

# ***A Statistical Analysis of Factors Affecting Employee Job Satisfaction in Hospitality Industry: A Case Study of Grade A level Restaurants in Butwal, Nepal.***

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## **Abstract**

*The objective of the study is to analyze the factors affecting employee job satisfaction in restaurants in Butwal, Nepal. The independent variables under study are: working conditions, remuneration, employees' relationship with supervisors, and co-worker relations, while the dependent variable is employees' job satisfaction. The structured questionnaire survey was conducted by taking a sample of 92 respondents from the grade 'A' level restaurant of Butwal area. The descriptive research design using correlation and regression was used to analyze the data. Primary data was collected from sampled staff of Restaurant industry of Butwal. The summarized data is presented using percentages and presented using tables and pie charts. Research ethics were observed before, during and after carrying out the research. Study results indicate that two factors remuneration plan and relationship with co-workers had a significant relationship with dependent variable. The findings also indicate that factors attributes to working conditions and relationship with supervisors were the most statistically significant independently with employee' job satisfaction.*

**Key words:** working conditions, remuneration, employees, job satisfaction.

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## **I. Introduction**

Newstrom and Keith (2011) define employees' job satisfaction as "a set of unfavorable and favorable emotions and feelings which employees view with their work". According to Parvin and Kabir (2011), "in the competitive environment of today, work is a key aspect in the lives of people, and since most of the time is spent in the work place, their satisfaction with the jobs they undertake is of essence". Employees in hotels play a significant role for the development of the hotel. The success of the hotels depends on managing and retaining the qualified, skilled, experienced and energetic employees (Aksu, 2000).

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Job satisfaction are a set attitude towards work and job satisfaction is required by all employees which affects turnover, absenteeism and performance. Employees that are more satisfied with their jobs or work are less absent and would stay on longer in their jobs

compared to the least satisfied employees. Employee job satisfaction in the hotel industry is determined by a variety of factors, the work itself, wages or salaries, growth and upward mobility, supervision, colleagues and attitude towards work (Lussier, 2008). The employee will be satisfied if they are happy with the working environment, getting the right rewards and recognition from the management, getting a kind of job guarantee and security from the organization (Heskett, Sasser & Schlesinger, 1997). The hospitality industry is an important service sector in Nepal. In Nepal, the contribution of Travel, Tourism and Hospitality Industry/Sector is 6.7% of GDP. This sector has provided employment of 6.9% of the total employment of the country (World Travel and Tourism Council, 2020). The issue of high employee turnover rates is the problems highly reflected on hotel business, and there is only a small possibility for hotel managers to influence this with their skills and knowledge to satisfy and retain the employees (Azic, 2017). Nepal cannot be an exception to it and employee retention is a matter of concern in the hospitality industry in Nepal (Sthapit & Shrestha, 2018). Employee turnover in the hotel sector happens when there is dissatisfaction in the job (Sangaran & Jeetesh, 2015). Therefore, the objective of the study is to analyse the factors affecting employee job satisfaction in Nepalese hospitality industry.

The main focus of the study is to examine the four factors namely, working conditions, remunerations, employees' relationship with supervisors, and co-worker relations and their effect on the levels of job satisfaction of the employees working in the restaurant industry. This includes the various kinds of workers involved in the industry i.e. cooks, cleaners, waiters and any other staff. The definition of satisfaction in its most basic form is the feeling of achieving a goal or an objective. Job satisfaction is a function of how motivated, pleased, and satisfied employees are with their work. It shows how well people are performing in relation to the duties and responsibilities placed upon them at their workstation.

Employee retention is the main challenge facing the restaurant industry because these people are constantly searching for better chances elsewhere because they are not satisfied with their current positions. Because employees make significant contributions to the productivity of the company, raising job satisfaction is crucial to boosting employee loyalty. It goes hand in hand with customer retention because, for instance, if employers take good care of their staff, the staff will take better care of consumers, creating a win-win scenario. (Rastogi, 2021).

A restaurant is simply a place to have food outside your home. It is smaller in size than a hotel as it does not have accommodation facilities. The one and only feature of a restaurant is the kind of food and/or beverages it serves to its customers. There are all sorts of restaurants in all cities of the world ranging from budget to very expensive ones where international cuisine is served and the ambiance is great. Some restaurants also serve alcoholic drinks for which they obtain a license from the administration.

This research aims at examining the influence of working conditions, remuneration, relationship with supervisor and co-worker relationships on the dependent variable, job satisfaction. Though the current study only focuses on working relations, remuneration, and relationship with supervisor and co-worker relations, there are other factors which influence employees' job satisfaction. According to the Hotel and Restaurant Association Rupandehi, the category of Restaurant Business is being categorized on the basis of investment. There were more than 500 restaurants businesses in Butwal city. There were 50 above grade A level restaurant in the Butwal area.

## II. Literature Review

The literature reviewed here, for the most part, directs attention to the poor uptake of HRM in most hotels. However, this does not appear to be significantly different from other service and manufacturing SMEs. Where firms have adopted HRM practices this appears to have

been carried out in a rather ad hoc manner and there is little evidence of any form of integration with business strategy.

The significance of picking the suitable type of inspiration apparatus at hotel business can expand efficiency. The examination proposes an "association, inspiration show" derived from clarification at the literature (Çetin, 2013). The motivating forces that ought to be utilized to build representative execution include consolidating them agreeably that contemplates the requirements of every worker (Larisa & Tampu, 2015). It has been studied that the adequacy of inspiration is critical and crucial to rouse representatives to their ePay consists of cash compensations which are directly provided by employers for the work performed by the employees. Pay consists of two main elements i.e., the base pay which is compensation given based on some pre-defined rates e.g., amount of time spent on the job by the employee such as hourly weekly rates and pay contingent on the employee's performance e.g., merit increases, incentive pay, bonus pay etc. Of this two, base pay forms the largest component of the total reward package for most employees, (Green, 2010), (David Mwakidimi Msengeti\*, 2015).

### **2.1 Working conditions and employee job satisfaction**

Painoli and Joshi (2012) analyzed the relationship between employees' working conditions – working environment, fair treatment and working hours and employees' satisfaction with their jobs in Pharmaceutical industry in Industrial area of Bhangwanpur, India. The study concluded that managers or supervisors ought to pay attention to employees' working conditions, which include working hours, working environment and fair treatment in order to make them feel motivated and unbiased towards the managers' behavior. This study, undertaken in India, focused on the pharmaceutical sector, which is different from the hotel industry. There is thus need to undertake a study, using the same variables focusing on the hotel industry in Kenya.

Working conditions and employee job satisfaction Working conditions depict an important role from the time when its impacts on job satisfaction and as workers relate to physical working environment will ultimately reduce more progressive level of job satisfaction. For instance, Bridger and Brusher (2011) argued that when people are distracted by noise that is unexpected, such as telephone rings, crowding or conversations, they are disturbed. MacMillan (2012) asserts that absence of lighting causes strain. Studies by Kumar and Shekhar (2012) and Elegido (2013) established that should employees be given the freedom to do what they love most, work amongst friendly colleagues, and believe in their employers' vision and mission, they are likely to stay with the employers longer. In a study by Derick and Kotie (2009), the basic working conditions and remuneration are the reasons that waiters in South Africa do not stay in the occupation for a long time. Along with that is the high risk of immediate dismissal which reduces the security that the occupation provides. The same was reflected through the large percentage of waiters who are not expected to work a notice period. It was specified that this sector was vulnerable for the employees as it is majorly an unorganized sector where there is an uneven negotiating power between the employer and laborer. (Kalleberg (2013), using a mixed method research, made a comparison between the effect of intrinsic and extrinsic job characteristics on job satisfaction of front-line health workers, in the United States. Both intrinsic and extrinsic job characteristics correlated with job satisfaction, with pay particularly significant. These findings underscore the growing influence of financial rewards on job satisfaction across different countries. In Britain, Bryson, Barth, and Dale-Olsen (2012) used linked employer-employee data to examine how wages relate to non-pecuniary employees' job satisfaction, job anxiety and pay satisfaction. Findings show that higher salaries associated with higher job anxiety than lower salaries. Employees could experience low job satisfaction after a certain level of salary increases, considering that job satisfaction can have a curvilinear and bell-shaped relationship with salary 14 (Al-Zoubi,

2012). Possible explanation is employees may want to reciprocate employers' decision to pay higher wages, and by so doing create internal pressure and worries. Internal pressure can lead to employee dissatisfaction. Bareket-Bojmel, Hochman, and Ariely (2014) examined how monetary and nonmonetary bonuses affect employees' productivity; they concluded that although both types of bonuses increased productivity, nonmonetary bonuses had a slight advantage over financial bonuses. These findings affirm Herzberg's MHT that materialistic values can potentially be dissatisfying. Despite this evidence, Giancola (2012b) lamented the tendency at which Human Resource Management professionals underestimate the importance of aligning benefits programs to employees' preferences. Accordingly, Giancola (2012a) advocated the need for further studies about the effect of pay on employee's motivation to work. 1Sanjul Rastogi, may 5, 2021)

## 2.2 Remuneration and employees' job satisfaction

Basar (2011) noted that extrinsic rewards include benefits, money and promotion, while intrinsic rewards include the feeling of being recognized as having been a member of the team that brought success and having a sense of achievement. Morgan, Dill, and

## 2.3 Relationship with supervisors and employee job satisfaction

Okediji, Etuk and Nnedum (2011) analyzed the influence of relationship between supervisors' support and co-workers' involvement on job satisfaction of 150 employees of a brewery company in Uyo, Nigeria. The result of a 2-way ANOVA for unequal sample size indicated higher job satisfaction for employees who perceived their supervisors as supportive compared employees who saw their superiors as unsupportive. At the organizational level, Muse and Wadsworth (2012) showed that employee's perception of organizational support has a robust and 16 a positive relationship with task performance and job dedication. Business leaders can motivate and empower employees by improving supervisory and organizational support. Supervisors may motivate their staff through constructive feedbacks.

Bowen, Cattell, Distiller and Edwards (2008) conducted a research of employees' job satisfaction amongst Quantity Surveyors. The research revealed that a low degree of supervision and cordial relations amongst employees significantly influenced job satisfaction among the Quantity Surveyors. Landry and Vandenberghe (2012) drew on social exchange theory and hierarchical linear modeling to examine the influence of supervisor-employee relational commitments on employee job performance. Three hundred employee-supervisor dyads completed two sets of survey questionnaires in nine Canadian public health organizations. The result indicated supervisor and employee positive commitment correlated positively. Supervisor emotional intelligence can have a similar effect on employee motivation.

## 2.4 Relations with co-workers and job satisfaction

Employees' job satisfaction can be affected by such organization's social environment as coworker interactions. If employees interact with peers or colleagues who are supportive, they feel comfortable, which positively influences their performance (Parvin&Kabir, 2011). According to Basar (2011), employees have preference for work when working with co-workers who are not only co-operative and supporting, but also friendly. (Başar, 2011). Ajayi and Abimbola 17 (2013) assert that employees who develop and maintain cordial relationships with their coworkers stand higher chances of achieving work satisfaction than the employees who do not.

Good working relationships with colleagues can engender a healthy working environment that enhances personal satisfaction. Moor, Leahy, Sublett, and Lanig (2013) studied the effect of nurse-to-nurse relationship on work environment of registered nurses in

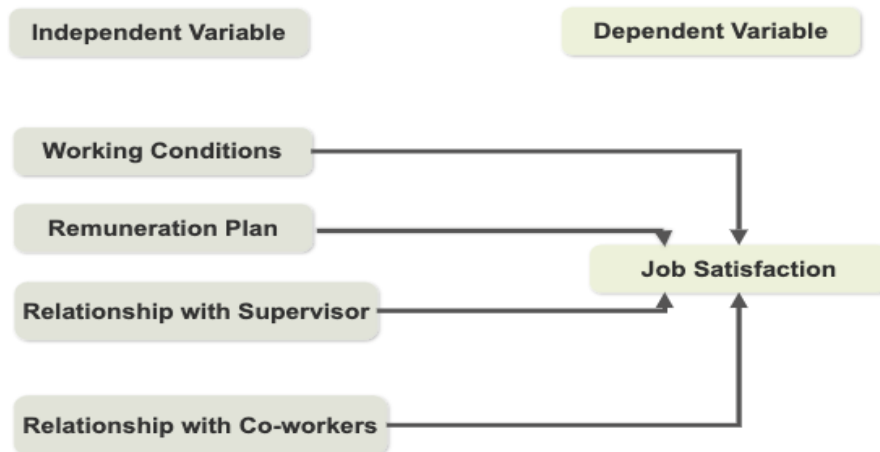
southwestern Ohio (N = 82). The study was a mixed method design. The result indicated that to poor relationship among co-workers, a considerable number of sampled nurses contemplated making an exit from the professions. They cited the critical importance of supportive interpersonal behaviors among staff on personal satisfaction of nurses. The study is a useful foundation to examine a larger sample of workers in other professions, locations, industries, and countries.

**2.5 Job Satisfaction**

Kumari (2016) studied employees’ satisfaction in the Indian hotel sector, where two hotels ITC Maurya and TajMahal were sampled. Descriptive research design was adopted and sample size 60 employees selected, with equal representation from each of the two hotels. Findings show that employees felt very satisfied when exposed to the eight selected parameters. Kiruthiga and Magesh (2015) carried out a study entitled “Rouse employee loyalty through job satisfaction” in Australia using a sample of 500 employees in the hotel industry. Exploratory factor analysis identified key factors to job satisfaction (working environment, human resource policies, training 19 and development, career building and work relationships) and employee loyalty (career development, job security and commitment). An examination of the inter-relationship revealed that work environment, working relationship and human resource policies have a greater impact on employee loyalty.

**III. Conceptual Framework**

A conceptual framework explains the relationship between the independent and dependent variables



**IV. Research Methods**

According to the Hotel and Restaurant Association Rupandehi, the category of Restaurant Business is being categorized on the basis of investment. There were more than 500 restaurants businesses in Butwal city. There were 50 above grade A level restaurant in the Butwal area. Out of those 50 plus restaurant, we selected randomly 10 restaurant for our data collection.

The population for the study is the entire number of employees employed in Butwal's area of grade A level restaurants. Purposive sampling was used to pick the 92 employees from various restaurants who would participate in the questionnaire survey. The survey participants were chosen based on convenience and was performed in Butwal area.

Working conditions, remuneration, relationships with supervisors and co-worker relations were taken into consideration as independent variables in order to achieve the study's goal, and employee job satisfaction was thought of as a dependent variable. The research design for the study was descriptive and analytical.

In order to assess the accuracy of the data, the Cronbach's Alpha was calculated. The F-test was used to assess the goodness of fit and establish whether there is or is not a significant difference between the means of the variables under investigation. In the restaurant industry, regression analysis was used to demonstrate the impact of working conditions, remuneration, relationship with supervisors, and relationships among co-workers on employee job satisfaction. The study used employee perceptions job satisfaction in connection to working conditions, remuneration, relationships with supervisors, and coworker relations as a basis for analysis. A survey using a questionnaire was carried out in a Butwal restaurant to gather data. The questionnaire was created and given to restaurant staff members based on Abdullah, et al. (2011) and Hussein (2017). Every question on the survey measuring job satisfaction based on a Likert scale, which ranges from 1 (strongly disagree) to 5 (strongly agree). The questionnaire also asks about the respondents' demographics, including their department of employment, gender, age, and educational background.

#### 4.1. Multiple Linear Regressions

This is used to test the significance of relationship between all independent variables and dependent variables. It shows us the effect an independent variable has on the dependent variable when one of the independent variable is varied, while other remains fixed. Besides, it is use to create a model equation in order to examine the effect of independent variables towards dependent variable.

$$Y = a + bX_1 + cX_2 + dX_3 + eX_4 + U$$

Y = Value of the dependent variable, which is financial literacy

a = Constant; equals the value of Y when the value of all independent variables are equal to zero b, c, d, e = the slope of regression line

All X = Independent Variables. X<sub>1</sub> = Working Conditions

X<sub>2</sub> = Remuneration

X<sub>3</sub> = Relationship with Supervisor

X<sub>4</sub> = Relationship with co-workers

U = Random term associated with each observation

## V. Results and Analysis

**Table 1****Reliability test of Data.**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.823	20

Since value of Cronbach's Alpha value is more than 0.7. This indicates that the questions that were designed for collecting data are very good and they shall give the desired output of our research objective.

**a. Descriptive statistics**

The descriptive information of the variables used in the study is analyzed in this section.

**Table 2****Frequency and percentage distribution**

		Frequency	Percent
Gender	Male	53	57.6
	Female	39	42.4
Academic Qualification	SLC/SEE	17	18.5
	+2	52	56.5
	bachelor's	22	23.9
	masters	1	1.1
Name of Department	service	57	62
	housekeeping	4	4.4
	kitchen	20	21.7
	manager	11	12
Number of years worked in the restaurant	less than 1 yr	45	48.9
	1	1	1.1

	<b>1-2 yr</b>	28	30.4
	<b>2-3 yr</b>	7	7.6
	<b>3-4 yr</b>	3	3.3
	<b>more than 4 yr</b>	8	8.7

Out of total respondents, 57.6% were male, and 42.4 % were female. Out of total respondents, 18.5 % were SLC/SEE passed out, 56.5% were +2 passed out, 23.9% were bachelor's passed out, 1.1 % had completed masters. Out of the total respondents maximum respondents were from service department i.e. 62% and minimum respondents were from housekeeping department. Out of the total respondents, the maximum respondents are the ones who have worked for less than one year and the minimum are the ones who has worked for one year.

Table 3

*Descriptive information of the major independent variables*

	Minimum	Maximum	Mean	Std. Deviation
age of respondents	17	39	21.92	3.623
Job satisfaction	2.67	5.00	3.7609	0.55761
Working conditions	3.20	5.00	4.1196	0.45651
remuneration	1.25	5.00	3.3533	0.73394
Relationship with supervisor	2.80	5.00	3.9978	0.47946
Relation with co-workers	2.00	5.00	3.7754	0.60343

The mean and standard deviation of, age of respondent is 21.92 and 3.623. average job satisfaction of employees is 3.7609 which indicates that employees are simply satisfied with their job. Besides, the mean of other independent variables i.e. working conditions, remuneration plan, relationship with supervisor, and relationship with co-worker are 4.1196 ,3.3533, 3.9978 and, 3.7754 which implies There were 50 above grade A level restaurant in the Butwal area. There were 50 above grade A level restaurant in the Butwal area that employees are satisfied, neutral, satisfied and satisfied with respective indicators.

#### **b. Bivariate Analysis and Screening of Variables**

This section contains the information about the variation in outcome variable i.e. job satisfaction on the basis of various factors and degree of association between them. The significant variables selected from screening with the help of independent t test, ANOVA



and correlation coefficient are taken as independent variables for explaining the job satisfaction level of employees.

**Table 4****Comparison of job satisfaction on the basis of gender**

	t	df	Sig. (2-tailed)
Job satisfaction of the respondents	1.658	90	0.101

Since,  $0.101 > 0.05$ , which means that the job satisfaction of the respondent has no significant relationship with gender.

**Table 5****Comparison of job satisfaction by age**

ANOVA					
Age Group of respondents	N	Mean	Std. Deviation	F	Sig.
17-19	18	3.7593	0.56943	0.087	0.967
20-25	66	3.7576	0.57153		
26-30	5	3.8667	0.55777		
30 above	3	3.6667	0.33333		
Total	92	3.7609	0.55761		

The Average job satisfaction of age group of 26-30 are higher than other age groups working in restaurant and Since,  $0.967 > 0.05$ , which means that the job satisfaction of the respondent has no significant relationship with age.

**Table 6****Comparison of job satisfaction by qualification**

ANOVA
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academic qualification	Mean	N	Std. Deviation	F	Sig.
slc	3.7451	17	0.57166	0.709	0.549
2	3.7949	52	0.52871		
bachelor's	3.7273	22	0.62264		
masters	3	1	-		
Total	3.7609	92	0.55761		

The job satisfaction of respondents who have completed their +2 is higher than others, and Since  $0.549 > 0.05$ , which means that the job satisfaction of the respondent has no significant relationship with qualification.

**Table 7**

***Comparison of job satisfaction by number of years worked in restaurant***

ANNOVA					
number of years worked in the restaurant	Mean	N	Std. Deviation	F	Sig.
1	3.3333	1		1.345	0.253
less than 1 yr	3.763	45	0.59723		
1-2 yr	3.631	28	0.52383		
2-3 yr	4.1905	7	0.37796		
3-4 yr	3.7778	3	0.3849		
more than 4 yr	3.875	8	0.53266		
Total	3.7609	92	0.55761		

The Average job satisfaction level of respondents who has worked for more than 4 years is higher than others and Since  $0.253 > 0.05$ , which means that the job satisfaction of the respondent has no significant relationship with the number of years worked in restaurant

Table 8

Comparison of job satisfaction by the department worked.

ANNOVA					
name of department	Mean	N	Std. Deviation	F	Sig.
service	3.7661	57	0.55978	1.706	0.172
housekeeping	3.1667	4	0.63828		
kitchen	3.8333	20	0.5353		
manager	3.8182	11	0.50252		
Total	3.7609	92	0.55761		

The job satisfaction level of respondents who is working in kitchen department is more than others and Since  $0.172 > 0.05$ , which means that the job satisfaction of the respondent has no significant relationship with the department worked in restaurant.

There is positive relationship in between the dependent variable job satisfaction and independent variables i.e. working conditions, remuneration plan, relationship with supervisor, relationship with co-worker.

Table 9

Correlation Test of dependent variable with independent variables:

Correlations					
		working conditions	remuneration plan	relationship with supervisor	relationship with co-worker
Job satisfaction	Pearson Correlation	0.26	0.332	0.22	0.463
	Sig. (2-tailed)	0.012	0.001	0.035	0

### c. Regression Model for Explaining job satisfaction of employees.

Before running the multiple regression model, the presence of co linearity among the above listed variable is checked using variance inflation factors (VIFs) and the result is shown in the following table.

*i. Test of presence of multicollinearity*

Table 10

*Test of presence of multicollinearity*

Collinearity Statistics		
	Tolerance	VIF
Working conditions	0.57	1.753
Remuneration Plan	0.631	1.585
Relation with Supervisor	0.631	1.584
Relation with Co-Workers	0.682	1.467
gender	0.924	1.083
age of the respondents	0.575	1.74
academic qualification	0.781	1.281
number of years worked in restaurant	0.681	1.468
name of department	0.793	1.262

Since, the VIF of all the independent variables is less than 10, which means that there is no such collinearity among the independent variables used in the data.

*5.3.2 Coefficient of Determination (R Square)*

The table contains values of coefficient of determination with standard error of the estimates.

*Table 11: Coefficient of Determination (R Square)*

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.5	0.250	0.233	0.48837

The value of Adjusted R-squared is 0.233. This interprets that set of predictor variables i.e, remuneration plan, relationship with co-workers is able to explain the variation of about 23.3% in the dependent variable i.e job satisfaction, adjusted for the number of predictors in a model.

### 5.3.3 Overall test of significance

Table 12 reveals the overall test of significance of the coefficients of the fitted model.

Table 12: Overall test of significance

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.067	2	3.534	14.816	0
Residual	21.227	89	0.239		

Table 12 shows that the p value is 0.00 this value is less than 0.05. Thus there are significant differences in between the factors affecting job satisfaction of employees.

### 5.3.4 Fitted Model for job satisfaction

Table 13 reveals the results of the fitted model for job satisfaction taking selected significant independent variables.

The table 13 examines which of the four independent variables will influence the most in job satisfaction among the respondents. Relationship with the co-workers has the strongest impact on job satisfaction. It is concluded that Relationship with the co-workers has the strongest predictor to Job Satisfaction among all the independent variables.

Table 13

Fitted model for job satisfaction of employees

Coefficients					
Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	1.868	0.351	5.317	0.000
	Relationship with co-worker	0.366	0.090	4.071	0.000
	Remuneration plan	0.152	0.074	2.056	0.043
	Working conditions	-0.005	0.141	-0.034	0.973

	<b>Relationship with supervisor</b>	-0.067	0.127	-0.524	0.602
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Thus, the determinant of Job Satisfaction can be summarized by the following equation:

$$\text{Job Satisfaction} = 2.033 - 0.005 \text{ working conditions} + 0.152 \text{ Remuneration} - 0.067 \text{ Relationship with supervisor} + 0.366 \text{ Relationship with co-workers} + U$$

From the equation, if one unit of working condition is increased, it will leads to an decrease of 0.005 in Job Satisfaction.

Besides, If one unit of remuneration is increased, it will also lead to an increase of 0.152 in Job Satisfaction.

While one unit of relationship with supervisor is increased, it will lead to a decrease of 0.067 in Job Satisfaction.

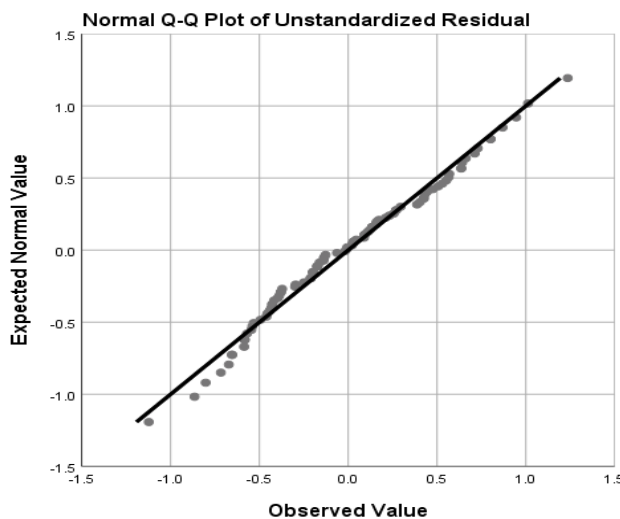
Furthermore, one unit of relationship with co-worker increased will leads to a 0.387 increase in Job Satisfaction.

In conclusion, the multiple linear regression results show that there is significant impact on Job Satisfaction when the independent variables are regressed together.

**5.4 Residual Analysis**

This section includes the information how the job satisfaction is adequately explained by the fitted model.

*5.4.1 Test of Normality of Residuals: Kolmogorov Smirnov*



*Figure 1: Test of normality of residuals*

The figure shows that there is no such huge deviation of residuals from the normal line except slight deviation starting the ending of normal line. It indicates that the residuals are approximately normally distributed.

Table 14 shows the goodness of fit of the estimated model is judged by KolmogorovSmirnov test.

Table 14: Test of goodness of fit

	N	Mean	S.D	Kolmogorov test	p-value
Residuals	92	0	0.4822	0.072	0.25

The p-value obtained from Kolmogorov-Smirnov test is greater than 0.05 which indicates that the coefficients of residuals are seen to be insignificant in overall. Non-significant p-value suggests that the estimated model fit is well.

5.4.2 Test of Homoscedasticity of Residuals

The following figure is the scatter plot of residuals versus predicated values from the fitted model.

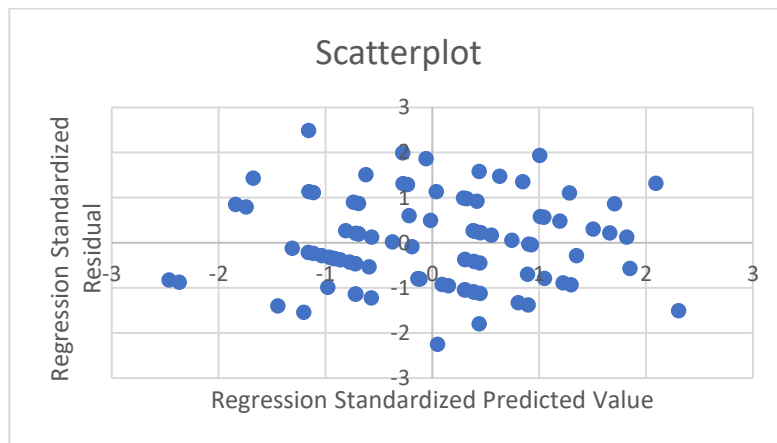


Figure 5: Test of Homoscedasticity of Residuals

The figure shows that there is no such difference in variation in residuals, which indicates that there is no such high degree of heteroscedasticity.

**VI. Discussions of Major Findings**

Table15

Results of tested of Hypotheses

Hypothesis	Accepted/Rejected	Significant level
H1: There is a significant relationship between Job Satisfaction and working conditions.	Accepted	0.012<0.05

H2: There is a significant relationship between Job Satisfaction and remuneration.	Accepted	0.001<0.05
H3: There is a significant relationship between Job Satisfaction and relationship with supervisor.	Accepted	0.035<0.05
H4: There is a significant relationship between Job Satisfaction and relationship with co-workers	Accepted	0.00<0.05

## VII. Summary and conclusion

One of the main purpose of the study is to find the satisfaction level of restaurant employee in restaurant industry of Butwal. Study also explores the factors affecting on employee satisfaction in the restaurant industry. The quantitative research method used is more relevant to the current study. The questionnaires were used as an instrument to collect the data, and the Likert scale questions were used. The multiple regression model was used to analyze the data.

Furthermore, the study also compares the satisfaction level of lower staff and supervisors in the restaurant industry of Butwal. The job satisfaction level of respondents who are working in the kitchen department is more than others. The job satisfaction level of respondents is higher who have worked for more than 4 years experience than others. The current study also demonstrates that the employees of the restaurant industry in Butwal are dissatisfied with the working conditions offered by restaurant managers. The multiple regression model was run to evaluate the factors that influence employee satisfaction in the restaurant industry. The study found that enumeration and relations with co-workers have a significant impact on employee job satisfaction. Still, the relationship with supervisors and working conditions have a negative significant impact on employee job satisfaction in restaurants of Butwal.

The findings of the study are applicable to the human resource managers of the Nepalese restaurant sector in formulating the policies and programs related to the job satisfaction of their employees, considering factors such as remuneration, working conditions, relationship with supervisor, and co-workers relations.

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