Impact on Employee Job Satisfaction Level in Quick Service Restaurant – A Study

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ABSTRACT

The quick service restaurant or fast food industry is an important and growing aspect of the overall restaurant industry. The main motivation of this research is to find out the different perspectives of employees and management in respect of motivation at different quick service restaurant like McDonalds, Pizza Hut, Meat and Eat, Café Coffee day etc. This study carried out in and around of the Chennai city Tamil Nadu. This study aims to study the employee satisfaction with respect to quick service restaurant staffing, compensation and rewards, training, teamwork, performance appraisal. The main objective of this research article is to study the satisfaction level of the employee and the management in quick service restaurant. The number of samples collected for this study is 50 employees and the collected data will be analyzed with SPSS 16.0 version. The data descriptive statistics frequency analysis, percentage analysis for categorical variables and the mean and S.D for continuous variables are applied. The reliability of the questionnaire will be verified with Cronbach Alpha to find the significance in intra class correlation coefficient. In all the above statistical tools the probability value 0.05 is considered as significant level.

Keywords: Employee, Restaurant, Job satisfaction, Quick Service Restaurant, Food.

1. INTRODUCTION

Quick service restaurant (QSR) also known as fast food industry within the industry, is a specific type of restaurant that serves fast food cuisine and has minimal table service. The food served in fast food restaurants is typically part of a "meat-sweet diet", offered from a limited menu, cooked in bulk in advance and kept hot, finished and packaged to order, and usually available for take away, though seating may be provided (Fast Food Industry, 2017). QSR are typically part of a restaurant chain or franchise operation

that provisions standardized ingredients and/or partially prepared foods and supplies to each restaurant through controlled supply channels. QSR are also characterized as having consumer demands for foods served quickly and at the right temperature, accurate orders and clean locations (Robin B. DiPietro, 2008). QSR, backgrounds may create situational leadership chances. The QSR industry employees 14.4 million people, and is expected to generate 1.7 million more jobs by 2026 (National Restaurant Association, 2016). With $782.7 billion in sales annually, and over one million US restaurants, service quality is a prime concern of employee performance (Mathe & Slevitch, 2013; National Restaurant Association, 2016). At the forefront of employee performance is leadership from managers and supervisors. One of the greatest concerns in the fast food industry over the past decade has been the lack of management and employee. The industry has increasing challenges of properly staffing restaurant and food service establishment with qualified, well- trained individuals.

2. LITERATURE REVIEW

Locke (1976, p. 1300) defined job satisfaction as a pleasurable or positive emotional state resulting from one's job or job experiences. Job satisfaction also has been shown to have a significant relationship to organizational commitment and employee turnover (Schlesinger & Zornitsky, 1991; Testa, 2001). Employees who are satisfied with their jobs are considered to be more stable with their organizations (Hartman & Yrle, 1996). Among these aspects, job satisfaction is considered the most often researched organizational variable in the organizational behavior literature (Blau, 1999; Kiechel, 1989). Locke (1976) conducted a review of job satisfaction and stated that more than 3,350 articles had been written about job satisfaction between 1957 and 1976. A literature search using the ABI/Inform search engine was conducted for the current study using job satisfaction as the selected subject. For the years 1978 through 2001, this search identified 4,019 citations. Beck (1990) reported that almost all aspects of job satisfaction, including various theories, measures, and definitions, as well as the motivational, emotional, and informational components, have been discussed. Motivators or intrinsic factors, which were related to content of the job or the job itself, were considered to satisfy people's psychological needs, such as recognition, responsibility, achievement, advancement, and the work itself (Herzberg, 1987). Hackman and Oldham (1975, 1976) developed the Job Diagnostic Survey to examine several factors related to job satisfaction.

Managers in the quick-service restaurant context utilized teamwork to control stress. Consistent to this finding, teamwork research conveyed that leaders who reciprocate shared values, helpfulness, responsibility, and a positive attitude, essentially contribute and develop a cooperative and synergistic teamwork environment (Crichton, 2005; Griffin, Patterson, & West, 2001; Jones & George, 1998). Leaders that communicate teamwork through high involvement, and create a common goal have been found to motivate a job satisfaction increase from subordinates in which teamwork is highly reliable (Baker, Day, & Salas, 2006; Griffin, Patterson, & West, 2001; Jones & George, 1998).

3. RESEARCH METHODOLOGY

The process of research design includes the exploratory study consisting of literature survey and in-depth interview. The sampling method selected for the study is "convenience sample" in the non-probability category. As many as 50 respondents were interviewed at the sites. The questionnaire has two parts

highlighting on the demographic profiles of the respondents and various dimensions of employee and management with regard to QSR. These statements were measured through the five point Likert scales. The sources of data collection consist of both primary and secondary sources. Data analysis was done by with SPSS 16.0 version. The data descriptive statistics frequency analysis, percentage analysis for categorical variables and the mean and S.D for continuous variables will applied. The reliability of the questionnaire will be verified with Cronbach Alpha to find the significance in intraclass correlation coefficient. In all the above statistical tools the probability value .05 is considered as significant level.

4. RESULTS AND FINDINGS

Among 50 participants, 66% of the participants are male and 34% are the female as shown in Table 1.

Table 1
Distribution according to Gender

	Frequency	*Percent*
Male	33	66
Female	17	34

Among 50 participants, 48% of them were in the age groups between 25 – 30 years, 20% were in age group of 30 – 35 years, 18% were in above 35 years and 14% were in the age group of less than 25 years as shown in Table 2.

Table 2
Distribution according to Age

	Frequency	*Percent*
Less than 25	7	14
25- 30 years	24	48
30 – 35 years	10	20
Above 35 years	9	18

Among 50 participants, 38% of them were graduate, 32% were diplomat, 18% were higher secondary, 12% were secondary educational qualification as shown in Table 3.

Table 3
Educational Qualification

	Frequency	*Percent*
Secondary	6	12
Higher Secondary	9	18
Diploma	16	32
Graduation	19	38

Among 50 participants, 32% were restaurant manager and field service manager, 22% were team member, 8% were cashier and 6% were cook job positioned as shown in Table 4.

Among 50 participants, 36% were getting salaried between ₹20,000 – 30,000, 32% were ₹10,000 – 20,000, 18% were more than ₹30,000 and 14% were less than ₹10,000 as shown in Table 5.

Table 4
Job Position

	Frequency	*Percent*
Cook	3	6
Team member	11	22
Cashier	4	8
Field service manager	16	32
Restaurant manager	16	32

Table 5
Monthly Salary

	Frequency	*Percent*
Less than ₹10,000	7	14
₹10,000 – 20,000	16	32
₹20,000 – 30,000	18	36
More than ₹30,000	9	18

Among 50 participants, 36% were having less than 1 year experience, 34% were between 1-3 years, 20% were 3-5 years and 10% were more than 5 years as shown in Table 6.

Table 6
Work Experience

	Frequency	*Percent*
Less than 1 year	18	36
1 – 3years	17	34
3 – 5 years	10	20
More than 5	5	10

Among 50 participants, 66% of the participants are unmarried and 34% were married as shown in Table 7.

Table 7
Marital Status

	Frequency	*Percent*
Married	17	34
Unmarried	33	66

Among 50 participants, 68% of the participants were nuclear type of family and 32% were joint family as shown in Table 8.

Table 8
Type of Family

	Frequency	*Percent*
Nuclear Family	34	68
Joint Family	16	32

Among 50 participants, 48% of the participants were size of the family members are 1 – 3, 32% were 4 – 6 members and 20% were above 6 members as shown in Table 9.

Table 9
Size of Family

	Frequency	*Percent*
1 – 3 members	24	48
4 – 6 members	16	32
Above 6 members	10	20

Among 50 participants, 50% of the participants were urban nativity are 1 – 3, 32% were semi-urban and 18% were from rural area as shown in Table 10.

Table 10
Nativity

	Frequency	*Percent*
Urban	25	50
Semi-Urban	16	32
Rural	9	18

Restaurant Staffing (RS)

In Restaurant Staffing (RS), the sub questions are framed as:

RS1 - Restaurant follows a well-defined recruitment and selection process.

RS2 - Restaurant's recruitment & selection process is transparent.

RS3 - Restaurant uses a standardized and valid testing procedure in selecting employees.

RS4 - Restaurant selects the best candidates to fill up vacancy.

RS5 - Restaurant Line Managers and HRM Manager participate in process of recruitment & selection.

RS6 - Restaurant strives to continuously improve and review recruitment and selection processes.

Table 11
Restaurant Staffing

	Strongly Disagree	*Disagree*	*Neutral*	*Agree*	*Strongly Agree*
RS1	38	26	10	14	12
RS2	26	28	22	10	14
RS3	38	22	16	12	12
RS4	36	16	20	16	12
RS5	46	18	16	12	8
RS6	8	18	20	22	32

In RS1, 38% of the participant stated that they are strongly disagree with well-defined recruitment and selection process. In RS2, 28% stated that disagree for the transparent recruitment and selection process. In RS3, 38% strongly disagree with the standard and valid testing for selecting employee. In RS4, 36% strongly disagree with the best candidate to fill up vacancy in restaurant, In RS5, 46% strongly disagree with participation in recruitment selection process, In RS6, 32% of the participant stating that still the restaurants are continuously improving selection and recruitment process as shown in Table 11 and Figure 1.
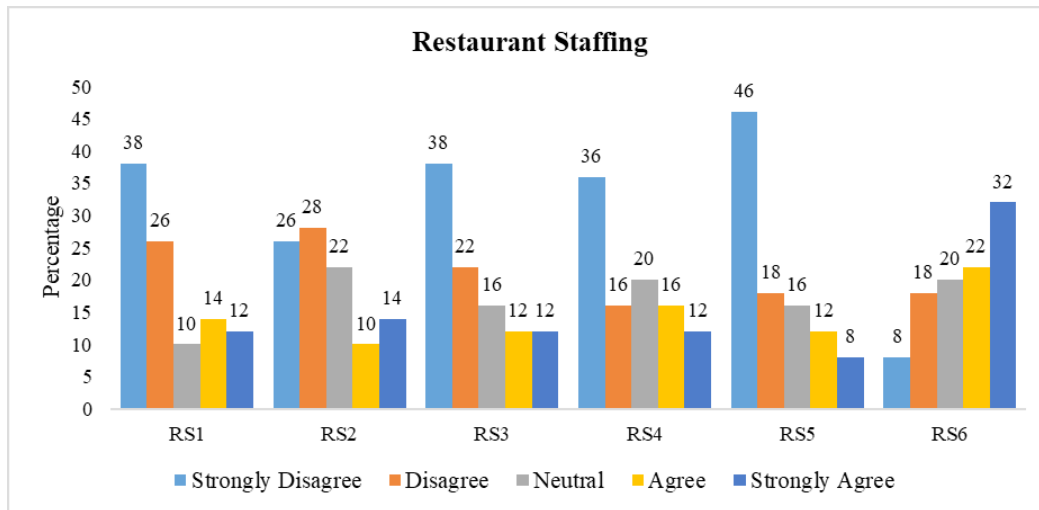

Figure 1: Restaurant Staffing

Compensation and Rewards (CR)

In Compensation and Rewards (CR), the sub questions are framed as:

CR1 - Restaurant offers compensation which matches the expectancy of employees

CR2 - Restaurant offers salary and other benefits which are competitive

CR3 - Restaurant offers compensation based on the competence of the employee

CR4 - Restaurant pays compensation which is directly linked to the performance of each employee

CR5 - Restaurant has an individual based incentive scheme to motivate higher performance

CR6 - Restaurant has a scheme of rewards in place to appreciate / acknowledge outstanding performance of an employee

In CR1, 34% of the participants stated that they are strongly agree with the restaurant offers compensation which matches the expectancy of employees. In CR2, 38% of the employees were strongly agree with the restaurant salary and other benefits. In CR3, 26% were agreed that restaurant offers compensation based on competence. In CR4, 36% disagree with employee getting pay compensation which is directly linked to the performance. In CR5, 38% strongly agreed with employee individual incentive scheme to motivate higher performance in future. In CR6, 26% were disagreed with the scheme of rewards in place to appreciate or acknowledge the outstanding performer as shown in Table 12 and Figure 2.

Table 12
Compensation and Rewards

	Strongly Disagree	*Disagree*	*Neutral*	*Agree*	*Strongly Agree*
CR1	34	16	16	16	18
CR2	14	10	12	26	38
CR3	24	16	20	26	14
CR4	18	36	14	16	16
CR5	14	10	12	26	38
CR6	24	26	12	20	18
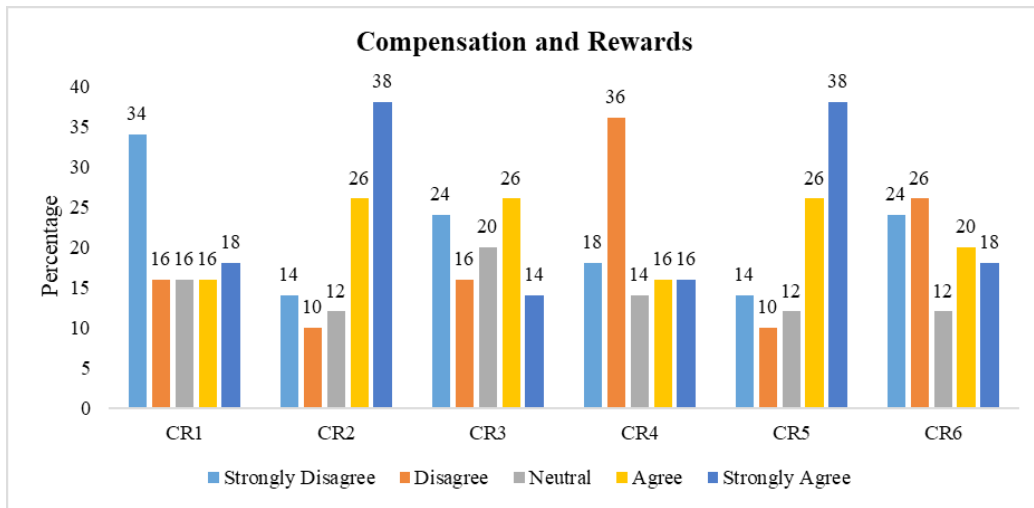
Figure 2: Compensation and Rewards

Training (T)

In Training (CR), the sub questions are framed as:

T1 - Restaurant provides every employee with training to improve their knowledge, skill, abilities and others

T2 - Restaurant training programmes help in enhance employee competency

T3 - Restaurant provides training to suit specific needs of employees

T4 - Restaurant regularly organize training programmes.

T5 - Restaurant's on-the-job and off the-job training is effective

T6 - Restaurant's training is aimed at long-term development for employees

In T1, 34% of the participants stated that they are strongly agree with the restaurant provides every employee with training to improve their knowledge, skill, abilities and others. In T2, 28% of the employees were strongly agreed and agreed with the restaurant training programmes help in enhance employee competency. In T3, 30% were strongly disagreed that restaurant regularly organize training programmes. In T4, 30% disagree and strongly disagree with restaurant regularly organize training programmes. In T5, 38% strongly agreed with restaurant's on-the-job and off the-job training is effective. In T6, 32% were

disagreed with the restaurant's training is aimed at long-term development for employees as shown in Table 13 and Figure 3.

Table 13
Training

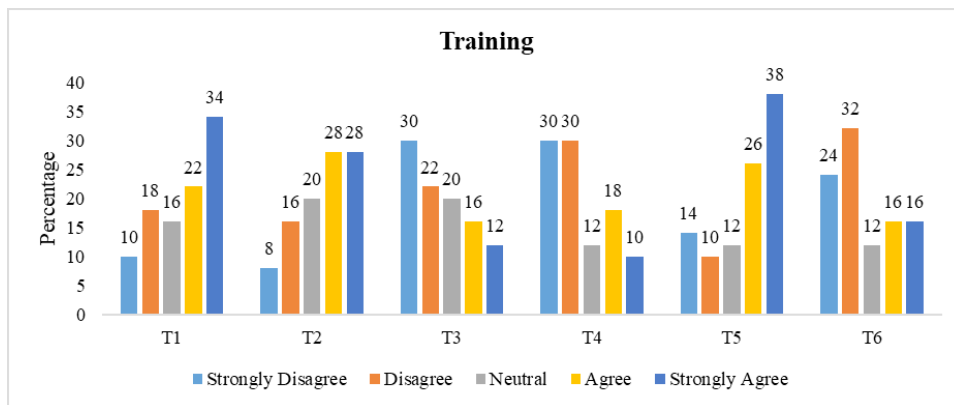|	*Strongly Disagree*	*Disagree*	*Neutral*	*Agree*	*Strongly Agree*
T1	10	18	16	22	34
T2	8	16	20	28	28
T3	30	22	20	16	12
T4	30	30	12	18	10
T5	14	10	12	26	38
T6	24	32	12	16	16

Figure 3: Training

Team Work (TW)

In Team Work (TW), the sub questions are framed as:

TW1 - Restaurant management encourages team work

TW2 - Restaurant management involves employees at each level in decision-making process

TW3 - Restaurant management involves employees at each level in setting targets

TW4 - Restaurant has in place a suggestion scheme

TW5 - Team work helps employee to improve performance

TW6 - Team work leads to trust among members

In TW1, 46% of the participants stated that they are strongly agree with the restaurant management encourages team work. In TW2, 38% of the employees were strongly agreed management involves employees at each level in decision-making process. In TW3, 44% were strongly agreed that restaurant management involves employees at each level in setting targets. In TW4, 36% agreed with restaurant has in place a suggestion scheme. In TW5, 36% strongly agreed with restaurant's team work helps employee to improve performance. In TW6, 36% were Strongly agreed with the restaurant's team work leads to trust among members as shown in Table 14 and Figure 4.

Table 14
Team Work

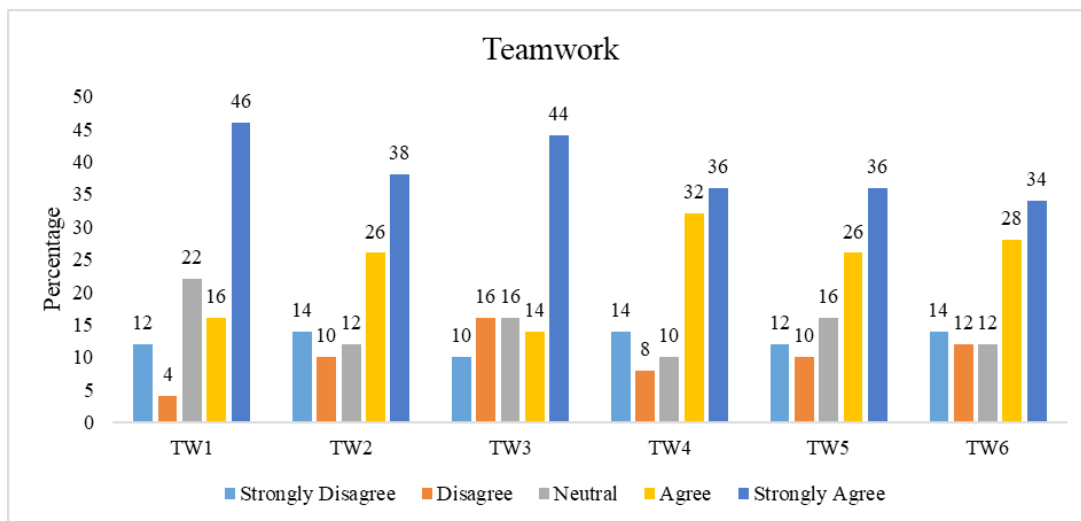|	*Strongly Disagree*	*Disagree*	*Neutral*	*Agree*	*Strongly Agree*
TW1	12	4	22	16	46
TW2	14	10	12	26	38
TW3	10	16	16	14	44
TW4	14	8	10	32	36
TW5	12	10	16	26	36
TW6	14	12	12	28	34

Figure 4: Teamwork

Performance Appraisal (PA)

In Performance Appraisal (PA), the sub questions are framed as:

PA1 - Restaurant's performance appraisal system is objective and can quantify results

PA2 - Restaurant's performance appraisal process is transparent

PA3 - Restaurant's performance appraisal ensures growth and development of employees oriented

PA4 - Restaurant provides appraisal based feedback and counseling

PA5 - Restaurant's performance appraisal process highlights areas for training

PA6 - Restaurant's appraisal system is unbiased

PA7- Restaurant decides on salary hikes and incentives /rewards based on the performance appraisal system.

In PA1, 42% of the participants stated that they are strongly agree with the restaurant performance appraisal system is objective and can quantify results. In PA2, 38% of the employees were disagreed with restaurant's performance appraisal process is transparent. In PA3, 48% were strongly agreed that restaurant performance appraisal ensures growth and development of employees oriented. In PA4, 44%

were strongly agreed with restaurant provides appraisal based feedback and counseling. In PA5, 26% neutral with restaurant's performance appraisal process highlights areas for training. In PA6, 38% were Strongly agreed with the restaurant's appraisal system is unbiased. In PA7, 42% were Strongly agreed with the restaurants decides on salary hikes and incentives/rewards based on the performance appraisal system as shown in Table 15 and Figure 5.

Table 15
Performance Appraisal

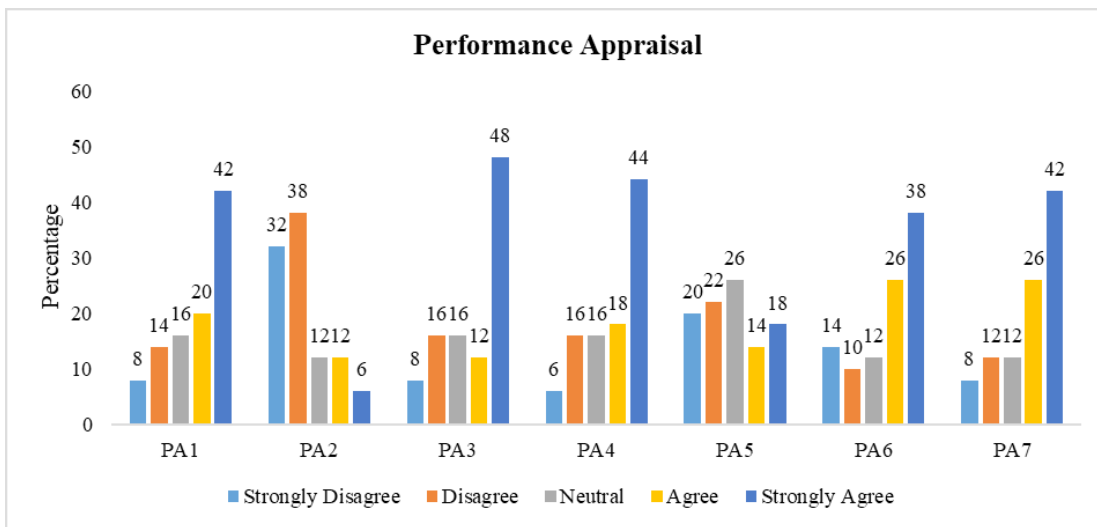|	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
PA1	8	14	16	20	42
PA2	32	38	12	12	6
PA3	8	16	16	12	48
PA4	6	16	16	18	44
PA5	20	22	26	14	18
PA6	14	10	12	26	38
PA7	8	12	12	26	42

Figure 5: Performance Appraisal

The reliability of the overall satisfaction questionnaire was verified with Cronbach's Alpha is shown that $\alpha = 0.733$ with the number of items is 30. The 95% confidence interval for the lower bound is 0.614 and upper bound is 0.829. The significant level is ñ = 0.001 level, which is highly significant as shown in Table 16.

Table 16
Intra Class Correlation Coefficient for Overall Satisfaction

Name of the Domain	Cronbach's Alpha	No. of Items	95% Confidence Interval		Significant Value
			Lower Bound	Upper Bound	
Overall Domain	0.733	31	.614	0829	.000

[**]denotes Highly Significant at P <= .01 level.

5. CONCLUSIONS

Most of the respondents were quite satisfied with the quick service restaurant. Most respondents expressed that the Line Managers and HRM Manager participate in process of recruitment & selection of an employee which matches the expectancy. It will be helpful to training to suit specific needs of employees. By the meantime, the restaurant management encourages team work of an employee based on its performance appraisal is objective and can quantify results. As a result, the employee is need training skills to improve and support the management.

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