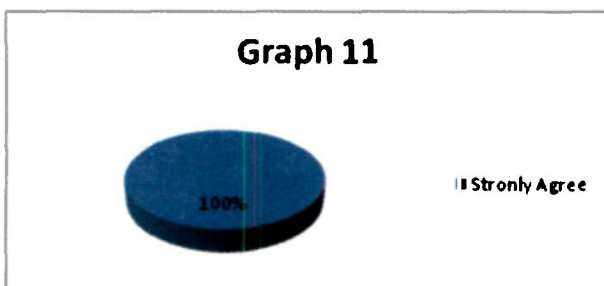
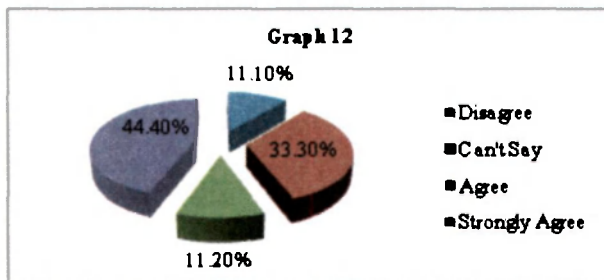


Table 11 and Graph 11 shows that all the respondents have good communication in their group.

**12. I am satisfied with my working hours.
(Dimension- Nature of work)**

Table 12

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	5	11.1	11.1	11.1
Can't say	15	33.3	33.3	44.4
agree	5	11.2	11.2	55.6
strongly agree	20	44.4	44.4	100.0
Total	45	100.0	100.0	

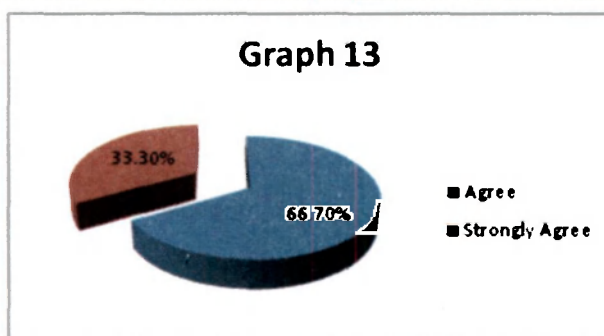


From Table 12 and Graph 12 it is clear that 11.1% respondents disagree, 33.3% unsure, 11.2% agree and 44.4% respondents strongly agree that they are satisfied with their working hours.

**13. I receive credit from my immediate supervisor for a job done well.
(Dimension- Supervision)**

Table 13

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	30	66.7	66.7	66.7
strongly agree	15	33.3	33.3	100.0
Total	45	100.0	100.0	



From table 13 and Graph 13 it is obvious that 66.7% respondents are agree and 33.3% respondents are strongly agree that they received credit from their immediate supervisor for a job done well.

**14. My co-workers are very helpful and cooperative.
(Dimension- Co-workers)**

Table 14

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	15	33.3	33.3	33.3
strongly agree	30	66.7	66.7	100.0
Total	45	100.0	100.0	

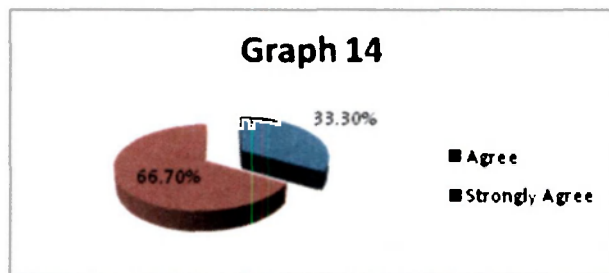
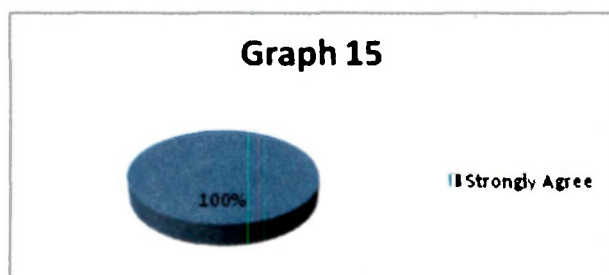


Table 14 and Graph 14 shows that 33.3% respondents agree and 66.7% strongly agree that their co-workers are very helpful and cooperative.

**15. I proud to work for my company.
(Dimension- Nature of work)**

Table 15

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	45	100.0	100.0	100.0



From Table 15 and Graph 15 it is clear that all the respondents strongly agree that they are proud to work for their company.

The data was further analysed by calculating the mean values for all the core dimensions as follows:

- **Nature of Work: 77.76%**
- **Supervision: 48.13%**
- **Pay: 40.73%**
- **Promotion: 59.26%**
- **Co-workers: 85.20%**

Average level of job satisfaction (Mean of all five dimensions): 62.21%

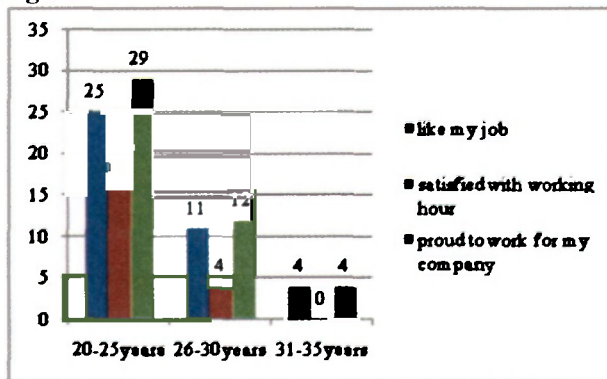
From the above mean values, it is clear that the level of job satisfaction amongst respondents is 62.21%. Of this, their relationships with co workers contributes maximum to job satisfaction whereas satisfaction level with pay is lowest for the employees of Restaurant & Cafe Chains outlets in Lucknow).

These core dimensions were further analysed in terms of demographic variables & the analysis is presented below:

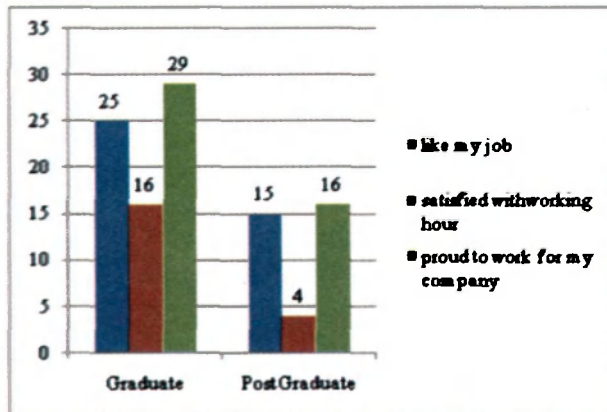
Analysis on the Core Dimensions on the Basis of Independent Variables

Ø Dimension 1- Nature of Work1

Age

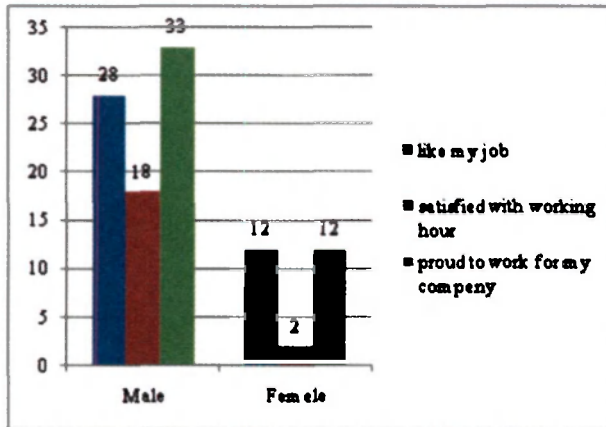


Education



The side graph it is shows that 51.85% graduate respondents and 25.93% post graduate respondents strongly agree that they are satisfied with the nature of their work.

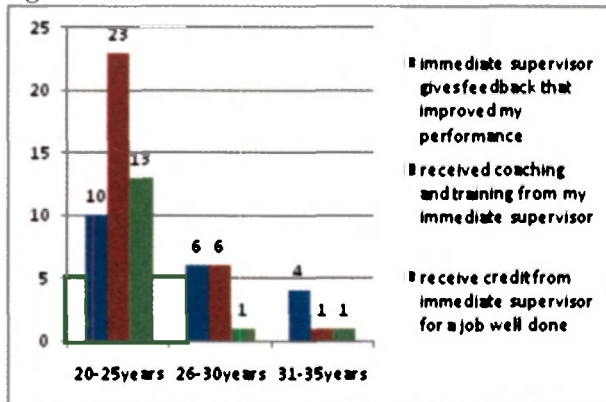
Gender



The side graph shows that 58.52% male respondents and 19.26% female respondents strongly agree that they are satisfied with the nature of their work.

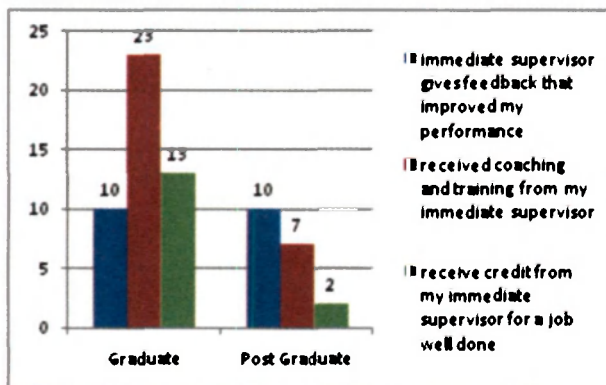
Ø Dimension 2 – Supervision

Age



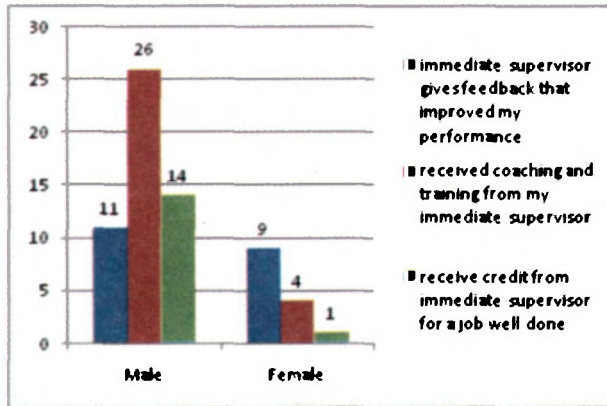
The side graph shows that 34.07% respondents of 20-25 years, 9.63% of 26-30 years and 4.4% respondents of 31-35 years age group strongly agree that they are satisfied with their supervisors.

Education



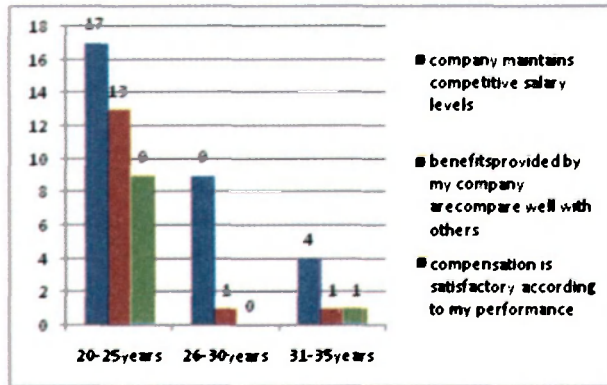
The side it shows that 34.07% graduate respondents and 14.07% post graduate respondents strongly agree that they are satisfied with their supervisors.

Gender



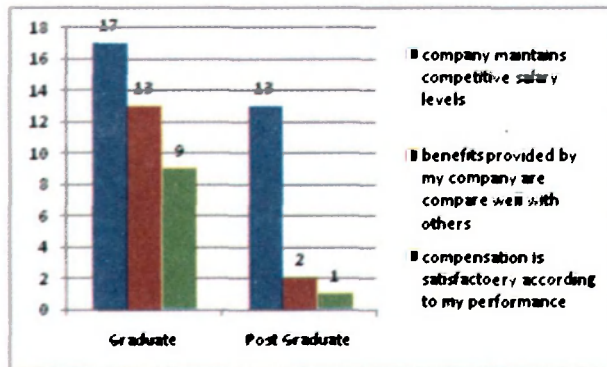
Dimension 3-Pay

Age



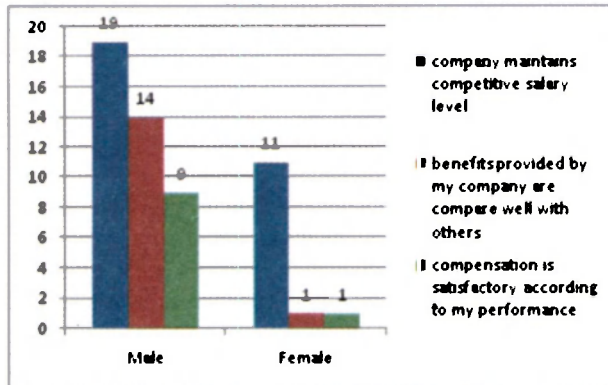
The side graph shows that 28.89% of respondents of 20-25 years, 7.41% of 26 - 30 years and 4.44% of 31 - 35 years age group strongly agree that they are satisfied with their pay.

Education



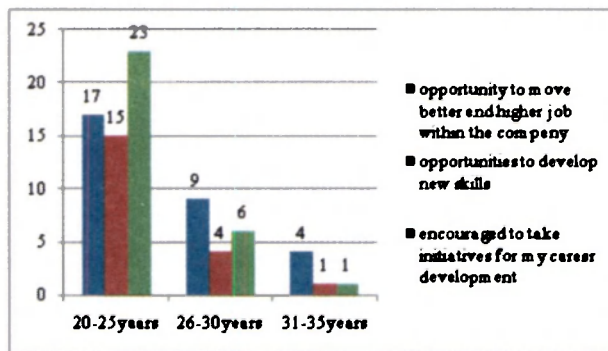
The side graph shows that 28.89% of graduate respondents and 11.85% of post graduate respondents strongly agree that they are satisfied with their pay.

Gender



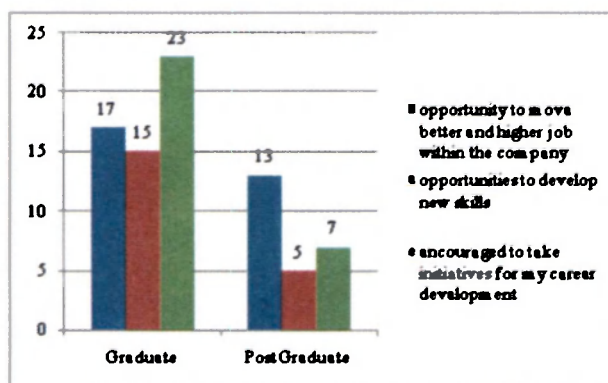
The side graph shows that 37.78% male respondents and 10.37% of female respondents strongly agree that they are satisfied with their supervisors.

Ø Dimension4-Promotion Age



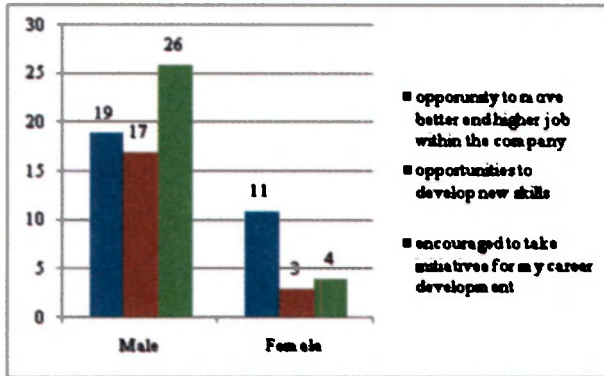
The side graph it is shows that 40.74% of respondents of 20-25 years, 14.07% of 26-30 years and 4.44% of 31-35 years age group strongly agree that they are satisfied with their promotions within the organization.

Education



The side graph shows that 40.74% graduate respondents and 18.52% post graduate respondents are strongly agree that they are satisfied with their promotions within the organization.

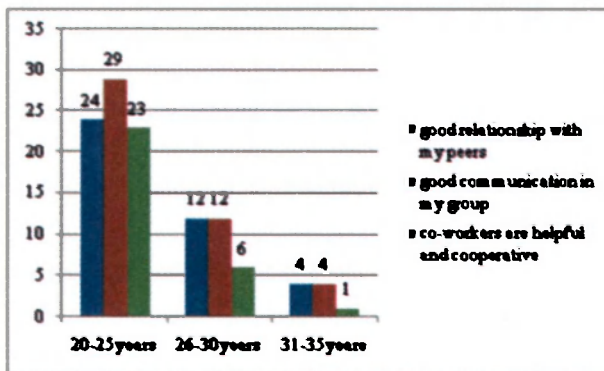
Gender



The side graph shows that 45.93% of male respondents and 13.33% of female respondents strongly agree that they are satisfied with their promotions within the organization.

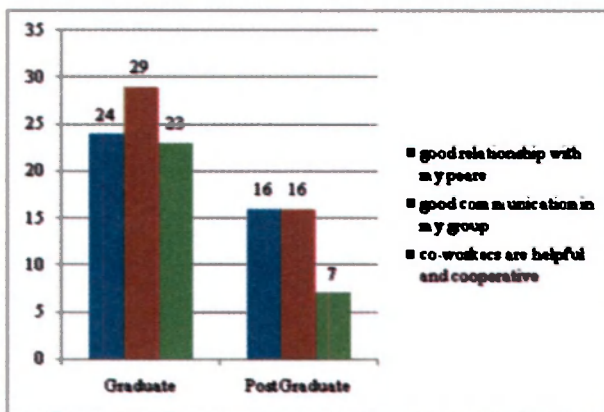
Ø Dimension5:Co-Workers

Age



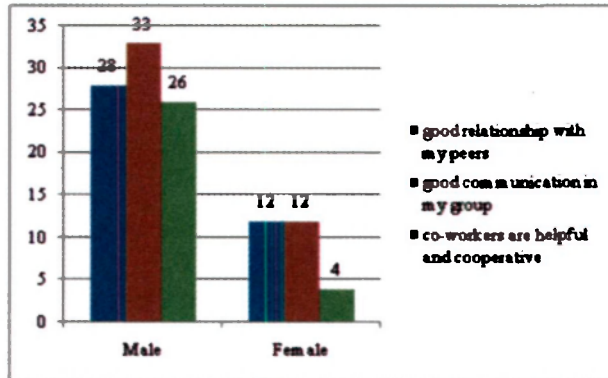
The side graph shows that 56.3% of respondents of 20 - 25 years, 22.2% of 26 - 30 years and 6.67% of 31 - 35 years age group strongly agree that they are satisfied with their co-workers.

Education



The side graph shows that 56.3% graduate respondents and 28.89% post graduate respondents strongly agree that they are satisfied with their co-workers.

Gender



The side graph shows that 64.4% male respondents and 20.74% female respondents strongly agree that they are satisfied with their co-workers.

CONCLUSIONS

Job satisfaction is very important aspect for any organization to optimize their performance and fulfilling the objectives of the organizations. From this study researchers have come to the following conclusions:

- The level of job satisfaction of employees in Restaurant and Cafe Chains is above average & can be termed satisfactory.
- Employees derive maximum satisfaction from the good interpersonal relations they have with their co-workers.
- Employees are least satisfied with their pay.
- Job satisfaction is higher amongst young employees.
- Job satisfaction among less educated/qualified employees is higher than their more educated counterparts.
- The level of job satisfaction of males is quite higher in comparison to females.

LIMITATIONS

- The study is restricted only to Lucknow only due to money, time and resources & hence the results may not be generalised.
- The sample size was small. Future researches should focus on larger sizes.
- The validity of results is dependent on the accuracy of responses given by respondents.
- The study is restricted to researcher's personal capabilities.

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