

## EMPLOYEE MOTIVATION AND JOB SATISFACTION OF BEIJING CHAOTIANGE CATERING SERVICE CO., LTD.

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### Abstract

*The purposes of this research were to study the level of employee motivation, the level of job satisfaction, and the relationship between employee motivation and job satisfaction of Beijing Chaotiangge Catering Service Co., Ltd.. A questionnaire was used to collect data from 123 employees. The statistics used to analyze the data were frequency, percentage, mean, standard deviation and Pearson correlation. The results showed that the employee motivation in the overview and all aspects were at the agree level. The highest variable of employee motivation was relatedness needs, the second was growth needs, and the lowest was existence needs. The results showed that the job satisfaction in the overview and all aspects were at the agree level. The highest variable of job satisfaction was work environment, the second was leadership, and the lowest was remuneration. And there was a very strong positive correlation between employee motivation and job satisfaction with statistically significant at .01 level.*

**Keywords:** Employee Motivation, Job Satisfaction, Catering Service

### 1. Background and Statement of the problem

Since the reform and opening up, China's economy has been developing steadily, promoting the rapid development of the tertiary industry and the continuous improvement of people's living standards. People's consumption concept of catering has gradually changed, dining out has become more frequent and rational, and the catering industry has developed rapidly. As a traditional service industry, catering industry is facing unprecedented opportunities, and its position in the service industry is becoming increasingly important. At the same time, with the increasing support of the state and local governments to the service industry, how to promote the further development of the catering industry has become an important issue for local governments.

Many enterprises put forward the management concept of "people-oriented". Employees are the creators of corporate profits and the maintainers of corporate customer relationships. "Without satisfied employees, there will be no satisfied customers. "How to improve the satisfaction of employees has become the starting point of human resources investment and an important means to maintain and increase the value of human resources. Only by finding incentive factors and making employees satisfied can we create more profits for the enterprise and ensure the long-term survival and development of the enterprise.

Beijing Chaotiangge Catering Service Co., Ltd. is facing the problem of serious staff turnover and high turnover rate. The impact of high turnover rate of employees includes: (1) the decline of service quality

and the loss of customers; (2) the interference of work performance, the impact of employee morale and team cohesion; (3) the increase of initial cost of the company, that is, the increase of turnover cost and replacement cost. Improving job satisfaction can reduce absenteeism and industrial accidents, improve employee satisfaction with life, and reduce employee psychological pressure, which is the main method to reduce employee turnover rate. Therefore, in order to attract and retain talents, it is necessary to improve job satisfaction, cultivate employees' sense of belonging to the enterprise, constantly enhance employees' centripetal force to the enterprise, and realize people-oriented management.

## 2. Objectives

- 1) To study the level of employee motivation of Beijing Chaotiange Catering Service Co., Ltd.
- 2) To study the level of job satisfaction of Beijing Chaotiange Catering Service Co., Ltd.
- 3) To study a relationship between employee motivation and job satisfaction of Beijing Chaotiange Catering Service Co., Ltd.

## 3. Research Hypothesis

There is a significant correlation between employee motivation and job satisfaction of Beijing Chaotiange Catering Service Co., Ltd.

## 4. Literature Review

### Employee motivation

ERG theory is closely related to Maslow's hierarchy of needs theory, but it is different. It divides people's needs into three categories: existence needs, relatedness needs and growth needs. According to ERG theory, the lack of any one of the three levels of existence, relatedness and growth may promote people to pursue the needs of this level, may also promote people to pursue the needs of a higher level or a lower level. At any time, the level order of people's pursuit of demand is not so strict, and the advantage demand is not necessarily so prominent, so the incentive methods can be diversified. ERG theory are composed of (1)existence needs,(2)relatedness needs, (3)growth needs. (Alderfer, 1969).

ERG theory also points out that the lower the degree of demand being satisfied, the stronger the individual's pursuit of demand; when the lower level of demand is satisfied, the higher level of demand will be strengthened (satisfaction up model); however, when the higher level of demand is frustrated, the stronger the individual's pursuit of the lower level of demand is (frustration decline model) (Alderfer, 1969).

1. Existence needs is related to the existence or survival of the body. It includes clothing, food, housing and the means provided by the work organization to enable them to obtain these factors. This is actually equivalent to the physiological needs and safety needs in Maslow's theory.

2. Relatedness needs refers to the need to develop interpersonal relationships. This need is met through contacts and contacts with others at work or outside of work. It is equivalent to the emotional needs and partial respect needs in Maslow's theory.

3. Growth needs refers to the need of personal self-development and self-improvement. This need can be met by developing the potential and talents of individuals. This is equivalent to the needs of self realization and respect in Maslow's theory.

### Job Satisfaction

Job satisfaction, usually refers to the psychological state in which the individual has a positive feeling for the work itself and its related aspects (including working environment, working state, working

mode, working pressure, challenge, interpersonal relationship in work, etc.) during the process of working in the organization. It is an individual's emotional response, emotional experience and attitude towards his work. It is an important employee attitude variable, which comes from the evaluation of their work or work experience. It includes five aspects of satisfaction: work environment, remuneration, promotions, leadership and peers relationship. Based on whether the work can help to realize the individual values and meet the individual needs and interests, it is reflected in high and low levels. When the work is in line with personal needs and interests, and the working conditions and interpersonal cooperation are satisfactory, there will be a high level of job satisfaction. Job Satisfactions are composed of (1). Work environment (2). Remuneration (3). Promotion (4). Leadership. (Locke 1976)

1. Working environment refers to the physical and social environment related to work. In a narrow sense, it refers to the physical environment around the workplace, such as office, factory, workshop, etc.

2. Remuneration refers to the pay or other compensation provided in exchange for an employee's services performed.

3. Promotion refers to the position, professional ranks and titles, etc. with different levels. A promotion from a low level to a high level.

4. Leadership is both a research area and a practical skill, regarding the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations.

## 5. Conceptual framework

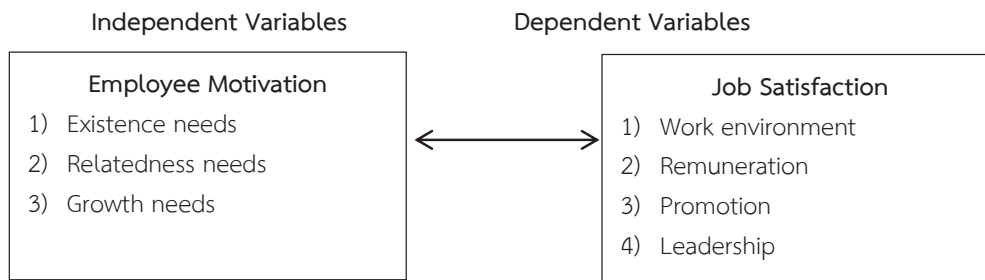


Figure 1 Conceptual Framework

## 6. Research Methodology

### Population

This study is based on Beijing Chaotiange Catering Service Co., Ltd. The company has 180 employees and managers (Human Resource Department, 2019).

### Sample

The researcher used a sample scale of Krejcie and Morgan (1970). The table shows that with 180 populations, the sample size would be 123 samples.

### Research Instrument & Data Collection

A questionnaire was used as a data collection tool in this research. The questions were design to be closed-ended with choice answers. The questionnaire designed as three parts. The first part was demography of employees. The second part was the level of employee motivation in the company. Employee motivation in questionnaire was divided into existence needs, relatedness needs and growth needs. The third part was the level of job satisfaction. Job satisfaction in questionnaire was segmented into work environment, remuneration, promotion and leadership. For employee motivation and job

satisfaction was used 5 Likert's scale (1932) referred in Warmbrod (2014): 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

#### Assessment of Research Tools

The Item-Objective Congruence (IOC) was used to evaluate the items of the questionnaire based on the score range from -1 to +1. In this process, three experts checked the questionnaire. The average score is .891, more than .50. The score was accepted to issue questionnaire.

The reliability of the questionnaire was determined by using to test for non-response bias with 30 samples. According to the questionnaire trial, the total Cronbach's alpha was .974, the Cronbach's alpha of employee motivation was .949, the Cronbach's alpha of job satisfaction was .956. The questionnaire was highly reliable.

#### Data Analysis

Descriptive statistical analysis was used to describe the employee motivation and job satisfaction. These data were described by frequency, percentage, mean, and standard deviation. To interpret the level of mean referred Warmbrod as showed in table 1.

**Table 1** Interpret the average of the mean scale

Level	Mean level
4.50 - 5.00	Strongly agree
3.50 - 4.49	Agree
2.50 - 3.49	Natural
1.50 - 2.49	Disagree
1.00 - 1.49	Strongly disagree

The hypothesis testing on the relationship between employee motivation and job satisfaction were used Pearson correlation standard. To interpret the level of correlation referred to Evans as showed in table 2.

**Table 2** Interpret the level of correlation

Number	Level
.00-.19	Very weak correlation
.20-.39	Weak correlation
.40-.59	Moderate correlation
.60-.79	Strong correlation
.80-1.0	Very strong correlation

## 7. Research Result

The result of this research shows that basic information of the respondents of Beijing Chaotiange Catering Service Co., Ltd. Most of the interviewees are female, aged 26-35 years old, with a monthly income of 2500-5000 yuan, bachelor's degree, 4-6 years' work experience and sales position.

**Table 3** Mean and Std. Deviation and Level, Ranking of employee motivation

Employee motivation	$\bar{X}$	SD	Level	Rank
Existence Needs	3.65	.90	Agree	3
Relatedness Needs	3.79	1.00	Agree	1
Growth Needs	3.77	1.05	Agree	2
<b>Total</b>	<b>3.73</b>	<b>.93</b>	<b>Agree</b>	

Table 3 showed that the employee motivation was at the agree level ( $\bar{X}$  =3.73, SD=.93). The highest was “relatedness needs” at the agree level ( $\bar{X}$  =3.79, SD=1.00). The second was “growth needs” at the agree level ( $\bar{X}$  =3.77, SD=1.05), and the lowest was “existence needs” at the agree level ( $\bar{X}$  =3.65, SD=.90) respectively.

**Table 4** Mean and Std. Deviation and Level, Ranking of job satisfaction

Job satisfaction	$\bar{X}$	SD	Level	Rank
Work Environment	3.84	1.03	Agree	1
Remuneration	3.76	1.01	Agree	4
Promotion	3.80	1.00	Agree	3
Leadership	3.82	1.04	Agree	2
<b>Total</b>	<b>3.80</b>	<b>.98</b>	<b>Agree</b>	

The table 4 showed that the job satisfaction was at the agree level ( $\bar{X}$  =3.80, SD=.98). The highest was “Work Environment” at the agree level ( $\bar{X}$  =3.84, SD=1.03). The second was “Leadership” at the agree level ( $\bar{X}$  =3.82, SD=1.04). And the lowest was “Remuneration” at the agree level ( $\bar{X}$  =3.76, SD=1.01) respectively.

### Hypothesis testing

Pearson correlation was used to analyze the relationship between employee motivation and employee engagement. As showed in table 5.

**Table 5** Pearson Correlation of employee motivation and job satisfaction

Employee motivation	Job satisfaction			
	r	Sig. (2-tailed)	Level	Rank
Existence needs	.85**	.00	Very strong positive correlation	3
Relatedness needs	.92**	.00	Very strong positive correlation	2
Growth needs	.93**	.00	Very strong positive correlation	1
<b>Total</b>	<b>.95**</b>	<b>.00</b>	<b>Very strong positive correlation</b>	

\*\* . Correlation is significant at the .01 level (2-tailed).

The table 4.16 showed that there was a relationship between employee motivation and job satisfaction at a very strong positive correlation (r=.95\*\*).All aspects of the employee motivation had very strong positive correlation with the job satisfaction. The highest was growth needs (r=.93\*\*). The second

was relatedness needs ( $r=.92^{**}$ ) and the lowest was existence needs ( $r=.85^{**}$ ) with statistically significant at .01 level.

**Table 6** Pearson Correlation of employee motivation and work environment

Employee motivation	Work environment			
	r	Sig. (2-tailed)	Level	Rank
Existence needs	.81**	.00	Very strong positive correlation	3
Relatedness needs	.89**	.00	Very strong positive correlation	2
Growth needs	.90**	.00	Very strong positive correlation	1
<b>Total</b>	<b>.91**</b>	<b>.00</b>	<b>Very strong positive correlation</b>	

\*\* . Correlation is significant at the .01 level (2-tailed).

The table 6 showed that there was a relationship between employee motivation and work environment at a very strong positive correlation ( $r=.91^{**}$ ). All aspects of the employee motivation had very strong positive correlation with the work environment. The highest was growth needs ( $r=.90^{**}$ ). The second was relatedness needs ( $r=.89^{**}$ ) and the lowest was existence needs ( $r=.81^{**}$ ) with statistically significant at .01 level.

**Table 7** Pearson Correlation of employee motivation and remuneration

Employee motivation	Remuneration			
	r	Sig. (2-tailed)	Level	Rank
Existence needs	.82**	.00	Very strong positive correlation	3
Relatedness needs	.89**	.00	Very strong positive correlation	2
Growth needs	.90**	.00	Very strong positive correlation	1
<b>Total</b>	<b>.91**</b>	<b>.00</b>	<b>Very strong positive correlation</b>	

\*\* . Correlation is significant at the .01 level (2-tailed).

The table 7 showed that there was a relationship between employee motivation and remuneration at a very strong positive correlation ( $r=.91^{**}$ ). All aspects of the employee motivation had very strong positive correlation with the remuneration. The highest was growth needs ( $r=.90^{**}$ ). The second was relatedness needs ( $r=.89^{**}$ ) and the lowest was existence needs ( $r=.82^{**}$ ) with statistically significant at .01 level.

**Table 8** Pearson Correlation of employee motivation and promotion

Employee motivation	Promotion			
	r	Sig. (2-tailed)	Level	Rank
Existence needs	.83**	.00	Very strong positive correlation	3
Relatedness needs	.88**	.00	Very strong positive correlation	2
Growth needs	.89**	.00	Very strong positive correlation	1
<b>Total</b>	<b>.91**</b>	<b>.00</b>	<b>Very strong positive correlation</b>	

\*\* . Correlation is significant at the .01 level (2-tailed).

The table 8 showed that there was a relationship between employee motivation and promotion at a very strong positive correlation ( $r=.91^{**}$ ).All aspects of the employee motivation had very strong positive correlation with the promotion. The highest was growth needs ( $r=.89^{**}$ ). The second was relatedness needs ( $r=.88^{**}$ ) and the lowest was existence needs ( $r=.83^{**}$ ) with statistically significant at .01 level.

**Table 9** Pearson Correlation of employee motivation and leadership

Employee motivation	Leadership			
	r	Sig. (2-tailed)	Level	Rank
Existence needs	.79**	.00	positive correlation	3
Relatedness needs	.87**	.00	Very strong positive correlation	2
Growth needs	.88**	.00	Very strong positive correlation	1
<b>Total</b>	<b>.89**</b>	<b>.00</b>	<b>Very strong positive correlation</b>	

\*\* . Correlation is significant at the .01 level (2-tailed).

The table 9 showed that there was a relationship between employee motivation and leadership at a very strong positive correlation ( $r=.89^{**}$ ).All aspects of the employee motivation had very strong positive correlation with the leadership. The highest was growth needs ( $r=.88^{**}$ ). The second was relatedness needs ( $r=.87^{**}$ ) and the lowest was existence needs ( $r=.79^{**}$ ) with statistically significant at .01 level.

## 8. Discussion

### 8.1 Employee motivation

According to the data the researcher gathered and analyzed, the level of employee motivation of Beijing Chaotiange Catering Service Co., Ltd. was at agree level.This is consistent with Odukah (2016) study of the relationship between factors influencing staff motivation among employees and the relationship between working conditions and employee motivation.

### 8.2 Job satisfaction

The level of job satisfaction of Beijing Chaotiange Catering Service Co., Ltd. was at agree level.Lin (2011) studied factors that influence employees job satisfaction in hotel and catering industry It is found that there is a significant positive correlation among work environment, salary, welfare and employee satisfaction. It is suggested that managers should actively monitor the compensation and welfare policies to enhance the enthusiasm of employees and help to maintain and increase their jobs.

### 8.3 Hypothesis Testing

There was a very strong positive correlation between employee motivation and job satisfaction in Beijing Chaotiange Catering Service Co., Ltd.. Related research also showed the same result. Li (2016) took Jinan hotel as an example to study the correlation between employee motivation and employee satisfaction. The results show that there is a significant positive correlation between employee motivation and job satisfaction. Therefore, in order to improve the satisfaction of hotel employees, we can take corresponding measures in employee motivation.

## 9. Recommendation

### 9.1 Recommendations from this research

The level of employee motivation and job satisfaction in Beijing Chaotiange Catering Service Co., Ltd. was agreed. Employee motivation and job satisfaction had very strong positive correlation. It can be seen from the results of the study that: in particular, employees' relationship needs, which has the highest variable with employees' employee motivation. It can be seen from the research results "Company leaders have strong personal charm. The company provides me with medical insurance. The equipment needed in the work is complete. Fairness and justice promotion system of the company." The least people agree with this view. It is suggested that the company should carry out the training and exploration of potential leaders in a planned way, and work out the skill route plan of potential leaders and the promotion plan of new and old employees. Employees can claim medical expenses with medical insurance card, so employees can reduce part of the expenses. Therefore, the company's medical insurance needs to be improved, and the equipment needed in the work should also be purchased.

### 9.2 Recommendations from future research

This research just used one company as a case. The result can be used as a guide for Beijing Chaotiange Catering Service Co., Ltd. and can also provide reference for other die-cutting enterprises. Future research needs to establish employee motivation systems for other die-cutting enterprises to find more general result. Future research can be concentrated not only in China but also in other countries.

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