

# Examine Relationship Between Job Satisfaction on Employees Performance of Indian Restaurants in Riyadh (Saudi Arabia)

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**Abstract:** This study explores the complex interplay between work happiness and employee performance specifically in Indian restaurants located in Riyadh, Saudi Arabia. The research utilizes a mixed-methods approach, integrating both quantitative and qualitative studies to provide a thorough comprehension of these interactions. The quantitative phase, with a sample size of 100 participants, indicates that job happiness is favorably linked to monetary benefits, employee development, work environment, and work culture. Nevertheless, these findings highlight the complex and diverse nature of the connection between work happiness and employee performance, underlining the need of considering a wider array of factors and contextual impacts. The research emphasizes the need of improving the elements of work satisfaction. Monetary rewards, chances for professional growth, a favorable workplace atmosphere, and particularly, a nurturing work culture are identified as crucial factors in promoting the general well-being of employees. The results indicate that establishing a setting in which workers perceive a favorable work culture greatly boosts their job happiness. Consequently, it highlights the need of cultivating collaboration, transparent communication, and mutual regard among a workforce that is culturally varied. The article provides pragmatic suggestions for Indian restaurants in Riyadh, advocating for a comprehensive approach to personnel administration. These measures encompass improving factors that contribute to job satisfaction, expanding the range of data sources used for demographic analysis, complementing quantitative research with qualitative insights, promoting ongoing employee feedback, allocating resources to training and development, and giving priority to fostering a positive and inclusive workplace culture. To summarize, this research highlights the complex and varied aspects of work satisfaction and employee performance at Indian restaurants in Riyadh, Saudi Arabia. The study's importance is not just in the discoveries, but also in the wider implications for improving employee well-being and performance in the competitive environment of Riyadh's Indian restaurant industry.

**Keywords:** *Job Satisfaction, Employee Performance, Indian Restaurants, Work Environment, Employee Development.*

## 1. Introduction

Job satisfaction is generally stated as an employee's emotional reaction to a job, which is measured by comparing the actual outcomes with the expected results. It's often understood to be a multifaceted notion that includes

workers' feelings about their company and its environment. Scholars and business leaders alike have taken an active interest in the topic of worker satisfaction. A reliable evaluation of an employee's level of contentment in their position is crucial for any company (Akpofure, Rim, O. Israel, Imide, & Okokoyo, Ikhifa., 2006<sup>1</sup>).

There is a positive relationship between job happiness and productivity, according to studies in the behavioral and social sciences (Bartel, A.P., 1981<sup>2</sup>). The practice of surveying workers about their level of contentment in the workplace has become more common in modern businesses. Management's rising interest in employees' mental and physical health is reflected in this trend (Castillo, Jaime. X., & Cano, Jamie., 2004<sup>3</sup>). Productivity, employee retention, customer pleasure, and company longevity are only few of the outcomes of a single ruling variable. Additionally, it gives direction on how staff should be exploited in order to obtain not only effective results but also boost their commitment, morale, and motivation (Diaz-Serrano, L., & Cabral. Vieira, J.A, 2005<sup>4</sup>).

#### **Job satisfaction & employee's performance conceptual background:**

Lingga (2020) determines that work-life balance and job happiness have a substantial impact on employee performance, whether individually or collectively. Frequently, we tend to emphasize work above other aspects of our life. Possessing the desire to achieve professional success might lead us to disregard our personal well-being. Nevertheless, how can we get a work-life equilibrium that aligns or integrates with work-life to be advantageous, enabling us to enhance not only our physical, emotional, and mental welfare, but also crucial for our professional growth. The current expansion of the business sector is rapidly accelerating, leading to a very intense and competitive environment. To attain the objectives, the organization undeniably employs a strategic approach to ensure the realization of these aims. One of them pertains to a strategic approach within the domain of human resources. It is undeniable that the human resources inside a business play a crucial part in the organization's success in attaining its objectives. Presently, the human resources department has a crucial and influential role in attaining the objectives of the firm. The attainment of firm success is intricately linked to employee performance, which is significantly impacted by factors such as job happiness and work-life balance.

According to Wambui et.al. (2017<sup>5</sup>), job satisfaction refers to an individual's subjective evaluation of their work, based on their characteristics and perspectives. It encompasses the degree of happiness or dissatisfaction experienced in relation to various aspects of the job, considering the relative importance of each aspect. Wexley and Yukl contend that work satisfaction refers to an employee's emotional state toward their employment. Job satisfaction refers to the emotional state experienced by a person in relation to their own self and their employment. Job satisfaction is the subjective evaluation of an employee's level of contentment or dissatisfaction with their employment or work-related circumstances.

Pebiyanti and Winarno (2021<sup>6</sup>) discovered that work-life balance had a good and substantial impact on employee performance at Bank BJB Tasikmalaya Branch. The concept of work-life balance becomes a compelling subject of conversation when someone achieves success in both their personal life and professional endeavours. In addition to work happiness, another contributing element to a company's success in meeting operational aims is the satisfaction experienced by its personnel. As a State-Owned Enterprise operating in the hospitality service sector, Grand Inna Medan is inevitably affected by the COVID-19 epidemic and the fierce rivalry among hotels in the city of Medan. Hence, it is essential for Grand Inna Medan to prioritize the perpetuity of the participation and status of the current workforce inside the organization to ensure the advancement of the firm. Each employee's work-life balance varies based on their unique backgrounds. The current epidemic has significantly affected the work-life balance and job happiness, thereby impacting the workers' performance.

Performance, in essence, is the outcome of a process that is referenced and evaluated within a certain timeframe, based on predetermined rules, circumstances, or agreements. Mangkunegara (2016<sup>7</sup>) contends that employee

performance is determined by the outcomes of an individual's labor, which is measured by both the quality and quantity of tasks accomplished in line with assigned obligations. According to Sutrisno (2016<sup>8</sup>), performance refers to the successful completion of an employee's job tasks in terms of their quality, quantity, working time, and collaboration in attaining the objectives set by the firm.

**Significance of the study:**

The authors assert that this research is very significant as it enhances our comprehension of the intricate relationship between work happiness and employee performance inside the distinct setting of Indian restaurants in Riyadh, Saudi Arabia. The study's environment is distinctive since it specifically examines eateries in Riyadh, Saudi Arabia that provide Indian food. The findings not only have practical implications for restaurant management, such as boosting staff morale, decreasing employee turnover, and improving customer service, but they also shed light on the impact of cultural factors on job satisfaction. Furthermore, this research has the potential to enhance labor regulations, provide a competitive edge to firms, and advance academic literature on the subject. Ultimately, the study has societal ramifications that include the welfare of individuals, the cohesion of families, and the overall vitality of the economy, making it a valuable and all-encompassing contribution to both the restaurant industry and the broader society.

**Review of literature:**

Employment satisfaction is defined as an individual's subjective evaluation of their employment (Pushpakumari, 2008<sup>9</sup>; Cranny, Smith & Stone, 2014<sup>10</sup>). Employment satisfaction refers to a collection of enjoyable or favourable feelings that arise from evaluating one's employment or job-related events (Bram, Song & Tapon, 2007<sup>11</sup>). According to Smith, Kendall, and Hulin (2007<sup>12</sup>), work satisfaction refers to emotional reactions towards different aspects of a profession. According to Schermerhorn, Hunt, and Osborn (2001<sup>13</sup>), work satisfaction is the extent to which a person has good or negative feelings towards their employment. Employment satisfaction refers to an individual's overall attitude towards their work, which is impacted by their view of their employment (Singh & Jain, 2013<sup>14</sup>). The index in the definitions indicates that work satisfaction refers to the degree of enjoyment or happiness experienced in relation to a job. Some scholars have examined work happiness through the lens of need fulfillment, drawing on Maslow's theory. Simatwa (2011<sup>15</sup>) defines job satisfaction as the extent to which an individual's personal requirements are met in the workplace. Job satisfaction may be described as the emotional response that a person has when they perceive that their needs are being fulfilled about their employment (Pushpa Kumari, 2008<sup>16</sup>). Job satisfaction refers to the level of enjoyment and contentment that employees experience in their employment. Consequently, a worker with diminished anticipations may find more contentment in a certain occupation compared to an individual with elevated expectations. According to Weiss (2012<sup>17</sup>), work satisfaction is characterized as a sense of fulfillment derived from the belief that one's employment is contributing to the attainment of personal objectives. The emotions arise due to the disparity between work expectations and actual experiences. The index in these definitions indicates that job satisfaction pertains to the feeling of accomplishment and fulfillment that workers experience in their everyday work routine. Job satisfaction may be defined as the degree to which employees enjoy carrying out their job responsibilities (Simatwa, 2011<sup>18</sup>). Job satisfaction refers to the level of fulfillment that workers experience in relation to their organization and their everyday tasks and obligations (Rana & Singh, 2016a<sup>19</sup>).

Based on the definitions provided, it is evident that work satisfaction consists of three components. Firstly, it

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denoted the workers' favorable emotions towards every aspect of their work. Furthermore, individual work components should accumulate to meet the demands of employees. Furthermore, the inherent characteristics of the profession, together with the resulting satisfaction that employees gain from their involvement in it, should motivate them to perform well. Hence, the operational definition of job satisfaction in this research refers to the attitudinal behavior shown by individual hotel employees because of evaluating their workplace experiences and the degree to which their employment meets their expectations, hence encouraging them to do their duties.

### **The Concept of Employees' Performance**

According to Pushpa Kumari (2008<sup>20</sup>), work performance is defined as the level of effort exerted by a person towards their job. According to Pradhan and Jana (2016<sup>21</sup>), job performance is the measure of an individual's work accomplishments resulting from the effort they put into their employment. Job performance is defined as the results or contributions of employees in relation to achieving established objectives. Job performance is the ability to successfully do tasks within specified parameters (Igbal, Ijaz, Latif & Mushtaq, 2015<sup>22</sup>). Perrin (2016<sup>23</sup>) provided a definition of work performance as the achievement of individual outcomes according to predetermined criteria of correctness and completeness within a certain timeframe. Job performance refers to the attainment of specific goals and objectives set for employees, as well as the extent to which they accomplish the overall purpose of the business in their work environment. These definitions imply that work performance is the collective outcome of exertion, aptitude, and the interpretation of duties. Muchinsky (2003<sup>24</sup>) proposed that work performance encompasses the observable actions of employees that can be quantified, observed, and assessed. Gibson (2012<sup>25</sup>) provided a definition of work performance as the evaluation of employees' morale and their ability to effectively and efficiently complete duties that have been mutually agreed upon. Job performance encompasses the repetitive tasks of setting organizational objectives, monitoring progress, and making necessary modifications to enhance the achievement of those objectives in a more efficient and effective manner. According to Platt & Sobotka (2010), job performance is the measure of the quality and quantity of work accomplished by individuals or groups of workers upon completing a task. According to Nmadu (2013<sup>26</sup>), job performance is the level of achievement in completing tasks, which is evaluated based on predetermined criteria of correctness, thoroughness, cost, and efficiency.

Job performance is correlated with many factors, including the amount and quality of work produced, the timeliness of completing tasks, consistent presence and attendance on the job, overall morale at work, and the efficiency and effectiveness of accomplished tasks. Lee et al. (1999<sup>i</sup>) provided a concise overview of the notion of work performance, specifically focusing on the aspects of employees' quality, efficiency, and effectiveness. Efficiency, as defined by the authors, encompasses both the pace at which workers produce output and their capacity to complete tasks within the specified timeframe. Effectiveness pertains to the workers' ability to achieve their goals, whereas quality encompasses factors such as workers' error and complaint rate, managers' satisfaction, customers' contentment, and colleagues' satisfaction. Hence, the operational definition of job performance in this research refers to the productivity of employees and their capacity to complete tasks within the specified timeframe, while maintaining a low rate of errors and complaints, in accordance with the predetermined objectives of the hotel organization.

### **Statement of the problem:**

In Riyadh, Saudi Arabia, the restaurant industry is a vibrant and fiercely competitive sector, especially due to its multicultural nature. In this context, the performance of employees is crucial for ensuring customer pleasure and achieving economic success. Riyadh is home to prominent Indian eateries that employ a varied workforce

consisting of both local and expatriate employees. Nevertheless, there exists a significant disparity in our comprehension of how work happiness impacts employee performance in this setting. The issue stems from the absence of empirical research that methodically examines the correlation between job satisfaction and employee performance in Indian restaurants in Riyadh. This research is crucial for restaurant managers and owners to enhance their management strategies and guarantee the welfare of their employees. This study seeks to fill this significant void by examining the intricate relationship between work happiness and employee performance, specifically examining the cultural influences that may impact these dynamics in the multicultural environment of Riyadh.

The importance of this issue arises from the possible consequences it may have on the restaurant sector and, therefore, the wider labor and economic environment in Riyadh. An efficient and cohesive work atmosphere in Indian restaurants may result in content and driven staff that provide outstanding customer service, thus bolstering the image of these enterprises. Consequently, this may enhance the overall prosperity and competitiveness of Indian restaurants in Riyadh's vibrant eating landscape. Furthermore, in an area marked by cultural variety and expatriate labor, comprehending the significance of cultural elements in influencing work satisfaction and employee performance is crucial. These findings may result in workplace practices that are more inclusive and egalitarian, fostering a harmonious cohabitation of diverse cultural backgrounds within the food business. Furthermore, the study may provide valuable insights to policymakers and labor regulators in Riyadh, enabling them to formulate efficient labor regulations that safeguard employee rights and enhance their welfare. This, in turn, would contribute to establishing a more secure and enduring labor market in the area.

## **2.Objectives**

- ❖ To investigate the relationship between job satisfaction and employee performance in Indian restaurants in Riyadh, Saudi Arabia.
- ❖ To identify and analyze cultural factors that influence job satisfaction and performance within the diverse cultural context of Riyadh.
- ❖ To provide practical recommendations for improving employee job satisfaction and performance in Indian restaurants, helping businesses enhance their competitiveness and customer satisfaction.

## **Hypothesis of the study:**

### **Hypothesis 1:**

- ❖ Null Hypothesis (H0): There is no significant relationship between job satisfaction and employee performance in Indian restaurants in Riyadh, Saudi Arabia.
- ❖ Alternative Hypothesis (H1): There is a significant positive relationship between job satisfaction and employee performance in Indian restaurants in Riyadh, Saudi Arabia.

### **Hypothesis 2:**

- ❖ Null Hypothesis (H0): Cultural factors have no significant influence on job satisfaction and employee performance in Indian restaurants in Riyadh, Saudi Arabia.
- ❖ Alternative Hypothesis (H1): Cultural factors have a significant impact on job satisfaction and employee performance in Indian restaurants in Riyadh, Saudi Arabia.

3.Methods

Conceptual framework:

Job Satisfaction (Independent variables)

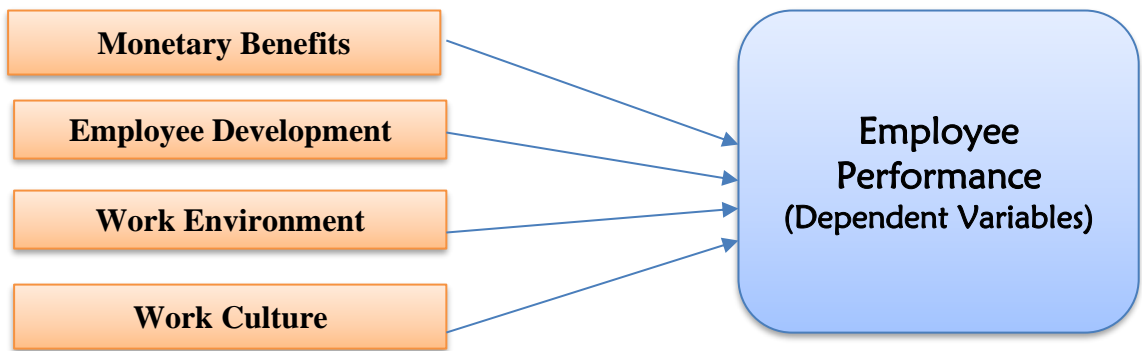


Fig. 1. Conceptual framework

Source: Author Developed

Methodology of study:

The study will use a quantitative research strategy for its methodology. The research will conduct a survey on a representative sample of 100 participants employed at Indian restaurants located in Riyadh, Saudi Arabia. The collection of data will be carried out via the use of standardized questionnaires designed to assess both work satisfaction and staff performance. The questionnaires will be disseminated to restaurant staff members, and the collected replies will be subjected to quantitative analysis using suitable statistical techniques, such as correlation analysis and regression analysis. The study will also include demographic information to uncover possible factors that may moderate the results. By using a quantitative methodology, this study aims to provide a methodical and unbiased evaluation of the correlation between work happiness and employee performance inside Indian restaurants in Riyadh. This technique will facilitate the production of statistically validated findings and valuable insights.

4.Results

Correlation Analysis:

Table 1 Correlation analysis (N=100)

Job Satisfaction Variables	Pearson Correlation	Sig. (2-tailed)
Monetary Benefit	.359	.002
Employee Development	.299	.000
Work Environment	.195	.001
Work Culture	.467	.001

Correlation is significant at the 0.01 level (2-tailed)

Source: Survey data, 2023

The correlation analysis in Table 1, based on data from 100 respondents in Indian restaurants in Riyadh, reveals significant relationships between job satisfaction variables and overall job satisfaction. Notably, monetary benefit demonstrates a moderate positive correlation ( $r = 0.359$ ,  $p = 0.002$ ), indicating that as employees perceive greater monetary rewards, their job satisfaction tends to increase. Similarly, employee development displays a moderately strong positive relationship ( $r = 0.299$ ,  $p = 0.000$ ), suggesting that employees who have access to skill development and career advancement opportunities tend to report higher job satisfaction. While the correlation with work environment is weaker ( $r = 0.195$ ,  $p = 0.001$ ), it remains positively associated with job satisfaction. However, the



most substantial correlation is observed with work culture ( $r = 0.467$ ,  $p = 0.001$ ), emphasizing that employees in a supportive and positive work culture report significantly higher job satisfaction. These findings underscore the importance of a multifaceted approach to enhancing job satisfaction in Indian restaurants in Riyadh, emphasizing financial incentives, employee development, work environment improvements, and, most crucially, the cultivation of a positive work culture. These insights can guide restaurant management in their efforts to improve employee satisfaction and, by extension, employee performance in this competitive, multicultural setting.

1.1 Regression Analysis Results:

Table 2a

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Job Satisfaction_C		Enter
a. Dependent Variable: Employee Performance_C			
b. All requested variables entered.			

Table 2b

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.167 <sup>a</sup>	0.028	0.018	1.367
a. Predictors: (Constant), Job Satisfaction_C				

Table 2C

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.283	1	5.283	2.828	.096 <sup>b</sup>
	Residual	183.077	98	1.868		
	Total	188.36	99			
a. Dependent Variable: Employee Performance_C						
b. Predictors: (Constant), Job Satisfaction_C						

Table 2d

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	T
		B	Std. Error	Beta	
1	(Constant)	25.563	0.6		42.588
	Job Satisfaction_C	-0.123	0.073	-0.167	-1.682
a. Dependent Variable: Employee Performance_C					

The regression model summary reveals a moderate correlation between work happiness (represented by the variable "Job Satisfaction") and employee performance (denoted as "Employee Performance"). The R Square value of 0.028 indicates that work happiness can explain roughly 2.8% of the variation in employee performance, suggesting a minimal impact. In addition, the corrected R Square, which considers the number of predictors in the model, is much lower at 0.018. The estimate has a standard error of roughly 1.367.

The ANOVA table offers further information. The p-value (Sig.) for the regression model is 0.096, which exceeds the standard alpha criterion of 0.05 by a little margin. This suggests that the association between work happiness and employee performance, as depicted in the model, is not statistically significant at the 0.05 level. Put simply, the approach lacks compelling data to substantiate a substantial correlation between work happiness and employee performance.

The coefficients table reveals that the constant (intercept) has a value of 25.563. This implies that when work satisfaction is zero, the predicted employee performance is about 25.563. The coefficient for the variable "Job Satisfaction" is -0.123, and its standard error is 0.073. The negative coefficient indicates that, on average, each one-unit rise in "Job Satisfaction" is associated with a loss of 0.123 in employee performance. Nevertheless, the t-value of -1.682 and the corresponding p-value of 0.096 suggest that this association lacks statistical significance at the 0.05 threshold. Hence, the research indicates that the variable "Job Satisfaction\_C" does not have a substantial influence on employee performance.

To summarize, the regression analysis does not provide compelling data to substantiate a statistically significant correlation between work satisfaction and employee performance. In this model, the Job satisfaction factors do not seem to have a substantial impact on employee performance. These findings indicate that there may be other variables, not accounted for in the model, that have a significant impact on variances in employee performance.

## 5. Discussion

Suggestions made considering the study's findings must fairly reflect the findings and provide useful advice for Indian restaurants in Riyadh, Saudi Arabia. Here are a few of ideas to think about while writing your research paper:

Even though this study did not find a statistically significant association between job satisfaction and employee performance, it is critical for Indian restaurants to emphasize strengthening aspects that lead to job satisfaction to increase work happiness among their workers. Maximizing profits, providing extensive training programs for employees, bettering working conditions, and fostering a positive work environment should all be top priorities. The combination of these factors may improve productivity and morale.

The lack of a statistically significant relationship between the demographic profile variable and employee performance in the current model suggests that future research should broaden the spectrum of demographic characteristics studied. It would be helpful to have additional information about the staff of Indian restaurants in Riyadh, such as their ages, levels of experience, educational backgrounds, and cultural backgrounds, to have a better sense of the nuanced elements that may affect their performance.

Exploratory qualitative study is recommended to supplement quantitative studies of the Riyadh restaurant industry and the city's multicultural community. Conduct in-depth interviews with employees to learn more about the



reasons behind the outcomes and the subtle ways in which culture affects job satisfaction and productivity. This might lead to a more in-depth appreciation of workers' perspectives and help shape more targeted strategies. Put in place methods of continuous employee feedback and communication to gauge job satisfaction and identify problem areas. Employee feedback might play a significant role in shaping policies and procedures that boost morale and productivity in the workplace. Put money into training and development programs that teach employees new things and help them grow in their roles. Providing employees with clear career paths and opportunities for promotion may boost their satisfaction, loyalty, and productivity.

Establishing a positive and welcoming atmosphere at work should be a top goal. Encourage teamwork, open dialogue, and respect on the part of employees from all walks of life. Increased job satisfaction and productivity might result from efforts to promote teamwork in the workplace. Conducting longitudinal studies to track how contentment on the job and productivity over time change over time is highly recommended. This will help you understand the subtleties and patterns of this dynamic setting much better. By implementing these policies, Indian restaurants in Riyadh may provide their employees with a better overall work experience, foster a more positive work environment, and perhaps enhance productivity. The study's findings should also encourage more research and discussion in this area, leading to a deeper understanding of the dynamics of the restaurant industry in Riyadh's workforce.

In the end, the purpose of this study was to analyse the complicated relationship that exists between job satisfaction and employee performance in Indian restaurants situated inside the city of Riyadh in the Kingdom of Saudi Arabia. The quantitative study did not reveal a statistically significant direct relationship between an employee's level of enjoyment on the job and their level of performance. However, this served to emphasize the intricate nature of the connection as well as the need of taking into account a greater variety of variables and aspects contextual to the situation. According to the findings of the study, there is a critical need to improve key elements that lead to employee well-being. These important aspects include job satisfaction factors such as financial incentives, employee development possibilities, working environment, and organizational culture. In addition to this, it stressed the need to build a supportive work environment and argued for a management strategy that was more all-encompassing and inclusive of its staff. These findings provide helpful insights and establish the framework for future research that will concentrate on dissecting the complexities of employee interactions in the rapidly evolving restaurant industry in Riyadh.

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