

An Empirical Study of the Dialectical Relationship between Job Satisfaction and Job Performance of Restaurant Employees in Dekina Local Government of Kogi State, Nigeria

JA'AFARU GARBA SULE

Department of Business Administration, Faculty of Management Sciences, Kogi State University
Email: wisdomjaff@yahoo.com

AKEEM TUNDE NAFIU

Faculty of Management Sciences, Centre For Pre-Degree and Diploma Studies
Kogi State University
Email: tundenafiu01@gmail.com

E. VICTOR OKPANACHI

Department of Business Administration, Faculty of Management Sciences
Kogi State University
Email: Vicnike22@gmail.com

DOI: 10.6007/IJARBSS/v4-i5/885 URL: <http://dx.doi.org/10.6007/IJARBSS/v4-i5/885>

Abstract

This study focused on the dialectical relationship between job satisfaction and job performance of restaurant employees in Dekina Local Government of Kogi State, Nigeria. The purpose of this study is to finding out whether there is positive relationship between job satisfaction and job performance of restaurant employees. The study used both primary and secondary source for gathering reliable and adequate data and information. The primary sources of data include the personal interview and questionnaire administered to the sampled restaurants. Taro Yamani sampling method was adopted to determine the sample size, and Bowler's proportional allocation method to distribute questionnaires in these selected restaurants in Dekina Local Government of Kogi State, Nigeria. To analyze the data gathered for this study, descriptive statistical tool, percentages, table and Likert Scale method were used. The study revealed that job satisfaction can influence job performance positively. It was concluded that a happy employee makes happy customers come again and this keeps the business on track, and that the Job satisfaction of employees can influence their job performances in a direct proportion. The study therefore recommended that restaurant business owners should motivate their employees and make them to perform more next time to increase reward.

Keywords: Restaurant Business, Forced Ranking System, Person-Job Fit, Job Satisfaction And Job Performance

Introduction

Restaurant Businesses in developing countries, including Nigeria, grow slowly without potential for future expansion. The popular hallmark that restaurant business requires: little skill, little capital, little or no educational qualification and little government concern; have constituted the business myopic scope in Nigeria. To this backdrop, most restaurants have faced mortality due to owners' negligence about their employees' emotion towards the job they do.

Employees and their roles are very essential in goal achievement if managers would be careful of leaving no corpse on their management path. According to Dongs et al (2009), the only resource that can dream, conceptualize ideas, design structure, formulate policy and strategy, implement ideas and plans towards the actualization of an organizational goal is human resource. Human resource easily recognized as the most important of all the resources required for production of goods and services are the key to efficient service delivery, (Onah, 2008).

Aggregate studies have found that between 40 and 80% of customer satisfaction and loyalty is determined by the customer-employee relationship, (Coffey, 2014). A manager or an employee, whether in the private or public sector, who underrates the critical role and underplays the important of people in goal achievement, can neither be effective nor efficient, (Onah,2008)

It is substantially evident that big restaurants face bureaucratic bottleneck concerning their employees' performances. The quality of service that buys customers' heart depends largely on the emotional condition of employees and his/her attitude at work. A competent employee needs to be motivated and retained, trained and developed strategically to achieve the desired objective. Without an adequate, skilled and well-motivated workforce operating within a sound human resource management programme, development is not possible, (Onah, 2008). This made Coleman (2010) deduced that motivated employees are productive, happy and committed. Good employee behaviour at any restaurant can give a winning competitive edge among competitors.

Objectives of the Study

This study aimed at finding out the dialectical relationship between job satisfaction and job performance of restaurant employees in Dekina local government of Kogi State, Nigeria. This study therefore focuses on:

- i. Determining whether the relationship between job satisfaction and job performance among restaurant employees are positive.
- ii. Determining what turns the employees off on their job.

Research Hypothesis

In order to establish a valid argument and corroborate necessary facts concerning the objectives above, a hypothesis was drawn:

H₁ : That job satisfaction influences job performance positively

Review of Relevant Literature

Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs, (Spector, 1997). Workers' decisions about whether to work or not, what kind of job to accept or stay in, and how hard to work are all likely to depend in part upon the worker's subjective evaluation of their work, in other words on their job satisfaction, (Clark, 1998).

According to Muller and Kim (2008), there are two types of job satisfaction based on the level of employees' feelings regarding their jobs:

- i. **Global job satisfaction**, which is the most studied, refers to employees' overall feelings about their jobs.
- ii. **Job facet satisfaction**, which refers to feelings about specific job aspects. Examples are salary, benefits and the quality of relationships with co-workers.

Dimensions of Job Satisfaction

Locke (1976) presented a summary of job satisfaction dimensions that have been established to contribute significantly to organizational commitment, the particular dimensions represent characteristics associated with job satisfaction. The dimensions are work itself, pay, promotions, recognition, working conditions, benefits, supervision and co-workers.

Leon (2010) argued that people's work needs fall within 3 distinct areas which are:

- i. **The Physical Area**
The physical things are at the conscious level. They tend to be noticed by management.
- ii. **The Intellectual Area**
The intellectual things are also at the conscious level. Sometimes they are visible as in demonstrating skills, and at other times they are less obvious as when displaying initiative.
- iii. **The Emotional Area**
The emotional things such as caring, commitment and concern occur often at the unconscious level and as a result are not always as visible.

Making Your Employees Awesome

Employee turnover is very notorious in the restaurant business. Restaurant owners should place priority on the care of employees before taking care of their customers. There is no way the guests are going to have a great experience if employees are unhappy (Coffey, 2014).

According to Mealey (2014), 10 ways to make restaurant staff awesome are:

- i. Modeling the behaviour you want to see
- ii. Have fun at your staff meetings
- iii. Reward your staff
- iv. Don't be cheap
- v. Show respect to all staff
- vi. Get to know your staff

- vii. Address problems quickly
- viii. Encourage fun at work
- ix. Ask your staff's opinion
- x. Say thank you.

Factors affecting Restaurant employee job satisfaction.

Spector (2008) opined that job satisfaction influenced an organization's well-being with regard to job productivity, employee turnover, absenteeism and life satisfaction.

According to Linyun, et al (2009), the important influencing factors from employee's individual characteristics are

- i. The work itself
- ii. Interpersonal relationship
- iii. Salary
- iv. Development perspectives
- v. Work environment

This paper, during interview, corroborates some factors affecting restaurant employee job satisfaction as:

- i. Low or flimsy pay
- ii. The job being menial
- iii. Unethical conversation of customers
- iv. Customers' sexual harassment
- v. Stress and control at work
- vi. Lack of opportunity for personal upgrading
- vii. Owner's unfair judgment of issues
- viii. Marathon working hours
- ix. Working all hours without official break
- x. Quality of work life

Factors Affecting Restaurant Employee Retention

According to Al-Zu'bi (2010), job satisfaction is critical to retaining and attracting well-qualified workers, and more satisfied employees have more innovative activities in continuous quality improvement. Mealey (2014) outlined the following factors militating against attracting and retaining top people:

- i. Paying is relatively low in the restaurant business due to the low margins of the business
- ii. Restaurant work, especially entry positions in the kitchen and in the front of the house are usually filled with people in their late teens and 20's who usually leave for better positions or to continue their studies
- iii. Other restaurants will try to hire away good people
- iv. Areas with low unemployment and few students find it harder to fill restaurant positions
- v. People who will most likely offer for some of the most menial positions (bussers, dishwashers, etc.) may have little education

Person-job fit Creates Job Satisfaction

According to Kristof-Brown (2013), Person-Job fit is the compatibility between individuals and the job or tasks that they perform at work. Job demands a fit between itself and the person to perform it. One major persisting error with restaurant owners is the mismatch of employees and task performed. The right employee with the right knowledge, skill and ability should be selected and placed rightly on the right job. Person-job fit is related to a number of positive work attitudes such as satisfaction with the work environment, identification with the organization, job satisfaction, and work behaviours such as job performance, (Au, 2013).

Performance Appraisal

According to Root (2014), a performance appraisal system helps a business to determine potential managerial candidates, adjust the pay rate for each position based on performance and analyze employee performance to determine if further training is needed or if dismissal is appropriate.

Forced Ranking As An Appraisal Method For Restaurant Business Employees

According to Grote (2005), forced ranking systems direct managers to evaluate their employees' performance against other employees, rather than the more common (and often grade inflated) measure of evaluating performance against predetermined standards. Further more, he stressed that the result of such a process is often brutally blunt: the top 20% of performers are amply rewarded, and the bottom 10% are shown the door.

Effect of Forced Ranking

Grote Ibid cited GE Chairman Jack Welch argument that Forced Ranking:

- i. Creates a true meritocracy
- ii. Creates a more productive workforce
- iii. Enhances employee commitment
- iv. Motivate employees and make them to perform more next time to increase reward
- v. Enables managers to rank performance and talents
- vi. Establishes truth in performance management process.

Following the above argument according to Grote Ibid, the GE identified four criteria it uses to rank its managers and executives:

- i. High energy level
- ii. The ability to energize others around common goals
- iii. The edge to make tough YES or NO decision
- iv. The ability to consistently execute and deliver on promises.

Forced Ranking Versus Conventional Performance Appraisal

The table1 below depicts the distinguishing facts about the forced ranking and conventional performance appraisal.

S/N	Forced Ranking Method	Conventional Appraisal Method
1	Modern performance management process	Old rule of thumb
2	Exact performance	Inflated performance
3	Strategic appraisal method	Non-strategic appraisal method
4	Adequate provision of information	Inadequate provision of information
5	Establishment of good result	May or may not

Source: Field Survey, 2014

Argument Against Forced Ranking System

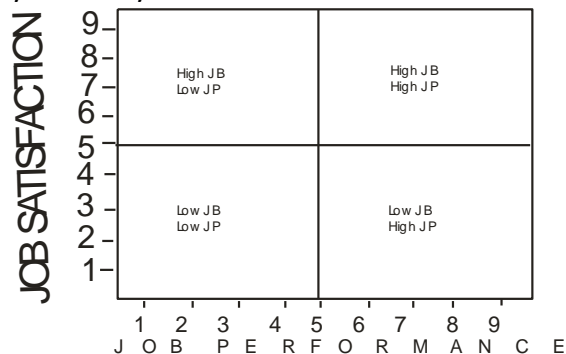
Despite the ample benefits of this appraisal system, there are some delimitating factors which brought up critics against its usefulness.

- i. Critics charge that a “rank and yank” approach is unfair to people performing at an acceptable level and create an unhealthy cult-of-star culture, (Grote, 2005).
- ii. Forced ranking may make employees doubt the future of their job, thereby leading to employee turnover.
- iii. High service and artificial performance of employees are pertinent to the approach.
- iv. Employees develop wrong impression about organizational culture.

Job Satisfaction Versus Job Performance

Employee job satisfaction and job performance are crucial factors of every leading firm in any business environment. They are inseparable, intercommunicative, systematic and consequential. It is not a fallacy that a well-motivated employee is a happy employee; a happy employee is a satisfied employee; and a satisfied employee produces a satisfactory result. Employee job satisfaction and job performance are two Siamese for stable growth in every restaurant business.

Therefore, the diagram below demonstrates the consequential relationship between restaurant employee job satisfaction and their performance in such a way that engage managers dynamically.



Source: Survey, 2014

i. When job satisfaction is high and performance is low.

From the research, it was obtained that certain reasons underlying this may be as follows:

- It maybe innate to such employee to be naturally lazy
- Over familiarity undermines the authority of the business owner/manager
- The employee may see a management style as being cheap (laissez faire manager)
- The interface between home affair and work affair

ii. When job satisfaction is high and job performance is high.

Underlying factors may be:

- Considerable level of pay
- Opportunity for self-development
- General well-being
- Satisfactory work environment

iii. When job satisfaction is low and job performance is low.

Some of the underlying reasons for this are:

- Low remuneration package
- Ill-motivational factors
- Lack of opportunity for personal growth
- The nature of the job, i.e., menial job, stressful job, fierce work condition, etc.
- The nature of the management style (autocratic management style).

iv. When job satisfaction is low and job performance is high.

This is a rare case in organizational internal environment, and some of the reasons accountable for this may be:

- Lack of alternative job opportunities
- Strict supervision
- High concern for production on the part of manager and high service on the part of employees
- Strict organizational policies and procedures

Methodology

The study used both primary and secondary data for gathering reliable and adequate data and information. The primary sources of data include the personal interview and questionnaire administered to the sample restaurants. For this study, Taro Yamani sampling method was adopted to determine the sample size, and Bowler's proportional allocation formula to distribute questionnaires to the selected restaurants in Dekina Local Government of Kogi State, Nigeria. To analyze the data gathered for this research, descriptive statistical tool, Likert Scale, percentages and table were used.

$$\text{Likert Scale Formula} = \frac{\sum FX}{N}$$

Response.

where $\sum FX$ = weighted sum of frequencies and N = Total

Mean Point of Scale = $\frac{\sum X}{n}$ where $\sum X$ =sum of nominal value and N = Number of responses categories

Cut-off Point = Mean + e , where e= error term i.e. 5% (0.05)

Taro Yamani formula:

$$n = \frac{N}{1+N(e)^2}$$

Where n = sample size; N = Population of the study; Error estimate at 5% (0.05); 1 = Constant.

$$n = \frac{50}{1 + 58(0.05)^2}$$

$$= \frac{58}{1 + 0.145}$$

$$= \frac{58}{1.145} = 50.66$$

$$= 51 \text{ approximately}$$

Bowler's Proportional Allocation formula

$$n_1 = \frac{n(n_1)}{N}$$

Where n = Overall sample size; n₁ = Population of each branch; N = The Total Population

$$n_1 = \frac{51(15)}{58} = \frac{765}{58} = 13.19 = 13$$

$$n_2 = \frac{51(10)}{58} = \frac{510}{58} = 8.8 = 9$$

$$n_3 = \frac{51(8)}{58} = \frac{408}{58} = 7.03 = 7$$

$$n_4 = \frac{51(25)}{58} = \frac{1275}{58} = 22$$

Table 2.

S/N	Restaurant	Portion Given
n ₁	Abuche	13
n ₂	Ojonugba	9
n ₃	Ojochagbe	7
n ₄	Liya-go	22
		51

Source: Field Survey, 2014

Table 2 above shows how questionnaires were distributed. Bowler method of allocation has made this research more objective enough in area of data gathering.

Data Analysis and Discussion of Findings

Table 3: The Demographic Characteristics Of Restaurant Employees At Dekina Local Government

Demography	Responses	Percentage (%)
Gender		
Female	34	66.7
Male	17	33.3
Total	51	100
Academic Qualification		
Primary school	25	49.0
Secondary school	18	35.3
Higher institution	8	15.7
Total	51	100
Seniority		
To 1 year	27	52.9
1-5 years	15	29.4
6-10 years	8	15.7
More than 10 years	1	2
Total	51	100
Age		
To 25 years	16	31.4
26-35 years	21	41.2
36-45 years	8	15.7
46-55 years	4	7.8
More than 56 years	2	3.9
Total	51	100

Source: Field Survey, 2014

Table 4: Average Annual Income Of Respondents

Annual Income	Respondents				Frequency	percentage
	Abuche Restaurant	Ojonugba Restaurant	Ojochagbe Restaurant	Liya-go Restaurant		
Below 31,000	3	4	4	-	11	21.6
31,000 – 51,000	5	3	2	10	20	39.2
51,000 – 71,000	4	2	1	8	15	29.4
71,000 – 91,000	1	-	-	3	4	7.8
Over 91,000	-	-	-	1	1	2
	13	9	7	22	51	100

Source: Field Survey(2014)

The table 4 above shows the range of the annual income of employees in the above named restaurants in Dekina Local government of Kogi State, Nigeria. It shows that 21.6% of

respondents' income are below ₦31,000 annually, 39.2% of respondents' income falls within the range of 31,000- 51,000, 29.4% of respondents' income are within the range of ₦51,000 – ₦71,000, 7.8% of respondents' income are within the range of ₦71,000 – ₦91,000, and 2% of respondents earn above ₦91,000 annually.

Table 5: What turns the restaurant employees off on their job?

Responses	Abuche Restaurant	Ojonugba Restaurant	Ojochagbe Restaurant	Liya-go Restaurant	Frequency	percentage
Low Pay	6	3	4	3	16	31.4
Menial Job	2	2	1	5	10	19.6
Customers' Embarrassment	2	4	-	6	12	23.5
Ill-motivation	1	-	-	4	5	9.8
Long Working Hour Without Meal	2	-	2	4	8	15.7
	13	9	7	22	51	100

Source: Field Survey(2014)

Table 5 shows an analysis of responses concerning what turns the respondents off on their job. It shows that 31.4% of respondents revealed that they are turned off by low pay, 19.6% of respondents revealed that their jobs are menial, 23.5% revealed that customers' embarrassment turns them off, 9.8% revealed that the restaurant owners do not motivate them well, and 15.7% revealed that long working hour without meal turns them off on their job.

Table 6: Job satisfaction influences job performance positively

Responses	Abuche Restaurant	Ojonugba Restaurant	Ojochagbe Restaurant	Liya-go Restaurant	Frequency (F)	Rating (X)	FX
Strongly Agree	6	3	3	12	24	5	127
Agree	3	2	3	6	14	4	55
Uncertain	-	2	-	2	4	3	12
Disagree	3	1	1	2	7	2	14
Strongly Disagree	1	1	-	-	2	1	2
Total	13	9	7	22	51	15	210

Source: Field Survey(2014)

$$\text{Likert Scale Formula} = \frac{\sum FX}{N} = \frac{210}{51} = 4.12$$

$$\text{Mean Point of Scale} = \frac{\sum X}{n} = \frac{15}{5} = 3.00$$

$$\text{Cut-off Point} = \text{Mean} + e = 3.00 + 0.05 = 3.05$$

The Likert method was used to determine whether job satisfaction can influence job performance positively. The mean point of the response is 4.12 while the cut-off is 3.05. The decision rule is that where the calculated mean point is above the cut-off point of 3.05, it is regarded as effective. Here, the calculated mean point of 4.12 is greater than the cut-off point of 3.05 (mean point > cut-off point). Therefore, job satisfaction influences job performance positively.

Conclusion

The issue of job satisfaction of employees varies from country to country due to economic system and particularly the industrial policies. Most restaurant business owners in developing countries do business with the motive of having the profit in whole, and caring less about the interest of their employees.

Restaurant owners particularly in Dekina Local Government of Kogi State do business in a myopic sense, leaving employee emotion maimed. The paradigm of a satisfied customer is located on a satisfied employee. Balances must be maintained between employee satisfaction concerning his/her job and customer's satisfaction, as this has significant impact on the employee job performance. A happy employee makes happy customers come again, and this keeps the business on track. The Job satisfaction of employees influences their job performances in almost direct proportion.

Recommendations

Based on the result of the study that revealed Job satisfaction as being capable of influencing job performance positively, it is recommended that:

- i. Restaurant business owners/managers should deeply find out what really motivates their employees.
- ii. Restaurant owners/managers should uphold and invest in employee job satisfaction as a better corporate strategy of achieving long term objective.
- iii. Employees should be motivated in such a way that high performance will be reinforced next time to increase reward.
- iv. Forced ranking system of performance appraisal should be adopted in lieu of the conventional system of performance appraisal.

Reference

- Al-Zu'bi, H. A. (2010), *A Study Of Relationship Between Organizational Justice And Job Satisfaction*, International Journal of Business and Management, 5(12):102-109.
- Au, A. (2013), *Understanding People at Work: Industrial Differences and Perception from Organizational Behaviour*, Flat Word Knowledge Publisher: retrieved from <https://new.edu/resources/understandind-people-at-work-individual-differences-and-perception--3>
- Clark, A.E. (1998), *Measures of job satisfaction - What makes a good job? Evidence from OECD countries*, Paris, Labour Market and Social Policy - Occasional Paper No. 34.
- Coffey, J.O. (2014), *Why Happy Employees Determine Your Success*, California, American Express Publishing
- Coleman Research Group (2010), *Employee motivation in the workplace*. Retrieved: www.incentivequotes.com/employee-motivation.html.
- Grote, D. (2005), *Forced Ranking: Making Performance Management Work*, Harvard Business School, Working Knowledge: hbswk.hbs.edu/archive/5091.html
- Kristof-Brown, A. L. (2013), *Person-Job Fit*, Encyclopedia of Industrial and Organizational Psychology; Sage Knowledge.
- Leon, J. (2010), *The 3 Dimensions of Job Satisfaction; Terrific Trading*. Retrieved: terrifictrading.com/_bpost_4_19/The_3_Dimensions_of_Job_Satisfaction
- Linyun, S., Wenbo, H. and Jia, G. (2009), *Investigation of Satisfaction Degree of Employees in Tianjin Restaurant*, Journal of Tianjin University of Commerce:en.cnki.com.cn/Article_en/CJFDTOTAL-NCPC200904027.htm
- Lock, E.A. (1976), *The nature and causes of job satisfaction*, In M. Dunnette, (ed.) *Handbook of Industrial and Organizational Psychology*, Chicago, Rand McNally, IL, pp.1297-347.
- Mealey, L. (2014), *How to Hire a Great Restaurant Team*: retrieved from restaurants.about.com/od/restaurantstaffing.htm
- Muller, C.W., and Kim, S.W. (2008), *The contented female worker: still a paradox?*. In Hegtavedt, K.A. and Clay-Warner, J. (Eds.), *Justice: Advances in group processes*, volume 25, pp.117-150, UK, Emerald Group Publishing Limited.
- Root, N.G. (2014), *How to Administer an Effective Performance Appraisal System*, California, Hearst:Smallbusiness.chron.com/administer-effective-performance-appraisal-system-751.html
- Spector, P.E. (1997), *Job satisfaction: Application, assessment, causes, and consequences*, London, Sage
- Spector, P.E. (2008), *Job Satisfaction: Application, Assessment, Cause and Consequences*; Thousand Oaks, CA: Sage Publications, Inc.