

AN EMPIRICAL STUDY ON JOB SATISFACTION AMONG EMPLOYEES OF THE FOOD INDUSTRY IN INDIA

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Abstract

Accordingly, job happiness is becoming ever more crucial for sustainable labor market development and, in addition, regions and destinations. This study, therefore, seeks to analyze elements that influence job satisfaction in order to acquire a better understanding. Motivation enhances employees' performance and also raises their job devotion. This illustrates that it is highly vital to motivate people. They are distinctive, with individual requirements, potential, values, and objectives. Their fast-food workers are distinctive. Satisfaction with employment contributes to inspiration for work. Therefore, they tend to be driven to work if employees are satisfied. The study outlines measures that could boost fast-food employees' motivation and explores the reasons behind a low level of employee motivation. This will also help the quick food industry management to improve its staff performance. This study aims to look into the factors that influence the employment of fast-food restaurant workers in India.

Keywords: Job Satisfaction, Employee Satisfaction, Hotel Industry, Motivation, Fast Food.

1. Introduction

The degree to which an employee is satisfied with his or her employment is referred to as work satisfaction. This can aid in improving an employee's positive work attitude. A cheerful or pleasant emotional state that emerges from a positive evaluation of one's job or work experiences is referred to as employee satisfaction. As stated above, the turnover of employees in the fast-food company is always high owing to work discontent. As duties in the business are monotonous and rarely

rotated to allow employees to enhance their abilities and performance, which might contribute to ultimate job satisfaction, absenteeism has also increased as a result of work-related stress. Since one-third of their day is spent at the office, employees seek acceptable conditions of work, an attractive work environment, and cooperation staff to feel comfortable at work. In order to provide high-quality services, employees must be paid well, have access to medical care, and receive other perks. Workers' happiness is almost synonymous with their motivation. When employees are satisfied and motivated, they are more likely to create high-quality work and provide excellent customer service. The unfortunate employees will provide high absenteeism, poor quality results, and a large share of staff turnover. Poor working conditions, a lack of fringe benefits, an authoritarian management style, and other factors may contribute to employee dissatisfaction. These shortcomings influence worker performance, particularly in the fast-food industry. As a result, work satisfaction has been identified as a critical component in the fast-food business for reducing employee dissatisfaction with their job or organization in terms of absenteeism and attrition.

Employees are key players in human and social resources growth and development and are important knowledge and support for sustainable human resources management (HRM). The HRM idea needs to be revised because of current issues, with sustainable HRM a more suitable method for real management of human resources. The purpose of sustainable human resource management is, without compromising profitability, to accomplish long-term goals and results with emphasis on employees and care, engagement, development, external collaboration, flexibility, labor regulatory compliance and co-operation.

Job satisfaction influences efficiency and work results and the achievement of an enterprise's objectives with regards to consumer satisfaction, overall service quality, customer satisfaction, customer loyalty, and brand identity. This is particularly important for the service industry as adequate service quality requires attitudes and conduct that influence the experiences and expectations of the customers.

The restaurant industry has some features that distinguish it in comparison to the manufacture, supply, and use of goods from many other industries. It depends on the direct interaction between several people. Employee satisfaction is an essential factor in the retention and performance of customers in such an environment. Identified job satisfaction as a happy or optimistic emotional state as a result of work or work experiences. Work satisfaction has also shown a clear correlation with organization, and workers who are happy with their employment are viewed as more secure in their organizations.

Restaurant staff is typically working in low-paid employment demanding long hours and relentless physical requirements. Therefore, due to low work satisfaction, the employee turnover is higher than the average. A variety of metrics, including reviews from employees and their clients, employee answers to superintendents in weekly meetings, and periodic performance evaluations, evaluate employee satisfaction in the restaurant industry.

The study serves as a simple forum for employers in the fast service sector to assess the employee's interest in feeling that they are satisfied with their work and motivating factor that have to be changed to fulfill the job. This study focuses on the principal components of work satisfaction that are considered essential in the hospitality field.

2. Job Satisfaction

Job satisfaction is a crucial aspect that cannot be exaggerated, as it encompasses a wide range of mental, physiological, and environmental aspects that influence an employee's job satisfaction, emotional stability, and sociability.

Job satisfaction is defined as "a person's attitude toward their work." It stems from their perceptions of their jobs and the degree to which the individual and the company are a good fit. If employees fulfill their employment and work expectations, job satisfaction is a personal attitude to work and a pleasant emotional situation. Employee satisfaction is described as employees' emotional responses to their work obligations, which has a large impact on employee motivation, which, in turn, has a substantial impact on productivity and, as a result, total company performance.

Because of the attitudinal character of job happiness, an individual is more likely to stick with a sustaining job and leave disappointing work. Job satisfaction has been shown to be linked to organizational commitment in studies. There are four components that make to job satisfaction:

- Attitudes towards administration
- General circumstances of work
- Attitude towards colleagues
- Financial benefits

Job satisfaction occurs when a job meets the expectations, values, and standards of an individual, impacting their commitment and performance. The bigger the proportion of expectations fulfilled, the greater the satisfaction of employees. Employees will be satisfied if the results they obtain or the processes they are involved in are justified. However, they warn that a contented employee is not invariably a productive employee. A pleasant sensation arising from an employee's view of his or her work is also referred to as job satisfaction. Moreover, job satisfaction is an attitude and a state in which quantitative or qualitative performance can be linked. Simultaneously, they agreed that job satisfaction is an attitude toward one's employment as well as cognitive, affective, and evaluative reactions to it. Some people may be constantly content with their jobs, while others may be dissatisfied on a regular basis. Thus, job satisfaction can be described by defining a series of attitudes about a person's employment, feelings, beliefs, and behaviors. In order to carry out this study, satisfaction with work can be described as an attitude linked to work, which expresses a quantitative or qualitative emotional sense of success.

Many studies have shown that employee motivation affects job happiness and that the level of motivation affects productivity and, as a result, company performance. Worker opinions affect work satisfaction and have a substantial impact on the entire content of the employee. Monetary pay has a significant effect. The criteria that have a significant impact on job satisfaction and career progress include age, seniority of employment, gender, education, employment, skills, and employment. Communication and the type of work together with national culture are also drivers

of employee happiness, which moderates the relationship between leadership behavior and employee happiness and increases satisfaction.

Lack of job satisfaction leads to a rise in absenteeism, staff turnover, work stress, a drop in motivation, efficiency, and productivity. The hotel industry currently seeks to develop employee happiness in order to encourage their experience in changing their behavior and perspectives, improve transparency and access to them and bring them closer to the employer.

The study serves as a foundation for employers in the fast service sector to identify employee interests, make them feel at ease in their jobs, and uncover motivational factors that may be adjusted in terms of fulfillment, resulting in increased job satisfaction. This research focuses on the essential aspects of job satisfaction in the hospitality business.

3. Pay and Benefits

One part of the business plan of the fast-food industry was mentioned: low compensation. Fast food restaurants also employ exploited immigrant laborers, according to reports. The fall in demand for semiskilled and unskilled labor wages can be attributed to outsourcing. This has an impact on workers' living standards because they are unable to support their families on their meager income. Instead of raising employee wages, most fast-food restaurants opt to hire lower-wage, non-unionized workers. It has been suggested that the fast-food industry's excessive standardization of work justifies low wages and benefits. Because they have no other option, inexperienced people who are capable of doing the job are easily hired. Because workers' requirements cannot be met by the payment they receive in the fast-food industry, this trend leads to job discontent and excessive labor turnover. Benefits are another feature that the fast-food sector does not have. Other firms provide their employees with advantages like medical insurance and pay leave, as the fast-food industry is not noticeable. Furthermore, the employee's work-life balance is hampered by their erratic and unpredictable work schedule.

4. Working Conditions

Fast-food workers need enough resources such as time, money, and equipment to achieve their tasks effectively. However, because resources are limited, decisions must be made to share them fairly. Prioritizing the industry's demands and objectives is essential. There should be no risk to the wellbeing of employees in their physical layout, including cleanliness and organization, convenience, appeal, and stimulation (noise, air, danger, etc.).

Most fast-food firms have proven harsh and dreadful working conditions, bad compensation, lengthy-time spent at work, and lack of involvement in the decision-making of organizations, notably in the field of the labor force. Fast food work is almost all aspects highly standardized and strictly controlled.

Employees' abilities are eroded, and their task is reduced to a machine's accessory. Lights and buzzers, for example, signal when it's time to cook or bake. In addition, workers must execute a typical task without any prior experience or instruction in a single day. This could explain why people in the fast-food industry frequently change employment in different industries. This is owing to the industry's low pay and bad working conditions. Some people are interested in joining a union to negotiate with their workers, but since the fast-food firm is anti-union in its attitude, most companies are not permitted to join unions with their employees. Employees who break this rule may be fired. Another problem is that 75% of the workforce is under the age of 21 who could push the corporation to bypass the minimum salaries. It must also be noted that fast-food employees are not eligible for paid sick days.

5. Employee Motivation Practices in The Food Industry

In comparison to other industries, the fast-food business has a high turnover rate. The voluntary deletion of employees from work is due to (a) low salaries and advantages, (b), Opportunities for employment (c) independence, (d) lack of training, (e) lack of support from management, (f) and from unfavorable working conditions). Employee sales are both uncomfortable and costly to businesses and lead to increased direct and indirect expenditures. The rising number of voluntary withdrawals has made it difficult for many fast restaurant managers to find replacements. Fast food

is infamous for hiring low-skilled workers, which discourages highly skilled workers from applying for open positions. Fast food stores prefer to employ students with little or no experience, emphasizing the over qualification of highly qualified personnel.

Personnel turnover is averse to the efficiency of employees and has a negative impact on financial performance. Employee isolation is exacerbated by a lack of managerial support, work socialization, and staff participation, all of which contribute to reduced productivity and efficiency. Employee turnover is caused by a lack of training, which has a negative impact on employee competency. Employee incompetence has an impact on fast food restaurant service quality, reducing the frequency of favorable client experiences.

6. The Relationship Between Empowerment and Job Satisfaction

Empowerment has a great impact on the satisfaction of employees. Workers' ability to exert influence over their occupations, as well as sentiments of empowerment in their daily lives, contribute to job satisfaction in Western cultures. Service at the front lines Workers want some control over their positions so they may tackle service-related problems (such as client complaints about food items, delayed service, and so on) that they encounter on a daily basis. The authorization of employees is described as an environment in which employees can make their own choices. Empowered CCSEs are likely to feel better about their professions and have higher job satisfaction as a result of their enhanced discretion and freedom.

In the hospitality business, there is a favorable correlation between employee empowerment and job happiness. Empowerment and employee work satisfaction has a good association. Employee empowerment also improves job happiness. Unless the link is moderated by culture variations, empowerment in the Indian hospitality industry is predicted to have a favorable impact on the attitude and behavioral responses of CCCEs.

7. Job Stress and Job Insecurity

Work stress is one of the most important things that affect employee productivity. Stress typically affects people's minds, and food suppliers also experience this phenomenon. The main cause of stress is organizational and personal issues. It is a physical and psychological consequence that leads to pressure and many requirements and cannot cater to the company's demand. The two different coping processes are positive and negative techniques, although they depend on people's choice. The positive technique helps manage stress and improves employees' performance, which also helps to promote employee satisfaction.

Employment insecurity is an uncertain condition that happens when the job is not constant. All positions are forthcoming in the current competitive economy. Employment instability is the most stressful component that results in unemployment and many health effects. It has been linked to emotional symptoms, low self-esteem, and anxiety in terms of mental health.

8. Literature Review

Adriana Anamaria Davidescu [2019] The aim of this study is to investigate the impacts, such as contractual, practical, working, and working flexibility, of many types of flexibility on satisfaction, to stress the relevance of workforce expansion and flexibility in balanced workforce elements (HRM). To achieve this, Romanian employees supplied feedback for developing a "employee flexibility composite indicator," which took into account several types of flexibility. Data was collected from a statewide sample through several communication studies. Additionally, binary logistic regression models were employed to measure the effect of individual and staff independence on overall job satisfaction. The impact of new forms of work environments (flex workplaces, coworkers, On the job (FO, CW, HOT, HOP): full home office, partial home office efficiency, job satisfaction, organizational success, professional growth, as well as social and professional partnerships, and personal and professional efficiency, in addition to overall career encouragement, is a particular focus of the study.

Peter Heimerl. *et al.* [2019] The aim of this research is to investigate factor influences in order to have a better understanding of work satisfaction. 345 workers were interviewed using an online

questionnaire about various areas of job satisfaction. According to the statistics, the most important determinants for job happiness are good relationships with supervisors, adherence to duty rosters, and opportunity for professional progress. On the other hand, remunerations, task portfolios, working environments, and infrastructure were less important factors. The findings provide central themes and avenues for future research into job happiness. The report provides therapists with important information on how to increase long-term and effective employee work satisfaction.

ChaohuiWang [2021] The purpose of this research is to look into the actions of global hotel chains headquartered in China in terms of corporate social responsibility (CSR) and how they impact local Chinese workers. As Because CSR operations fluctuate depending on the country and background, this study developed a scale of CSR indicators based on international hotel chains in China that have released CSR reports and conducted thorough literature reviews. The proposed method was then tested using a PLS-SEM to describe the relationship between (CSR) activities and local employee employment measures. The validation of a 4-dimensional CSR formational structure has resulted in several phases of qualitative and quantitative research with 2451 local Chinese staff of multinational hotel chains: environment health, well-being of the employees, corporate ethics, and well-being of consumers have also been key considerations.

Shumaila Naz. *et.al.* [2021] The goal of the study was to look at the function of organizational engagement (OC) and "personal organization fit" (POF) in mediating causal links between a pleasant work environment (SWE) and "employee retention" (ER). 1,000 surveys were issued to employees of every worldwide fast-food chain (restaurant) in Lahore, Pakistan. A cluster sampling approach was used to select restaurants from clusters. Questionnaires were created with various items taken from previous studies to elicit responses using quantitative methods. As a result of the investigation, it was discovered that (SWE) has a positive and significant link with (ER). Furthermore, (OC) & (POF) acted as a link between (SWE) and an unknown entity (ER). This study suggests that practitioners of human resources (HR) should continue to develop ways for the communication of an SWE that promote excellent connection interpersonal connections, leading to ER.

Muhammed Alnsour& hadeelrakan al faour [2019] This article is intended to examine the relationships between interactions between the customer brand public in social media and customer intention in restaurant visits, using the principle of expected conduct. A transversal study approach was performed with a conclusive and descriptive result. The studies show that BCE influences customer perceptions. The restaurant &(SN) can't moderate a close alliance with the objective between ATT for dinners and visits. In addition, only their restaurant visit behavior can be predictable with a customer's goal. This study shows that the service can focus on their marketing communications through the social media community of restaurants, which focuses on how customers increase their commitments while recognizing and potentially improving their attitudes towards their experiences in restaurants. The relationship between restaurant companies' social media activity and group engagement, as well as customer plans to dine out.

A. Arun *et al.*[2021] The study aims to assess employee job satisfaction at quick-service restaurants, which are the hospitality industry's fastest-growing outer appearance. To accomplish this, a pragmatic survey of 250 employees from national and international branded Quick Service Restaurants in Chennai was conducted. The SPSS statistics program (21.0) disseminated a methodical questionnaire among employees, collects data, and conducts statistical tests. The study shows that employee happiness is strongly correlated to salaries, promotions, and employment possibilities in rapid-service restaurants. Full-time staff is more satisfactory than part-time staff. Improving employee happiness and regular training enhances work satisfaction.

Sakshi *et al.* [2021] Motivation enhances the employees' level of performance and boosts their job commitment. This shows that it is very vital to motivate staff. Fast-food workers are individuals with unique needs, potential, values, and goals. Employment satisfaction contributes to motivation for employment. Therefore, employees are often motivated to work when they are satisfied. The study outlines measures that could boost fast-food employees' motivation and explore the reasons behind low employee motivation. This will also help fast food industry executives improve their staff performance. The operational personnel, cashiers, and administrative employees all provided information. This study aims to look into the elements that influence fast-food restaurant employee

career opportunities in Delhi. To obtain firsthand data for this study article, we used quantitative methods.

Neha Bhadoria [2021] It is an era of intense competition among numerous firms, and employees are finding it difficult to survive in this highly competitive environment. It is self-evident that no organization can function effectively unless its people are committed to attaining its objectives. The fast-growing fast-food sector in India, which includes major foreign restaurant chains, is the subject of this study. Despite the fact that structured Fast Food restaurants are part of the hospitality sector, they are referred to as Quick Service Restaurants because of the demand and service structure. According to a CRISIL study, the fast-food business in India is expected to rise to Rs.70 billion by 2021. The reasons for India's rapid growth can be attributed to rising purchasing power, globalization, the emergence of nuclear families, and changing lifestyles. It must be fascinating to explore how much attention is paid to staff satisfaction by management that sets such a high value on customer happiness, given the ongoing push to offer speedy and good service to customers.

Nnenna E. Ukandu [2020] Job satisfaction in every organization, even fast food outlets, raises the level of performance. Satisfaction in the workplace helps encourage employee engagement. Satisfaction with employees is crucial to build and grow the organization. They are distinctive, with individual requirements, potential, values, and objectives. Their fast-food workers are distinctive. The amount of motivation at the workplace may also increase employee happiness. Therefore, employees are also motivated to achieve organizational goals when they're satisfied. This article examines elements impacting employee satisfaction in the fast food industry to propose solutions that increase the employee satisfaction of foodstuffs in a fast-food sector so that employees and companies can achieve a high degree of success. A study focused on the fast-food business in particular. Only fast food employees with at least six months of experience were recruited for the study to ensure a reliable and valid answer. Data were acquired from operating workers, management, cashiers and supervisors alike. Research findings suggest that the personal growth rate in the workplace of the employees has not been sufficient at 56.1 percent. The flexible time schedule was also not particularly satisfying for the workers as they had flexible time over

busy periods at times. Furthermore, employees could not take part in choices that impact them. As a result, it is proposed that Fast Food employees be empowered through effective decision-making involvement. In addition, coaching and feedback system should boost staff skills.

Nan, Li [2019] In many years, substantial research has been conducted on the subject of labor turnover. Personnel who are satisfied are more likely to remain in a company. According to research, there are a variety of reasons for unhappiness, and they vary depending on the scenario. One of the key objectives was to investigate the causal impact of the turnover of labor in quick food restaurants in Dublin. This was accomplished by a self-completion questionnaire based on a staff census used to gauge employee opinions and attitudes. The main driving forces of turnover were found, pay rates, lack of career progression, hours of work, training, low employee recognition, relations between employee and employer, working conditions, and communication.

9. Methodology

Because an employee's age, level of education, length of work experience, and marriage status can all have an effect on their overall job satisfaction, the respondents were divided into high and low groups so that the impact of these factors on the respondents' overall job satisfaction could be examined. Based on median age, experience, and education, the responses were split into two groups. In addition, the respondents were divided into married and unmarried subsets. In addition, the respondents were divided into married and single groups. Table 1 displays the average variations in work satisfaction between the various respondent demographics.

Table 2 illustrates that only the z-ratio for age groups is statistically significant. This finding implies that there is a considerable gap between the happiest workers in the youngest and oldest age brackets. Older respondents report greater happiness in their jobs than their younger counterparts. Overall job happiness can't be explained by factors like marital status, level of education, or years in the workforce.

According to Table 3, the unhappy participants' customized mean satisfaction was significantly and noticeably higher than that of the satisfied participants' for all job parameters except for boss's

behavior, job position, and coworker relationships. Overall job satisfaction was shown to be significantly different from satisfaction with individual aspects of employment.

Table 3 displays the descriptive statistics for the job satisfaction- related parts of the performance evaluation procedure. The assessment of the completeness of the covariance matrices in the table also revealed that the pairwise correlation matrices of the dependent variables did not have the same degree of equality between the groups. Satisfied respondents had a mean pay score of 67.82 (S.D=6.97), while unsatisfied respondents had a mean pay score of 69.65 (S.D=9.58). Similarly, disgruntled workers averaged 70.89 out of 100 when asked to take part in decision making. Hair et al. (2024) stated that the Cronbach's Alpha value should be greater than 0.6, and the reliability of the composite.

TABLE 1 RELIABILITY AND VALIDITY.

Factor	KMO	Eigen-values	Bartlett's (sig.)	Cronbach's alpha	Composite reliability	Description
Job satisfaction	0.557	2.981	0.241	0.67	0.74	Reliable
Job behavior: Performance	0.621	3.427	0.000	0.71	0.81	Reliable

TABLE 2 JOB SATISFACTION MEAN DIFFERENCES BY AGE, EDUCATION, EXPERIENCE, AND MARITAL STATUS (N=300).

Groups	No. of respondents	Mean	.Err. Mean	z	Sig.(two tailed)			Mean Differ.
Low age High age	153	67.31	9.38	0.759	- 2.008	298	<.05	- 2.073
	143	69.38	8.46	0.698				
Lower education Higher education	222	69.38	8.82	0.592	0.638	298	N.S	0.749
	78	67.77	9.48	1.073				
Low experience High experience	154	67.68	9.18	0.740	- 1.271	298	N.S	- 1.318
	146	69.00	8.76	0.725				
Married Unmarried	274	68.21	9.08	0.549	- 0.698	298	N.S	- 1.288

	26	69.50	7.97	1.562				
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TABLE 3 THE MEAN DIFFERENCES IN JOB SATISFACTION BASED ON THE LEVEL OF SATISFACTION OR DISSATISFACTION WITH VARIOUS JOB FACTORS (N=300).

	Group based on Satisfaction	Mean	S.D.	N	z	d.f	Cronbach's Alpha	Composite reliability	Sig.
Pay	Satisfied	67.82	6.97	62	1.588	298	0.64	0.71	<.01
	Dissatisfied	69.65	9.58	238					
	Total			300					
Promotion	Satisfied	65.56	9.25	217	2.871	298	0.68	0.75	<.01
	Dissatisfied	69.45	11.24	83					
	Total			300					
Job status	Satisfied	68.65	8.12	236	5.699	298	0.71	0.72	NS
	Dissatisfied	67.63	10.25	64					
	Total			300					
Job security	Satisfied	67.31	7.89	180	2.873	298	0.67	0.78	<.01
	Dissatisfied	68.45	8.66	120					
	Total			300					
Working condition	Satisfied	68.79	7.75	220	6.327	298	0.72	0.82	<.01
	Dissatisfied	63.01	9.62	80					
	Total			300					
Behavior of boss	Satisfied	68.54	8.46	252	4.518	298	0.64	0.73	NS
	Dissatisfied	65.84	7.68	48					
	Total			300					
Open communication	Satisfied	64.26	8.88	229	5.277	298	0.61	0.71	NS
	Dissatisfied	68.31	9.45	71					
	Total			300					
Autonomy in work	Satisfied	68.7	7.68	224	6.025	298	0.69	0.82	<.01
	Dissatisfied	65.54	8.99	76					
	Total			300					
Good work recognition	Satisfied	69.22	7.68	130	3.287	298	0.66	0.84	<.05
	Dissatisfied	68.57	8.79	170					
	Total			300					
Decision-making Participation	Satisfied	68.34	8.25	167	3.782	298	0.68	0.77	<.01
	Dissatisfied	70.89	9.41	133					
	Total			300					
Relationship with colleagues	Satisfied	71.56	7.98	291	.0982	298	0.62	0.72	N.S
	Dissatisfied	68.18	3.16	9					
	Total			300					

9. Conclusion

Employees who are sufficiently compensated, mentored, empowered, respected, promoted, and trusted are more likely to stay at a company. For an industry that focuses immediately on providing its customers quality service that keeps pace with time and consumer numbers at once and has customers with concerns such as taste, hygiene, cleanliness, and rapid service simultaneously, it is difficult to provide employees with concerns an enjoyable work atmosphere. Since fast food is a rapidly increasing sector in the world, as well as in India, it is necessary to investigate the attitudes of those who work in this business toward the issue of job satisfaction. According to the findings, employee work satisfaction at a quick service restaurant appears to be difficult, but the issue is considerably more significant in the hospitality industry. The study has an impact on working hours, monotonous work, career advancement, and other factors that lead to job unhappiness. The hospitality industry has found certain strategies to boost employee motivation in terms of career growth, which helps employees stay on the job.

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