Impact of Work Environment on Part-Time Employee Satisfaction of International Fast-Food Chains In Dhaka

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Abstract:*In the early 2000, the fast food culture in Bangladesh took a profound turn with the commencement of the first international fast food franchise. Since then, Dhaka has experienced a remarkable growth in the number of international fast food chains. An observation on the noticeable number of part-time employees working in the international franchises became the basis for this particular study. With the aim to investigate the influence work environment factors have on part-time employee satisfaction an exploratory research was conducted. A total number of 147 part-time employees from 19 outlets of 10 international fast food chains operating in Dhaka were surveyed with a structured questionnaire. All quantitative data were then encoded using SPSS for descriptive analysis and the qualitative data was used in support. The study confirmed work environment factors like work flexibility, pay, workplace behavior were important to influence employee satisfaction, but the nature of part-time employees not being devoted enough must also be taken into consideration. The study can be further examined using correlation and regression analysis of the factors identified.*
Key words and phrases:*work environment; employee satisfaction; part-time employees; and international fast food chains.*

I. Introduction

Over the decades employee satisfaction has been a common phenomena in the field of organizational science, and its linkage to employee and organizational performance has been a widely studied subject. According to Locke (1976) employee satisfaction is a gratifying state of emotion that derives from positive job experiences[1] and one of the important factors resulting in such experience is work environment. In the 1970s, work (or working) environment only denoted 'occupational health and safety', but over the passage of timeacademics started to relate work environment to better work conditions that caters to human needs for well-being and development[2]. Hence, the study of work environment has gained a greater momentum due to its impact on society[3], which in fact enunciates the significance of comprehending the current scenario of work environment in Bangladesh. This research highlights the perception of part-time employees in the international fast food chains in Dhaka, concerning their satisfaction and how that is affected by the various elements of work environment. However, a major challenge encountered during this research is the unavailability of data on the number of full-time and part-time employees, and the number of local and international food chains operating in Dhaka. This inadequacy of secondary data has resulted in visits to 19 outlets of 10 international fast-food chains, where it was noticeable that most part-time employees werestudents and work environment played an integral part in their job satisfaction, which would be unfolded in the latter sections of the paper.

The findings of this research can be found beneficial to academics, the industry in concern, and policy makers who could identify the significance of work environment in determining satisfaction of part-time employees. According to the labour force survey report (2015-2016) published by the Bangladesh Bureau of Statistics, the labour force in Bangladesh constitutes of 49.9% youth (aged 15-29) [4(p75)], which indicates that most part-time employees in Dhaka fall into the category of youth employment. Hence, a betterment of this fragment of employees can innately contribute to the economic and social development of the country.

II. Literature Review
2.1. Psychosocial work environment and employee satisfaction

Work environment is traceable to employee satisfaction as per the theories of 'psychosocial work environment'. The concept of psychosocial work environment suggests job demands and the structure of social interactions within an organization can determine employee satisfaction[5]. In respect to this notion, the psychosocial elements may include the extent of autonomy in work, relations with co-workers, flexibility,

workloads, conflicts, appreciation, and communication between employees and management[6]. Referring to the research findings of Lane, Esser, Holte&Anner, and Sell & Bryan, cited by Oginyi et al.[7], although 'pay' or 'wage' is usually not emphasized in the psychosocial elements, it is an important determinant of quality work environment.In addition, Wright and Bonnet[8] found a substantial link between work environment, employees'well-being, and job satisfaction, which is also supported by the works of Spector[8], whose observations reveal that ignorance of working environment by organizations results in an adverse effect on employee satisfaction and performance.

2.2. Dual-factor theory of Herzberg

Amongst the most popularized theories of motivation, Frederick Herzberg's dual-factor (or motivation-hygiene) theory developed in 1959, stood out with profound impact. The theory implies that there are certain factors that cause satisfaction and therefore motivation. Conversely, there are factors that merely reduce or prevent dissatisfaction, but do not cause satisfaction. The former is termed as motivational factors (i.e. achievement, recognition, work itself, responsibility, and advancement) that drive the employees to perform and be satisfied[9]. It is the hygiene factors (or dissatisfiers) that exemplifythe aspects of work environment (i.e. pay, supervision, working conditions, company policy and administration, interpersonal relations, status, and security)[9]. To simply put, the absence of hygiene factors may cause dissatisfaction, but its presence may not add to employees' satisfaction, which according to Herzberg is attainable only through the motivational factors[10].

The hygiene factors are relatable in context of this study; however these being treated as 'dissatisfiers' contradict the base of this research in concern.In contradiction, researchers like Shipley and Kiely, Wiley[11], and Sell and Cleal[6]have tried to prove with their work that hygiene factors can also result is employee satisfaction. Herzberg's dual-factor theory since its introduction has been exposed to great amount of criticism, especially because the "domains of motivation and job satisfaction have been approached and examined distinctively"[12(p.355)]. Moreover, in some situations hygiene factors are found as motivators as well[13]. According to the most prevalent criticism by Locke[14], further supported by Hulin, Wernimont, and Korman[15], it is difficult to distinguish between motivators and hygiene factors, and as such in many circumstances hygiene factors have proved to trigger employee satisfaction and motivation.

2.3. Maslow's Hierarchy of needs and Alderfer'sERG Theory

Abraham Maslow in 1943 proposed the idea that a human being seeks to satisfy five kinds of needs: physiological (i.e. food, oxygen, water), safety (i.e. shelter), belongingness (i.e. meaningful social relationships), esteem (i.e. sense of competence, self-respect), and self-actualization (i.e. realizing one's potential)[16].The most rudimentary need of all is physiological need andone proceeds to step up the hierarchy to obtain the self-actualization need at the end.According to Maslow's cited by Lauby[17(p.2)], the same hierarchy of needs applied to a workplace would be:

- Physiological: compensation to enable employees to buy food, clothing and accommodation
- Safety: job security, health benefits and safe working conditions
- Belongingness: good interpersonal relations in the workplace
- Esteem: promotions and recognition of accomplishments
- Self-actualization: opportunities to use the skills and abilities to the fullest extent possible

A major drawback to this concept is that human behavior is subject to change and thus needs may vary as well[18]. An alternative theory, propositioned by Clayton Alderfer in 1969 is known as the ERG theory that encompassed Maslow's five needs into three: existence, relatedness, and growth. 'Existence' is similar to the basic needs such as pay, benefits and actual work conditions; 'relatedness' refers to relationships with work groups and professional associations; and lastly, 'growth' comprises things such as creativity and innovation[19].

2.3.1. Maslow's & Herzberg's theories in context of part-time employees

According to Feldman[20], part-time employees may have different career orientations than full-time employees. In such case, what needs they seek to satisfy and what driving force motivates them to perform could be very different as well. For instance, Feldman[20] and Wotruba[21] suggest that part-time employees may prioritize flexible work hours over better compensation and scopes of advancements, and consequently are easily satisfied. With regard to the above mentioned, it is more likely that a part-timer's satisfaction relies on Maslow's first three levels of the need hierarchy, which are ideally relatable to Herzberg's hygiene factors as representedby the table below[22(p.201)].

Table 1: Maslow-Herzberg's Combines Model

Maslow's hierarchy of needs theory	Herzberg's two-factor theory	
Self-actualization	Achievement, challenging work, responsibility, spontaneity, realistic perception, autonomous	**Motivators**
Esteem needs	Recognition, position, growth and development	
Social needs	Interpersonal relationship, policies, and administration of the enterprise, quality of supervision	**Hygiene factors**
Safety needs	Working conditions, safety and security in jobs, employee benefits	
Physiological needs	Wages, personal life, bonus	

2.4. Equity Theory

In 1963 John Stacey Adams developed the equity theory, which traces the cause of employee satisfaction to the fair balance between an employee's contributions made to his/her job (i.e. inputs) and the rewards received in return(i.e. outputs). 'Input' includes effort, hard work, involvement, knowledge, ability, and determination; whereas, 'output' refers to salary, incentives, appreciation, recognition, advancement, and job security[23].If employees perceive that the inputs overshadow the outputs, employee satisfaction can be adversely affected. On the other hand, if the output is greater than the input, it can naturally enhance employee satisfaction[24]. This theory formed the foundation of the concept 'psychological contract', which is defined by Rousseau as an employee's beliefs regarding the exchange agreement between the employee and the organization[25]. Supposedlyif an employee believes the input is being exchanged for a greater output, the psychological contract in that sense would be fulfilled resulting in employee satisfaction[20].However, critiques argue that the psychological contract is "formulated only in the mind of the employee"[25(p.508)], which also implies there is lack of objective to judge its fairness. The same criticism is also applicable for the equity theory as the balance of input and output depends on the perception of the employee[26].

2.4.1 Equity Theory & McGregor's Theory X and Y in context of part-time employees

As mentioned earlier, since part-time employees may have different career orientations and commitments, the inputs could be less. For instance, a part-timer may put lesser effort because the output he/she desires can be easily attainable, such as trading off advancement for flexible work hours or a smaller pay. According to Logan et al.; Steffy and Jones; and Wotruba[20], part-time employees have lower expectations than full-time employees regarding what output they should acquire from the organization. This reflects the human nature depicted by McGregor's Theory X.

Douglas McGregor in the 1960s developed two sets of assumptions explicating the contradiction in human nature, i.e. theory X and theory Y. Theory X classifies employees who inherently detest work, are unambitious, and avoid responsibilities[27]. Such employees find motivation at the physiological and safety levels of Maslow's hierarchy[17]. The theory suggests employees must be governed with coercion and control in order to achieve goals[27]. However, for part-time employees who are highly ambitious, the organization has to find a greater fit between what the individuals desire and what the organization provides[21]. This relates to the characteristics defined by Theory Y. As opposed to the former concept, Theory Y on the contrary represents employees who naturally like to work, are ambitious and creative, take responsibilities, and exerts involvement in the decision-making process. Such employees seek to satisfy the social, esteem and self-actualization needs of Maslow's hierarchy[27].

The critical review of the literature above put forward that various studies over time have indicated a significant impact of work environment on employee satisfaction. Amongst which, certain work environment factors appeared significant, such as flexibility,pay, work hours, workload, interpersonal relations, appreciation and behavior. This research has taken the elements of work environment to determine whether these have an impact on the satisfaction of part-time employees working in the international fast food chains in Dhaka; also, to what extent are they satisfied and which factors outstand amongst the rest.

III. Research Objectives

As discussed earlier, decent work environment is believed to be an important contributor to employment and economic growth and thus, the main objective of this research is to find out the determinants of positive working environment in context of international fast food chains in Dhaka and the influence such an environment has on satisfaction of part-time employees working there. This study more specifically aims to achieve the following research objectives:

- To study major variables involved in determining decent work environment

- To analyze the influence of determinants of work environment on part-time employee satisfaction
- To identify the problems related to part-time employment in international fast food chains in Dhaka

IV. Research Methodology

This study in particular has been conducted using an exploratory research method, because the primary intention was to explore the extent to which the determinants of working environment derived from various literature influence satisfaction of part-time employees in the international fast food chains operating in Dhaka. Secondary data was used to build up a literary framework, but as it is still an untapped area of study, it required focus on primary data mostly, which has been used to summarize the ultimate findings. With the aid of a structured questionnaire, including both closed-ended and open-ended questions, primary data was gathered. The questionnaire had nominal scale questions, but was outweighed by ordinal-scaled ones (i.e. in the form of likert questions), as those were designed to generate information regarding the factors of working environment and the measurement of satisfaction level of part-time employees.

In relevance to the backdrop of this research, part-time employees were randomly selected from 19 outlets of 10 international fast food chains in Dhaka, naming KFC, Pizza Hut, Nandos, Burger King, Baskin Robins, Crimson Cup, George's Café, Sbarro, CP, and Herfy. The finalized sample size consisted of 250 part-time employees; however, there were 147 respondents in total, with zero nonresponse-rate. While collecting data from different outlets, it has been noticed, some outlets had more employees, whereas some had less, which depended on the size of the outlet. SPSS (Statistical package for Social Sciences) was used to encode the data collected and were later analyzed with the help of "Frequency" and "Descriptive Statistics" options. In addition, for visual representation, bar chart, pie chart and frequency graph were inserted to further interpret the data.

V. Analyses and Interpretation of Data
5.1. Gender and Age profile of the respondents

Table 2: Age of the respondent

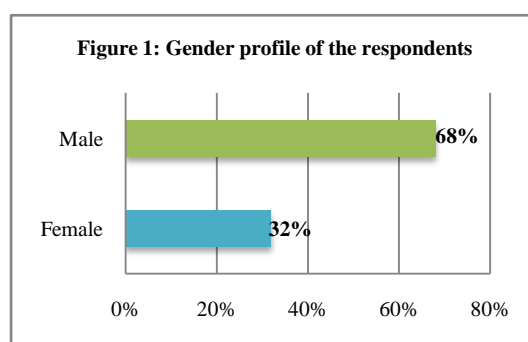|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	19	5	3.4	3.4	3.4
	20	6	4.1	4.1	7.5
	21	27	18.4	18.4	25.9
	22	32	21.8	21.8	47.6
	23	17	11.6	11.6	59.2
	24	23	15.6	15.6	74.8
	25	23	15.6	15.6	90.5
	26	10	6.8	6.8	97.3
	27	3	2.0	2.0	99.3
	28	1	.7	.7	100.0
	Total	147	100.0	100.0	

Figure 1: Gender profile of the respondents

Table 2 above indicates the age profile of the respondents and it is quite evident that majority of the part-time employees working in the international fast food chains falls into the age group of 21-25. As mentioned earlier, according to the Bangladesh Bureau of Statistics, a major portion of the labour force constitutes of youth employment and thus, the part-timers surveyed were of that category too. However, it is quite intriguing to notice that only 32% of the respondents were female and the 68% male, indicating a further scope of research in this area.

5.2. Reasons to work part-time

Table 3: Reasons for working part-time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pocket Money	57	38.8	38.8	38.8
	Education Expense	30	20.4	20.4	59.2
	Professional Experience	60	40.8	40.8	100.0
	Total	147	100.0	100.0	

Figure 2: Reasons for working part-time
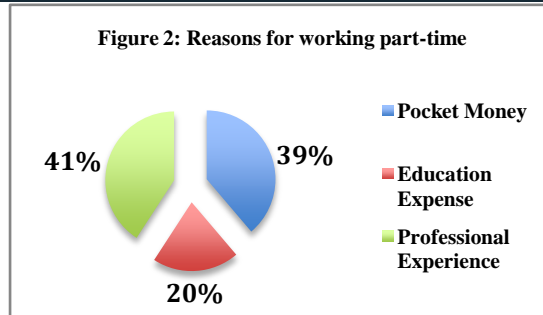
In reference to the finding that the respondents are youth mostly, it also identifies the reasons for them to work part-time instead of full-time. As depicted in Table 3 and Figure 2, the frequency of 'gaining experience' and 'earning pocket money' respectively are higher than 'bearing education expense', which is also a vital reason for some. This also relates to the theory of Feldman discussed earlier, which states part-time employees may have different career orientations than full-time employees. Because these employees are still engaged in some form of education and are young, these reasons seemed most logical. One statement was revealed in the open-ended section, "we can easily choose to leave the job because this work is an excuse to earn some extra money and not really be taken as a career".

5.3. Influence of time and work schedule

Table 4: Regarding Time & Schedule

|	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Part-time employees are given preferred shifts	147	1	2	3	2.46	.500	.250
Forced to work extra shifts	147	1	1	2	1.71	.456	.208
Grant leaves easily when required	147	1	2	3	2.83	.377	.142
Valid N (list-wise)	147						

Work schedule, time and flexible work hours have been important determinants of a positive work environment. In fact, while doing a critical review of literature, it has been mentioned that time and schedule is one of the most important factors determining satisfaction level of part-time employees. The questionnaire designed had likert questions regarding time and schedule of the part-timers in their workplace, with the maximum value being 3 (i.e. Always), on the other hand, minimum value being 1 (i.e. Never). Table 4 indicates the highest Mean Value is 2.83, which denotes part-time employees in the fast food chains prioritize ease of getting leaves over other issues, and they are facilitated with leaves when required.

Respondents also agreed that they often get work shifts according to their preference as signified by the Mean Value of 2.46. Moreover, majority claimed that they are not forced to work extra shifts, which otherwise may have worked as a strong de-motivator. The scores of standard deviation are all less than 1, meaning the data are closer to the mean and thus not deviating or spread. One of the respondents stated, "Whenever they find managing time is hard, they do not go to work". Therefore, it implies that for part-timer a flexible work schedule is important.

5.4. Influence of payments

Table 5: Satisfaction of part-time employees regarding their hourly pay rate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	2	1.4	1.4	1.4
	OK	131	89.1	89.1	90.5
	Yes	14	9.5	9.5	100.0
	Total	147	100.0	100.0	

N	Valid	147
	Missing	0
Mean		2.08

Figure 3: Satisfaction of part-time employees regarding their hourly pay rate
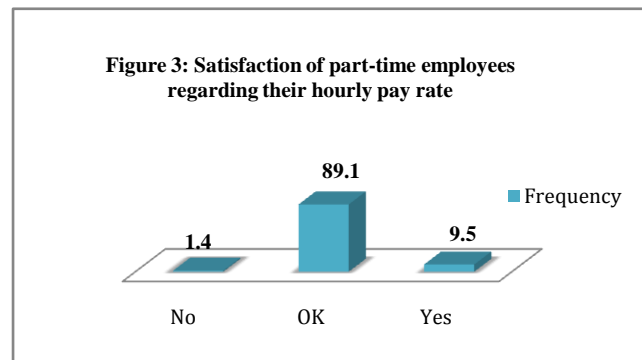
Employee's pay and salary is a hygiene factor of Herzberg's theory and is similar to Maslow's basic hierarchy of needs. Hence, it is important to find out how the respondents feel about their pay, which may also assist in the understanding of their overall satisfaction level in the job. Table 5 and as portrayed in Figure 3, 89.1% of the part-timers are "OK" with their hourly pay and the Mean Value of 2.08 also indicates the same. Contrariwise, only 9.5% of the employees were highly satisfied. An interpretation for this could be that part-timers have different job preferences or needs at this stage, and perhaps that justifies why most of them are concerned about flexible leaves and work shifts. However, in the open-ended section of the questionnaire, one of the respondents revealed, "even though the pay is good, we do not get yearly increments."

Table 6: Overtime and Festival Pay

	N	Minimum	Maximum	Mean	Std. Deviation
Gets paid for overtime	147	1	3	2.73	.528
Satisfaction regarding payment received during festivals	147	2	3	2.53	.501
Valid N (listwise)	147				

Table 6 clearly indicates, the respondents usually get overtime for the extra shifts and are also satisfied with the payment they receive during festivals and occasions.

5.5. Influence of additional benefits

Table 7: Regarding extra benefits

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Provision of free food from workplace	147	2	1	3	2.85	.428	.183
Avail transportation facilities	147	1	1	2	1.01	.082	.007
Valid N (listwise)	147						

From Table 7 it can be seen the highest Mean Value is 2.85, representing majority of the part-timers who work in the international fast food chains are provided with free food, whereas, on the other hand with a Mean Value of 1.01, respondents state they do not receive any transportation facilities from the workplace. Additional benefits can be strong motivator for employees and thus, it can be stated that since part-timers are mostly students, provision of free food adds to their contentment.

5.6. Influence of attitude and behavior in the workplace

Table 8: Regarding attitude and behavior in the workplace

|	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Behavior of supervisor (or boss) towards the employees	147	1	2	3	2.97	.182	.033
Being blamed unnecessarily	147	2	1	3	1.99	.468	.219
Satisfaction regarding attitude and behavior of peers	147	2	1	3	2.36	.682	.465
Valid N (listwise)	147						

Referring back to the literature analyzed earlier in this study, the psychosocial work environment suggests that relation with supervisors, co-workers, appreciation, levels of conflicts, and communication can determine job satisfaction. Hence, it appeared essential to find out the kind of behavior and attitude part-timers

encounter in the workplace. Table 8shows majority of the respondents agree that the attitude and behavior in the workplace is acceptable. As such, their supervisors' behavior towards them is positive as represented by a Mean Value of 2.97; however, they are sometimes 'blamed unnecessarily'. In addition, the respondents are overall satisfied with the behavior and attitude of the peers as well, which explains the statement by one employee, "we find the place very friendly as we are of the same age".

5.7.Analyzing satisfaction of part-time employees

Table 9: Satisfaction level of Part-time Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Sad	10	6.8	6.8	6.8
	Sad	17	11.6	11.6	18.4
	Neither happy nor sad	13	8.8	8.8	27.2
	Happy	38	25.9	25.9	53.1
	Very happy	69	46.9	46.9	100.0
	Total	147	100.0	100.0	

Figure 4: Satisfaction Level of Part-time Employees
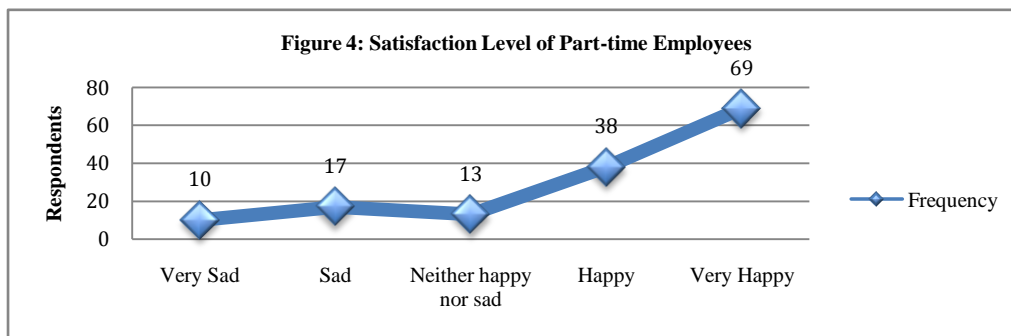
In relevance to the research objectives established in the beginning of analyzing data, it is of primary significance to identify the satisfaction level of part-time employees working in the international fast food chains in Dhaka. It is clearly evident from Table 9 and Figure 4, majority of the part-time employees are "Very Happy" in their job, represented by 46.9% of the respondents. One of the respondents opinionated, "dissatisfaction does not get too high because whenever we find things hard, we just leave or stop going to work".

VI. Conclusion

From the findings it can be comprehended that the part-time employees working in the international fast food chains in Dhaka are satisfied because the work environment factors, mainly flexible work schedule, ease of leave, satisfactory pay, provision of free food, and behavior of employers and peers are up to their expectations. However, it is also important to bring under consideration that part-time employees have different career orientations than full-time employees for which a moderate pay or workload instigates them to leave the job easily, instead of being tolerant, as the major reason behind their intention to work part-time is to earn some job experience and a decent amount of pocket money. There is quite a good number of opportunities for part-time employment in the international fast food chains here; however the major drawback is that part-timers are inherently less motivated to stay for a longer period of time because they do not see their job as permanent or as a career, and that is primarily the reason that they have a tendency to not go to work if things in the workplace do not go according to their expectations. This eventually is going to hamper the positivity of the workplace and may also influence other employees adversely. Hence, the international fast food chains can create more opportunities for the part-timers like, training for future job positions in the organization and scopes of transferring to permanent positions in the workplace.

Future study can be undertaken to find out a correlation between each of the factors and a multiple regression analysis can be done to confirm to all the factors identified by this study and how closely they are linked. A Principle Component Analysis (PCA) can also be done to approve or disapprove of the factors mentioned.

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