

## Rewards, Training and Development, Promotion Opportunities and Job Satisfaction of Fast Food Industry Employees

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**Abstract:** Employee job satisfaction is important to labour intensive organisations such as the fast food industry. This study examines the effect of rewards, training and development, and promotion opportunity on job satisfaction among employees in fast food industry in Malaysia. 150 samples is used in a survey using questionnaire developed based on adoption and adaptation of available instruments. Data gathered was analysed descriptively and inferentially using the SPSS software. All three research variables were found to be positively and significantly associated with job satisfaction. Rewards, training and development, and promotion opportunity were able to explain 60.1% of the variation in job satisfaction. The study findings provide empirical evidence for the effect of rewards, training and development, and promotion opportunity on job satisfaction in the case of employees of fast food industry in a developing country such as Malaysia. Practically, this study provides evidence on the importance of effective rewards scheme and system, training and development, and fair and just promotion opportunity to boost employee morale and job satisfaction.

**Key words:** *Fast food, Job satisfaction, Rewards, Training and development, Promotion Opportunities*

### INTRODUCTION

Fast meals refer to menus with numerous choices of meals which produce in systematic line and supply who is specialized products primarily based on client demand which include hamburgers, fries, pizzas, hen, ice-cream or sandwiches (Davies, 2004). Fast meals give speedy provider due to same menu, strong and same quality [1]. In this new global, the fast and busy life in big cities like Kuala Lumpur and Penang makes people to finish their meal in limited period [2]. The first fast food restaurant came to Malaysia as early as 1963 and has since gain popularity through the years. The outlets for fast food keep increasing year by year in Malaysia. Kentucky Fried Chicken (KFC), Pizza Hut, McDonalds, A&W, to name a few, become a main place for peoples to eating and also the vicinity for families, operating adults and the youngsters to hang around with their friends.

In fast food industry, McDonalds is the top leading fast food restaurant with more than 36,000 restaurants worldwide. They serving more than 69 million customers every day in more than 100 countries. In Malaysia, they serve over 13.5 million customers in a month in 260 restaurants nationwide.

While in Malaysia, about 1,000 fast food outlets serve Malaysian providing approximately over 30,000 employment opportunities to Malaysian. On the other hand, the fast food industry has also been reported to have among the highest employee turnover rate. The global employee average turnover rate for the fast food industry has been reported to reach as high as 150% [3]. Job satisfaction has been among the factors that have influence employee turnover rate [4].

Thus, it is important that the factors that influence employee job satisfaction in fast food restaurant be examined in order to [4]. Job satisfaction also described as an affective and emotional reaction to diverse aspect of one's work process [5]. Prior studies have reported that job satisfaction have been positively influenced by several elements consisting of task characteristics and employee morale [6]. While low task circumstance, low activity security, low revenue and absence of expectation for advertising will negatively have an effect on job satisfaction of employees [7]. Instead, majority of restaurants are encouraging the consumers to purchase more food in bigger portion. The behaviour of excessive eating in the daily meal has somehow make the whole nation to be fatter than before.

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Rewards, in the forms of salary and benefits, is an important feature determining employee job satisfaction. This also include good work conditions at the workplace. When the working environment is good and safe, the employee will feel satisfied to work. However, there are also the several things make the employee not satisfied while working in the workplace. For instance, employees in the fast food industry felt that their salary and benefits are not suitable with their workload [8]. In addition, due to the operation hours, most the employees in fast food restaurant work during weekend shifts depriving them of end of week which usually reserved for resting and socialising [8].

In the same vein, training and development opportunities were reported to have positive influence on employees' job satisfaction [9]. Poorly trained employees feel undervalued which in turn leads to reduced productivity, loyalty and engagement [10]. Similar studies were conducted in middle east countries such as Iraq [11] and Egypt [9] and among employees of financial institutions [11].

Lastly, opportunities for promotion is also found to be a significant influence on employee satisfaction at the workplace [12]. Employees seek for opportunity for promotions as this leads to increase compensation and better career and this crease their job satisfaction [12]. Studies examining the effect of opportunities for promotion on job satisfaction have been widely conducted countries all over the world, such as Oman [13], Pakistan, [14], Ghana [15] and the US [12].

However, there is no single study that has examined the influence of rewards, training and development, and opportunities for promotions, on employees' job satisfaction among fast food industry employees in Malaysia. Thus, this study's attempt to investigate the effect of rewards, training dan development, and promotion opportunities on the job satisfaction of employees in the fast food industry in Malaysia is deemed timely and appropriate.

In order to fulfil the above aim, this research would seek answers to the following research questions:

- Is there any significant relationship between rewards and job satisfaction?
- Is there any significant relationship between training and development and job satisfaction?
- Is there any significant relationship between promotion opportunity and job satisfaction?

## LITERATURE REVIEW AND HYPOTHESES

### Underpinning Theory

The work of Maslow (1954) on need hierarchy theory (Figure 1) is used in this study to examine the important factor of job satisfaction [16]. Under Maslow's hierarchy there are five stage consists of basic physiological needs, safety and security needs, affiliation and belongingness, esteem needs and selfactualization. In an organization, incentives praise and healthcare are some of the advantages which assist a worker meet their basic physiological need. Safety need can clear itself through employees feeling bodily secure in the place of job surroundings, as well as task protection and or having appropriate employer structures and regulations. When this is satisfied, the employees can recognition on feeling as although they belong to the workplace. This can come within the shape of superb relationships with colleagues and supervisors in the administrative centre, and whether or no longer they feel they are a part of their team or organization. When satisfied, the employee will feel more appreciated and value by their co-workers and their organization. The final step is where the employee will find them self-actualize where they ought to develop and develop a good way to emerge as the entirety they're capable of becoming.

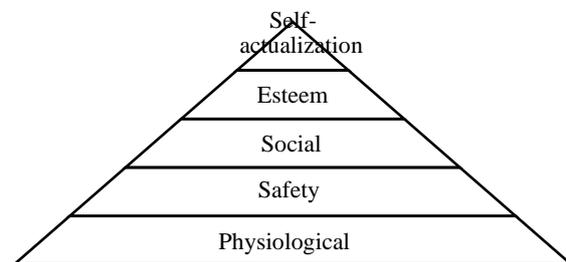


Figure1:Maslow's Hierarchy of Needs

## LITERATURE REVIEWS

### Job Satisfaction

Job satisfaction is a personnel experience of success and success at the job [17]. It is generally directly connected to productivity as well as to personal happiness, where workers enjoy doing their jobs and the rewards for their efforts. Job satisfaction involve eagerness and happiness with the work is said to be the key that leads to acknowledgement, earnings, advertising, and the achievement of dreams will cause a feeling of achievement [7]. Job satisfaction has been reported to be affected by numerous variables such as salary, happy to work, promotion, relationship with supervisor, direction of supervisor, achievement, appreciation, participation in

decisionmaking, proud to work and enough description [18].

Job satisfaction has been a popular study topic among the Asian countries [19], [20], [21], [22] and [21]. In most studies, job satisfaction is examined as the dependent variable [19] and [22]. Among drivers of job satisfaction include salary, recognition, relationship with supervisor and colleagues, operating procedures and communication of lecturers and teachers [19]. On the other hand, a study examining job satisfaction among librarians suggested that work environment, remuneration, fairness, promotion and training positively and significantly affect job satisfaction [23].

### Rewards

Rewards has been used to refer to recognition, praise and salary [24]. The benefit of reward includes deeper and lengthy-lasting impact on the motivation and dedication of personnel [24] and has been reported to influence employees job satisfaction [25]. The purpose of a reward system is to rewards people fairly and consistence in the value of organization [26]. Rewards are positively connected with the process of motivation in working environment when employees get an unexpected increase financial and non-financial rewards [27]. Reward as a factor has been measured by the amount of reward given and the importance that individual assigned to the reward [24]. Rewards can be further classified into intrinsic rewards and extrinsic rewards, where extrinsic rewards have been found to exert bigger influence on job satisfaction [28]. Rewards have been found to also significantly influence job satisfaction among employees in the service sector such as banking [29] and [30]. Authors have also examined rewards from the perspectives of fairness and justice in decisionmaking pertaining to rewards to employees [31]. Based on review of previous literature, a positive and significant relationship is hypothesized between reward and job satisfaction.

### Training and Development

Training may be defined as the of equipping process expertise to personnel with a view to perform orders smoothly, successfully and cooperatively [11]. Training and development is more focused on identifying, convince and helping develop, through planned learning, the key ability that enable individuals to perform current or future jobs [32]. Development is an important function in human resources management whereby employees are

provided with the opportunity to increase their level of performance [33]. Earlier studies have found that employees training have a positive effect on job satisfaction where it increases the productivity and improve the employee's performance [11], [10]. Training and development has been measured by training quality, need-based course design, and learning experience [10], [34]. Poorly trained employees were reported to feel unappreciated which leads to low satisfaction and might cause stress and resignation or dismissal [34]. Based on review of existing literature, it is proposed that training and development has a positive and significant effect on job satisfaction.

### Promotion Opportunity

Promotion is usually used as the rewards for achieving the organizations goals [35]. Promotion is also known as the reassignment of an employee to the higher rank of job usually associated with high consequences and compensation [14]. An opportunity is also a situation where possible to do something that you want to do. It also means the movement of an employee upward inside the hierarchy of the business enterprise, generally that ends in enhancement of duty and rank and a stepped forward reimbursement package is a merchandising [14]. Promotion opportunity strongly and positively associated with job satisfaction [36], [37], [14], [13], [15], and [12]. Promotion opportunity has been described as recognition towards management support in employees climbing up the professional ladder [36], and also as career growth prospects [37]. It is also suggested that promotion opportunity should be based on performance, qualification and knowledge and skills [15]. Based on review of existing literature, it is hypothesised that there exist a positive and significant influence of promotion on employees' job satisfaction.

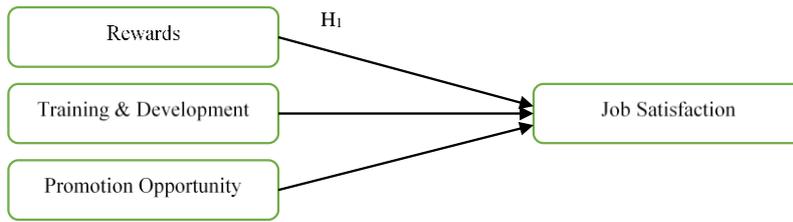
### METHODOLOGY

The study model depicting effects to be tested is as per Figure 2 below. While the following hypotheses are proposed for the study:

- H<sub>1</sub>: There is positive and significant relationship between rewards and job satisfaction.
- H<sub>2</sub>: There is positive and significant relationship between training and development and job satisfaction.
- H<sub>3</sub>: There is positive and significant relationship between promotion opportunity and job satisfaction.

**Independent Variables**

**Dependent Variable**



**Independent Variables**

Due to the limited time to complete the project, the population being studied is fast food restaurants employees in Perlis. A total of 150 samples were used for this study. The study data was collected by way of a survey carried out among employees of fast food restaurants in Perlis, namely KFC, Secret Recipe, McDonalds, Sushi King, Subway, Blackwood, Domino’s Pizza, Pizza Hut, and Marrybrown.

The survey questionnaire was distributed to study samples. The questionnaire consist of 25 fixed alternative questions and respondents are require to answer all questions. It divided in 2 sections where section A contains questions meant for capturing demographic information of respondents such gender, age, race, and work **Pilot Test**

In order to ensure the survey instrument is reliable and valid, a pilot test was conducted prior to the actual data collection. The results of the pilot study are as per Table 2. The Cronbach alpha was found to be high and therefore the study instrument was considered appropriate for further use.

experience. Section B contains questions about job satisfaction, rewards, training and development and promotion opportunity. Five-point Likert-scale was used to measure the respondents’ responses i.e. 1=Strongly Disagree to 5= Strongly Agree. The survey questionnaire was developed by adopting and adapting items from existing sources as per Table 1.

| No | Variables              | References     |
|----|------------------------|----------------|
| 1. | Job satisfaction       | WELCOA, 2011   |
| 2. | Reward                 | Mikander, 2010 |
| 3. | Training & Development | Ndirangu, 2014 |
| 4. | Promotion Opportunity  | Boamah, 2014   |

Table 1: Sources of survey items

| Variables              | $\alpha$ Alpha |
|------------------------|----------------|
| Rewards                | 0.955          |
| Training & Development | 0.973          |
| Promotion Opportunity  | 0.882          |
| Job Satisfaction       | 0.948          |

Table 2: Results of Pilot Study

| Description        | Frequency | Percentage (%) |
|--------------------|-----------|----------------|
| Gender:            |           |                |
| Male               | 46        | 31             |
| Female             | 104       | 69             |
| Age Group: 18 – 27 | 122       | 81             |
| 28 – 37            | 26        | 17             |
| 38 – 47            | 1         | 1              |
| 48 and above       | 1         | 1              |
| Race:              |           |                |
| Malay              | 122       | 81             |
| Chinese            | 22        | 15             |
| Indian             | 4         | 3              |
| Others             | 2         | 1              |

Table 3: Results of Descriptive Analysis

Descriptive analysis is used to analyse the demographic information of respondent under Section A of the survey questionnaire. Based on

Table 3 below, majority of participants are female (69%), within the age group of 18 to 27 years old, from the Malay (81%) ethnic.

**Scale Measurement**

Reliability analysis is used to measure the degree of precision of a research study which using the Cronbach's alpha value.

| Variables              | Item | $\alpha$ Alpha |
|------------------------|------|----------------|
| Rewards                | 5    | 0.886          |
| Training & Development | 5    | 0.908          |
| Promotion Opportunity  | 5    | 0.842          |
| Job Satisfaction       | 5    | 0.860          |

Table 4: Internal Consistency and Reliability Test Results

The Cronbach's alpha score for rewards is 0.886, training and development is 0.908, promotion opportunity is 0.842 and job satisfaction is 0.860 respectively. An alpha of 0.7 are considered as conventional, and those over 0.80 are considered as good [38]. On the overall, all the variable is considered to have good internal consistency and reliability as all the Cronbach's alpha score are

above 0.8. Therefore, the questionnaires in this research study is considered reliable and consistent.

**Inferential Analysis**

Based on the research, the dependent variable is job satisfaction while the independent variables are reward, training and development, and promotion opportunity. The Pearson correlation coefficient is used to measure the degree of relationship between two variables, which is dependent and independent variable. A positive value for the correlation coefficient indicates a positive relationship.

Therefore, a negative value for the correlation coefficient indicates a negative relationship. Next, is the multiple regression analysis, which is a statistical technique that is used to analyse the relationship between dependent variable and numerous independent variables, in which more than one independent variable is assumed to affect the dependent variable. In this research, reward, training and development and promotion opportunity are independent variables that will affect the employee job satisfaction (dependent variable).

| Variables              | N   | S.D.   | Mean   | R              | T & D           | PO              | JS |
|------------------------|-----|--------|--------|----------------|-----------------|-----------------|----|
| Rewards                | 150 | .79182 | 3.6973 | 1              |                 |                 |    |
| Training & Development | 150 | .83544 | 3.7387 | .668**         | 1               |                 |    |
| Promotion Opportunity  | 150 | .72757 | 3.8240 | .611**         | .755**          | 1               |    |
| Job Satisfaction       | 150 | .74462 | 3.6760 | .725**<br>.000 | .672***<br>.000 | .633***<br>.000 | 1  |

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

Table 5: Pearson Correlations Coefficient

H<sub>1</sub> : There is positive and significant relationship between reward and job satisfaction.

Based on Table 5, the Pearson Correlation (r-value) is 0.725, which indicate a positive relationship between rewards and job satisfaction. An increase in rewards will lead to increase in employee job satisfaction. The p-value is 0.000 which less than the significant level of 0.01, (p<0.01) which indicates that there is significant relationship between rewards and job satisfaction. Thus, H<sub>1</sub> is accepted.

H<sub>2</sub> : There is positive and significant relationship between training and development and job satisfaction

While the Pearson Correlation for training and development and job satisfaction is given as 0.672

which means there is a positive association between training and development and employee job satisfaction. The higher the level of training and development, the higher will be the level of employee job satisfaction. The p-value is 0.000 which is less than the significant level of 0.01, (p<0.01) which indicates that there is significant relationship between training and development and job satisfaction. Thus, H<sub>2</sub> is accepted.

H<sub>3</sub>: There is positive and significant relationship between promotion opportunity and job satisfaction.

Lastly, the Pearson Correlation for promotion opportunity and job satisfaction is 0.633, indicating a positive relationship. The higher the promotion opportunity level is associated with a higher level of employee job satisfaction, and vice versa. The

pvalue is 0.000 which is less than significant level if 0.01, ( $p < 0.01$ ) which indicates that the correlation is significant at 1% level of confidence. Thus, H3 is also accepted.

### Multiple Regression Analysis

Multiple regression was used to find out the relationship between dependent and independent variables. R-Square is taken to indicate the total variation between dependent and independent variables and its value usually falls between 0 to 1. The value of R-Square is 0.601 which means rewards, training and development and promotion opportunity are able to explain 60.1% of the variation in job satisfaction. The Durbin-Watson statistic is 1.995 which is between the two critical values of  $1.5 < d < 2.5$ , which indicate no problem of auto correlation. Table 6 also show also the VIF which is the examination for multicollinearity in our model. Tolerance should be  $>0.1$  (or  $VIF < 10$ ) for all variables, which they are. Comparing the Beta coefficients of the independent variables tells us that rewards (0.464) has the highest effect on employee job satisfaction, followed by training and development (0.228), and promotion opportunity (0.177).

|                        | Beta   | p-value | Tolerance | VIF   |
|------------------------|--------|---------|-----------|-------|
| Independent Variable   |        |         |           |       |
| Rewards                | .464   | .000*** | .527      | 1.898 |
| Training & Development | .228   | .009**  | .362      | 2.760 |
| Promotion opportunity  | .177   | .032*   | .410      | 2.440 |
| F value                | 73.419 |         |           |       |
| R square               | .601   |         |           |       |
| Durbin Watson          | 1.995  |         |           |       |

Table 6: Multiple Regression Results

### CONCLUSIONS

The study findings show that rewards are positively and significantly associated with job satisfaction among the fast food industry employees in Perlis. This is consistent with prior studies [25], [30]. The findings show that the employee level of job satisfaction tend to increase the higher or the more value attached to rewards. Among the three drivers of job satisfaction in this study, rewards are found to be the strongest predictor for job satisfaction. This study also found that training and development has

a significant positive effect on job satisfaction among fast food industry employees in Perlis. This finding further lend support to earlier studies [11], [10], and [39]. Finally, this study further found a positive and significant association between promotion opportunity and job satisfaction among employees of the fast food restaurants in Perlis. This finding further supports other studies [36], [13] and [15].

This study has several theoretical and managerial implications. Theoretically, the findings of this further shed light on the importance of rewards, training and development, and promotion opportunity effect on employees' job satisfaction in the fast food industry in a developing country such as a Malaysia. This study also adds empirical evidence to support the positive linkage between rewards, training and development, and promotion opportunity and job satisfaction.

On the practical side, the result shows the importance of rewards given to the employees in improving their motivation and job satisfaction. Fast food industry employers should therefore look seriously at their reward system and scheme so as to convey a positive support to employees of the management support to employees' career development which contributes to employee's job satisfaction. In addition, training and development are an important function of the management as it can help the workers to get the necessary skills and acclimatisation before entering the job. As training and development have also been associated with level of employee motivation, then fast food operators should continue to provide systematic and structured training and development programs for their employees in order for the employees to help achieve the organization goals. Training and development given need to be effective and useful in order for them to improve knowledge and skill in their current role. Lastly, employees are motivated and become satisfied in their job when they can see promotion opportunities in the organisation and that promotion is executed in a fair and just manner. Therefore, management in the fast food can use promotion opportunity as motivation for their employees in order to increase motivation, job satisfaction, and reduce turnover.

This research does have some limitation that can be further improved in future research. Firstly, this study only looks at the effect of rewards, training and development, and promotion opportunity on employee job satisfaction. There are other possible drivers of employees' job satisfaction such as leadership, relationship with co-workers, relationship with supervisor, operating procedures and communication in the fast food industry. Secondly, this study uses a small sample and is only

restricted to Perlis due to the constraints of time and other resources. Future studies would benefit from larger sample sizes drawn from other parts of the country covering, urban, sub-urban and rural areas.

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