

Unraveling Employee Satisfaction: Key Factors in Food Chain Outlets

A. Anshu Kapoor¹, B. Dr Shiv Mohan Verma²

¹Research Scholar, Swami Vivekanand Subharti University, Meerut

²Professor & head of Institution Hotel Management, Swami Vivekanand Subharti University, Meerut

Abstract - Employees are the workforce for the organization they are the one who build the organization reputation in the front of the customers and the organization where the management understand and value their employees and invest their time in training and upskilling their employees at the end only these organization are the ones who can survive the competition of the market. This study majorly focusses on the point how employee satisfaction can be achieved. The hospitality industry is more customer centric industry so to achieve the satisfaction level of the customers it is important that the people who are serving them should be happy then only they will be able to achieve their goals. The management where they can keep the workforce happy not only gets the satisfaction level and the retention of the people but also the organization will grow and would be able to achieve their goals and the target.

Index Terms—Employees, Satisfaction, Customer Centric, Training and Upskilling, Goal & targets

I. INTRODUCTION

The employees are the pillars of an organization and they are the one who makes the organization strong and create a very positive image about the organization in the market. The hospitality industry is more people oriented as the employees needs to always directly deal with the customers hence it becomes important for the management that they should keep on training and invest time in up skilling their (Waqanimaravu & Arasanmi, 2020) workforce so that the people working with them become more productive and able to understand and resolve all the complaint at the initial point (Parikh & Dutt, 2022). The organization must ensure that the employees working with them have positive attitude as the employees who are positive only takes every task with enthusiasm and always, (Jowalie Wampande & K.

Osunsan, 2020) they try to give their full potential in achieving the company goals as they understand that when the company grows, they will also get growth. The purpose of the study is to understand the behavior of the employees and to understand the factors that are key responsible for the satisfaction of the employees. (Simbine & Tukamushaba, 2020) There are many factors that are responsible and help the employees to keep them motivated in the workplace. So, this paper is an attempt to identify those factors so that the management knows the factors which are key responsible for the satisfaction of the employees

II. LITERATURE REVIEW

In this we have covered the existing work on the given topic and also we have covered the work done by the research scholar on the employee satisfaction and to understand it from the prospect of the hospitality sector. In this we have covered the existing work that has been done pertaining to this topic and also the gap that is uncovered related to this sector.

The study done by the researcher (Heimerl et al., 2020) was done to understand the factors that are important for the satisfaction of the employees with respect to the hospitality sector as one of major issue that is generally faced by the hospitality sector is retention of the employees this study that shed the light on the intrinsic and extrinsic factors that are responsible for the satisfaction of the employees the study results that the intrinsic factor are more responsible for the satisfaction of the employees and then there are two thing that are pivot one is the leadership and second is the management.

(Osborne & Hammoud, 2017) also focused on the importance of the leadership and in satisfaction ;level of the employees for this the leader in the organization needs to keep rewards, empower their staff and create

the strong relationship with the people working with them will help them to not only create the healthy relation but also will improve the profitability of the organization and in case required the strategies needs to be refined in a way that it ultimately helps in achieving the organizational goals.

(Avey et al., 2012) This study adds a significant piece in the research where it was very well highlighted the significance of the leadership. The finding which came from this study that when the management encourages the employee thoughts and value their thinking this helps in creating the work place which is highly motivated and it helps in the Psychological well being of the people.

(Kim et al., 2005) This study highlighted that if the employee efforts are recognized and always praised this will help in lower the turn over and the employee will be more committed towards the organization and as well as bring the motivation in them to keep improving on their quality of the services which in turn will help the organization to grow as the staff working with them is highly motivated.

(Dorta-Afonso et al., 2023) this study focused that the High Performance work system is having the direct impact on the employee attitude and also indirectly improve the satisfaction level of the employees and this study has highlighted the importance of improving the employee attitude towards their work.

(Arnett et al., 2002) The study done by the researcher has highlighted that the hospitality sector is growing at the rapid speed and with this the competition in this sector is also increasing so the major need to promote the organization is through marketing and for that the internal people who are working in these sector must be aligned accordingly as then only these employees will be able to provide the required services to the customers which will help them to satisfy and in turn will do the word of mouth publicity.

The study done by (Le et al., 2023) has focused on creating the pride in the hospitality employees regarding the work they are doing and there were surveys done on the same and which also indicated that the employees who are happy and feel good what they are doing in their job these employees doesn't leave the organization which helps the organization in the retention of the employees.

This study has involved 352 employees has mentioned that there is a positive relation between these two components one is the job engagement and

the other is the organizational commitment when there is the engagement of the employees it directly affects on the commitment of the people within the organization. (Jung & Yoon, 2016)

III. RESEARCH METHODOLOGY

This study is based on the data that is collected from secondary sources as the study is collected from secondary sources and hence creates a strong framework of theoretical work. There are different sources which were used for the research on the topic and the following are the area from where the data was collected.

- The articles which were published on newspapers and websites.
- Published Research paper.

IV. OBJECTIVE OF STUDY

- To understand what is the importance of the satisfaction of employees of hospitality sector.
- To understand the different factors that are responsible for the satisfaction level of employees.
- To understand how the employees help in the growth of the organization.
- The challenges the management of the organization faces in satisfying the employees.

V. RESULTS

It has been observed by the study performs (Perić et al., 2019) on the hotel Prolom Banja that the employee satisfaction vary on the basis of the experience and age of the employees the employees who are fresher or at the beginning of their career for them the motivation at the work comes from the salary and it has been observed in the study that once the employee has an experience their priority changes and for those employee the working environment and the work culture of the organization matters a lot.

The study which was done by (Pandey et al., 2021) of KFC where in it has bring out the fact that being the KFC into customer satisfaction sector and to achieve the satisfaction level of the customers the first and the most important factor that came is the management plays an important role in motivation of the employees

and it has been observed that where the management understand their employees and keeps on motivating them that organization is only able to get the maximum retention of their employees.

(Oyewole Oluwaseun, 2020) the major thing for employee satisfaction comes through the growth that they get within the organization and for this the management needs to provide them the platform where they have an equal opportunity to grow and get the success as per their performance and this will always keep the employee motivated to work more and achieve the platform where they can get growth and the promotions.

VI.CONCLUSION

In conclusion, this study underscores the pivotal role that employee satisfaction plays in the success and growth of organizations, particularly within the context of the customer-centric hospitality industry (Inversini et al., 2020). Employees are the backbone of any organization, shaping its reputation and directly impacting customer satisfaction. As revealed through our analysis of various sources and studies, several key factors emerge as critical to achieving and maintaining employee satisfaction.

Firstly, recognizing that the needs and priorities of employees (Manna, 2008) evolve with experience and age is crucial. Early in their careers, employees often prioritize salary, while more seasoned employees emphasize the importance of a positive working environment and organizational culture. This understanding allows management to tailor their strategies accordingly.

Secondly, management's role in motivating and supporting employees cannot be overstated. Studies highlight that organization where management (Jwmaa et al., 2022) understands and consistently motivates their workforce experience higher employee retention rates.

Lastly, providing opportunities for growth and advancement within the organization is vital. Employees are more likely to remain motivated (Chong et al., 2021) and engaged when they see a clear path for their career development based on their performance.

In a customer-centric industry like hospitality, employee satisfaction is not just an internal concern but a linchpin for delivering exceptional customer

experiences. Organizations that prioritize employee well-being and growth are better equipped to achieve their goals and thrive in a competitive market. Thus, fostering employee satisfaction should be a strategic imperative for any forward-thinking organization in the modern business landscape. (Huertas-Valdivia et al., 2022)

REFERENCE

- [1] Arnett, D. B., Laverie, D. A., & Mclane, C. (2002). Using Job Satisfaction and Pride as Internal-marketing Tools. *Cornell Hotel and Restaurant Administration Quarterly*, 43(2), 87–96.
<https://doi.org/10.1177/001088040204300209>
- [2] Avey, J. B., Wernsing, T. S., & Palanski, M. E. (2012). Exploring the Process of Ethical Leadership: The Mediating Role of Employee Voice and Psychological Ownership. *Journal of Business Ethics*, 107(1), 21–34.
<https://doi.org/10.1007/s10551-012-1298-2>
- [3] Chong, A., Alisa Hussain, I., Ahmad, N., & Kartar Singh, J. S. (2021). Organisation Justice Towards' Employees Voluntary Turnover: A Perspective of SMEs in Malaysia. *International Journal of Human Resource Studies*, 11(2), 58.
<https://doi.org/10.5296/ijhrs.v11i2.18459>
- [4] Dorta-Afonso, D., Romero-Domínguez, L., & Benítez-Núñez, C. (2023). It's worth it! High performance work systems for employee job satisfaction: The mediational role of burnout. *International Journal of Hospitality Management*, 108, 103364.
<https://doi.org/10.1016/j.ijhm.2022.103364>
- [5] Heimerl, P., Haid, M., Benedikt, L., & Scholl-Grisseemann, U. (2020). Factors Influencing Job Satisfaction in Hospitality Industry. *SAGE Open*, 10(4), 215824402098299.
<https://doi.org/10.1177/2158244020982998>
- [6] Huertas-Valdivia, I., González-Torres, T., & Nájera-Sánchez, J.-J. (2022). Contemporary leadership in hospitality: A review and research agenda. *International Journal of Contemporary Hospitality Management*, 34(6), 2399–2422.
<https://doi.org/10.1108/IJCHM-05-2021-0658>
- [7] Inversini, A., De Carlo, M., & Masiero, L. (2020). The effects of customer-centricity in hospitality. *International Journal of Hospitality Management*, 86, 102436.
<https://doi.org/10.1016/j.ijhm.2019.102436>
- [8] Jowalie Wampande, A., & K. Osunsan, O. (2020). Employee attitude and customer satisfaction in

- selected hotels in Kampala, Uganda. *International Journal of Hospitality and Tourism Studies*, 1(2), 144–150.
<https://doi.org/10.31559/IJHTS2020.1.2.8>
- [9] Jung, H. S., & Yoon, H. H. (2016). What does work meaning to hospitality employees? The effects of meaningful work on employees' organizational commitment: The mediating role of job engagement. *International Journal of Hospitality Management*, 53, 59–68.
<https://doi.org/10.1016/j.ijhm.2015.12.004>
- [10] Jwmaa, S. J., Younus, S. Q., Othman, B. J., Rashad, M. K., Kanabi, I. S., Jamil, D. A., Mahmood, R. K., & Ismail, Z. S. (2022). Motivation: Does employee motivation have influence on job satisfaction? *International Journal of Teaching, Learning and Education*, 1(4), 36–50. <https://doi.org/10.22161/ijtle.1.4.4>
- [11] Kim, W. G., Leong, J. K., & Lee, Y.-K. (2005). Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant. *International Journal of Hospitality Management*, 24(2), 171–193.
<https://doi.org/10.1016/j.ijhm.2004.05.004>
- [12] Le, L. H., Hancer, M., Chaulagain, S., & Pham, P. (2023). Reducing hotel employee turnover intention by promoting pride in job and meaning of work: A cross-cultural perspective. *International Journal of Hospitality Management*, 109, 103409.
<https://doi.org/10.1016/j.ijhm.2022.103409>
- [13] Manna, D. R. (2008). Strategic Aspects Of The Importance Of Employee Management. *Journal of Diversity Management (JDM)*, 3(1), 1–6.
<https://doi.org/10.19030/jdm.v3i1.4975>
- [14] Oyewole Oluwaseun, O. (2020). EMPLOYEE TRAINING AND DEVELOPMENT AS A MODEL FOR ORGANIZATIONAL SUCCESS. *International Journal of Engineering Technologies and Management Research*, 5(3), 181–189.
<https://doi.org/10.29121/ijetmr.v5.i3.2018.190>
- [15] Pandey, R., Rao, K. S., Er, C. C., Kee, D. M. H., Chua, W. J., Hon, H. S., Tan, C. Y., Tayal, S., Sariya, S., & Narendath, P. (2021). A Case Study of Consumer Satisfaction of Kentucky Fried Chicken. *International Journal of Tourism and Hospitality in Asia Pasific*, 4(2), 98–111.
<https://doi.org/10.32535/ijthap.v4i2.1060>
- [16] Parikh, P., & Dutt, C. S. (2022). Impacts of staff demographics on complaint management behaviour in five-star hotels in Dubai. *International Hospitality Review*, 36(2), 199–219.
<https://doi.org/10.1108/IHR-03-2021-0016>
- [17] Perić, G., Dramićanin, S., & Sančanin, B. (2019). Employee satisfaction in hotel industry: The case of hotel Radan in Prolom Banja. *Bizinfo Blace*, 10(2), 25–41.
<https://doi.org/10.5937/bizinfo1902025P>
- [18] Simbine, B. D., & Tukamushaba, E. K. (2020). The effect of employees' behaviour on organisational competitiveness in hospitality. *Research in Hospitality Management*, 10(1), 43–49.
<https://doi.org/10.1080/22243534.2020.1790208>
- [19] Waqanimaravu, M., & Arasanmi, C. N. (2020). Employee training and service quality in the hospitality industry. *Journal of Foodservice Business Research*, 23(3), 216–227.
<https://doi.org/10.1080/15378020.2020.1724850>