



VAASAN AMMATTIKORKEAKOULU
UNIVERSITY OF APPLIED SCIENCES

Puja Shakya

Babita Thapa Magar

JOB STRESS AND JOB SATISFACTION AMONG RESTAURANT EMPLOYEES

Project Management Business

2025

VAASAN AMMATTIKORKEAKOULU
UNIVERSITY OF APPLIED SCIENCES (font size 11)
Name of the Degree Programme: Master's degree of DP in Project
Management

ABSTRACT

Author	Puja Shakya
	Babita Thapa Magar
Title	JOB STRESS AND JOB SATISFACTION AMONG RESTAURANT EMPLOYEES
Year	2025
Language	English
Pages	70
Name of Supervisor	Thomas Sabel

High employee turnover occurs frequently in the restaurant sector because of the demanding workplace environment which employs many individuals globally. The research examines how stress at work affects the job satisfaction of restaurant staff members. The main research issue focuses on discovering major stressors which affect employee welfare together with their subsequent effects on job satisfaction. The research seeks to create strategic work-based solutions which enhance conditions while reducing staff departures.

The investigation uses established theoretical frameworks to support its foundation including Job Demands-Resources Model together with Demand-Control Model and Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs. The research used a quantitative survey to examine restaurant workers across different establishment types in their study. The research team conducted purposive sampling to acquire information from workers using an online questionnaire. Stress causing factors such as workload and scheduling and the exhaustion experienced by employees were included in the survey together with satisfaction indicators that measured supervisor support and financial benefits.

The study analysis indicated that workers experienced moderate stress yet discovered that some types of stress created relationships with satisfaction which showed a positive yet weak connection. Job satisfaction shows adverse effects from stress factors specifically emotional exhaustion and customer-related stress when analyzed through regression techniques. The research ends by presenting suggestions which include adaptable work hours and training programs along with health initiatives and employee growth opportunities to boost employee contentment while decreasing tension levels.

Keywords : Job Stress, Satisfaction, Employees, Exhaustion, Workload, Hospitality, Well-being, Turnover, Work-life, Balance, Support, Workplace, Job, Restaurant, Emotional

CONTENTS

1.INTRODUCTION.....	6
2.PURPOSE, OBJECTIVE, AND RESEARCH QUESTION.....	9
3.NATURE OF RESTURANT WORK.....	10
4.LITERATURE REVIEW.....	12
4.1 Impact of Stress on Job Satisfaction.....	20
4.2 Methods for Increasing Job Satisfaction.....	23
4.3 Negative Effects of Job Stress on Organizations.....	25
4.4 Strategies for Reducing Job Stress and Enhancing Satisfaction...	27
5.METHODOLOGY.....	29
5.1 Research Design.....	30
5.2 Population and Sample.....	30
5.3 Data Collection Methods.....	32
5.4 Data Analysis.....	33
5.5 Ethical Considerations.....	34
5.6 Limitations.....	35
6.RESULT AND DISCUSSION.....	37
6.1 Demographic Profile of Respondents.....	38
6.2 Descriptive Analysis.....	41
6.3 Correlation Analysis.....	43
6.4 Regression Analysis.....	43
6.5 Hypothesis Testing.....	44
6.6 Discussion.....	45
7.SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	47
7.1 Summary of Findings.....	47
7.2 Conclusion.....	50
7.3 Recommendations.....	52
7.4 Future Research Directions.....	55
REFERENCES.....	62
APPENDICES.....	68

FIGURES

Figure 1 Job Strain Model.....	14
Figure 2 Job Demand Model.....	16
Figure 3 A comparison of Maslow’s Hierarchy of needs with Herzberg motivation hygiene theory.....	18
Figure 4 Maslow’s Theory.....	19

TABLES

Table 6.1 Gender Distribution.....	39
Table 6.2 Age Distribution.....	39
Table 6.3 Job Position Distribution.....	40
Table 6.4 Work Experience Distribution.....	41
Table 6.5 Descriptive Statistics for Job Stress Factors.....	41
Table 6.6 Descriptive Statistics for Job Satisfaction.....	42
Table 6.7 Correlation between Job Stress and Job Satisfaction.....	43
Table 6.8 Regression Analysis Summary.....	43

ABBREVIATIONS

APA	American Psychological Association
COVID 19	Coronavirus Disease 2019
JDR	Job Demand Resources
JSS	Job Stress Survey
KFC	Kentucky Fried Chicken
WHO	World Health Organization
SPSS	Statistical Packages for Social Sciences
R	Correlation Coefficient
H	Hypothesis

1 INTRODUCTION

The restaurant business is one of the major employment sectors in the world which provides employment for people of varying levels of skills and demographics. Although playing a huge role in employment and economic generation, the industry is often under spotlight for high rates of employee turnover, which are usually attributed to the nature of a demanding and unstable work environment. This operational structure of many restaurants puts employees under huge pressure because of the inconsistencies of scheduling, the variance of workloads, and the demanding customer facing functions.

There is so much uncertainty in this sector when it comes to shift patterns, and most workers find it very difficult to have a good work-life balance. Moreover, the everyday workload is not at all predictable but is rather characterized by abrupt increases in the customer volume, which puts still more pressure on scanty staffing resources. These factors lead to more stress levels, especially during high hours of having services where workers are supposed to perform many tasks promptly and effectively with high levels of customer service.

Apart from the physical aspect of the work like longstanding, repetitive tasks, and quick movements, restaurant workers are mostly expected to practice emotional labor such as controlling one's feeling in difficult customer exchange. This constant requirement to be composed and courteous even if being rude or some form of demand was unreasonable places another emotional weight that is sometimes ignored by the management.

This combined impact of such stressors has created a working environment in which burnout is a norm. It is precisely when employees are exposed to such circumstances for a prolonged period that they risk experiencing mental fatigue and lack of inspiration, and job performance deteriorating, and therefore being disappointed with their occupancy and willing to leave it. If the systemic difficulties are not resolved, it is

likely that the industry will experience further issues with staff retention and the decrease in the well-being of employees.

The individual cognition of the relationship between job stress and job satisfaction will be an important step in the restaurant world withstanding the continuing struggle. Understanding how these two factors relate explains the fundamental essence of causal factors of operational inefficiency and labor instability. Too much stress in the workplace is found to adversely impact on the morale of workers, thus deterring the overall performance, reducing productivity and bad service delivery. The problems are compounded by the retention of the employees since employees suffering from chronic stress are more likely to disengage, call in sick or leave the position altogether. The outcome is a vicious circle of turnover and deterioration of the service, which has a direct effect on the client satisfaction level and, consequently, on the business profitability.

The study that is being proposed will address the most important workplace stressors that are experienced by restaurant employees, including fluctuations in schedules, excessive workload, emotional work, and lack of managerial support. Through understanding the ways in which these stressors impact job satisfaction, the present study aims to develop an all-rounded sense of the furtherment of an employee's well-being and success of an organization as concerns the restaurant sector. By the same token, it sets the groundwork for evidence-based recommendation for the enhancement of the conditions in the workplace and experiences of the staff.

Attempts to diminish job stress through such means as improving supervisor support, providing work life balance, and providing career development come not only as a boon for employee satisfaction but also workforce stability. When staff are aware that their work is valued and supported, and that they are capable of shoulder their work without straining themselves, they are likely to adhere to their roles and deliver

more. Therefore, restaurants can shift from attrition trends to a sustainable employment and excellence operations paradigm. In the end, investments in staff well-being become a strategic move that is beneficial to employees and employers alike as it reflects in better service delivery, reduced turnover costs, and more resilient organizations.

A complete understanding of the relation that exists between stress associated with work and contentment on the job is vital to restaurant organizations that are interested in increased retention levels among employees and increased levels of operational efficiency. In the dynamic and pressurized foodservice industry, not taking measures to curb the sources of work stress may lead to high turnovers of the staff, loss of employee morale, and deterioration of the quality of service, impacting negatively on business performance and customer satisfaction.

The restaurant managers need to take positive measures to determine the main stressors that are affecting their staff. Examples may include irregular or overburdensome schedule, ambiguity in job responsibilities, insufficient numbers of employees present, lack of autonomy, and emotionally draining customer service requirements. Once these elements of stress are well established, the management can embark on intervention focused on making them more sustainable and positive working conditions.

One of them has to do with increasing job satisfaction by offering competitive wages that are commensurate with the requirements of the said job and appreciation of the value added by the employees. Also, the creation of defined career progression pathways helps staff envisage a future in the organization that not only increases motivation but also long-term commitment. Simultaneously with the financial and career-oriented incentives, restaurants should implement the workplace wellness initiatives that help to relax employees – employee assistance programs, flexible working hours, mindfulness workshops, and support systems on the job.

Moreover, establishing an organizational culture where ideas and communication take place in an open and inclusive way, employees being respected and recognized by each other, etc. is essential for forming a healthy working environment. When workers feel that their opinions are listened to, they are supported and they are treated with respect, they become more likely to be engaged in their work and less likely to look for a new job elsewhere.

After all, by identifying and intervening in the root causes of job stress, the restaurant businesses could develop healthier environments that promote the well-being of employees and job satisfaction experienced by employees. Such an improvement not only creates better individual performance and morale but also contributes to the long-term stability and success of organizations operating in the highly cutthroat foodservice industry.

2.PURPOSE, OBJECTIVES, AND RESEARCH QUESTIONS

Purpose: In this study, the effects of job-related stress associated with job satisfaction of restaurant employees will have a critical review. The study will be the investigation of the various sources and levels of stress that enter the experience of workers at the restaurant industry and the impact of the stressors on their overall satisfaction with work. Through determination of significant factors that lead to stress as well as dissatisfaction, the aim of the study is to shed some light on proper strategies and interventions that could be employed by employers and managers to minimize stress levels. Ultimately, the aim is to promote employee well-being, promotion of job satisfaction and enhancement of productivity, and retention at the workplace within the restaurant industry.

Objectives:

- To identify key stress factors affecting restaurant employees.

- To evaluate how these stress factors influence job satisfaction.
- To recommend strategies that could mitigate job stress and enhance job satisfaction.

Research Questions:

- What are the main sources of job stress among restaurant employees?
- How does job stress affect job satisfaction in this context?
- What interventions could improve job satisfaction and reduce stress among restaurant staff?

3. NATURE OF RESTAURANT WORK

Working within restaurants creates specific situations which result in elevated stress together with employee discontent throughout the industry. Restaurant staff must execute physically challenging tasks as part of their work which include extended periods of standing along with carrying heavy loads and processing numerous customer orders under hurried situations (Kim et al., 2021). The physical requirements combined with emotional workload caused by irritating customers and complaint management task that uncertain work environments present (Cho et al., 2017). Restaurant employees face substantial difficulties due to their unpredictable work schedules because these irregular hours create significant problems in maintaining a work balance and reducing mental health condition. Due to weekend and evening shifts and mandatory holiday work restaurant staff struggle to establish personal routines and achieve proper rest (Jung & Yoon 2020). Organizational unpredictability through scheduling causes elevated work stress leading to burnout which reduces job performance and keeps employees from staying on the job (Hur & Adler, 2021). Restaurants maintain challenging financial situations which present a major issue for their personnel. Staff members depend heavily on their earned gratuities because these payments fluctuate due to dining customers' generosity and business site locations and work schedules (Siqueira et al., 2019). The unpredictable income

makes planning finances challenging which leads to economic instability for restaurant employees. Workers in the restaurant industry struggle because they lack access to necessary benefits that include health insurance together with retirement plans and paid time off which intensifies their financial and emotional problems (Batt & Nohara, 2022). The restaurant industry experiences continuous employee turnover because workers face too many stressors at their jobs. External job opportunities attract staff members who experience negative work environments including insufficient support and poor appreciation, so they leave the company and start a new cycle of personnel changes (Dwesini, 2019). The operations of restaurants suffer significantly from high employee turnover because it decreases efficiency while driving costs are higher and leading to diminished service quality. Organization performance along with reputation suffers damages from employee disengagement according to findings by Kong et al. (2021).

Business leaders together with restaurant managers need to develop strategic ways which reduce workplace stress and improve job satisfaction to resolve these problems. The implementation of flexible scheduling systems allows employees to handle personal obligations better which reduces employee burnout along with improving employee retention rates (Lee & Ok, 2014). Relieving the workforce under financial pressure through proper wage compensation and performance-based award systems leads to higher staff motivation levels. Long-term commitment and professional development occur when employers develop advancement programs which include training initiatives and promotion opportunities (Wang et al., 2018). The implementation of stress management programs that contain counseling services will enhance employee mental health together with overall well-being (Shirom et al., 2010). A workplace environment that provides support to employees remains essential for achieving job satisfaction while engaging employees in their work. A work environment that values both staff communication and acknowledges employee accomplishments along with support provision develops a more inclusive atmosphere with respect (Guchait

et al., 2015). Staff who feel empowered along with valued at work show increased motivation to remain in their jobs. Organizations must actively address pressures at work because it enables them to create solid and healthful workplace areas in the restaurant sector. These interventions create positive outcomes for employee wellness while benefiting business performance through increase productivity and reduction of turnover (Karatepe & Olugbade, 2016). Creating programs to satisfy employees and retain them establishes a stronger workforce that achieves outstanding service delivery and drives lasting business success.

4.LITERATURE REVIEW

This section explores what research says about work stress and job satisfaction as they affect people working in the restaurant industry. It describes key concepts and earlier studies that discuss the link between workplace circumstances and how employees feel and work.

JOB STRESS AND JOB SATISFACTION

Job stress theories create a crucial paradigm through which to understand how workspaces and organizations contribute to employees' well-being. Job Strain Model, which was first developed by Robert Karasek in 1979, is without doubt one of the best-known models in this area. This model postulates that the stimulus to stress is provided when the employees are exposed to great job demands but with no powers of control or decision making over the job tasks. In the sphere of the restaurant business, this phenomenon is particularly topical. Working in a restaurant is usually accompanied by an overwhelming workload, time constraints, long working hours and unpredictable interaction with the customers, all of which create a very stressful workplace. Nevertheless, even with these pressures, most employees have little autonomy or authority over things which may help to mitigate such problems as changing their schedule, changing how a task is accomplished, or resolving customer-related issues on their own. This imbalance in the demands

classified high and control, which is low creates an environment favorable for strain in the minds thus, high levels of stress, poor job satisfaction, and even burnout are experienced. Knowledge of this imbalance is critical in formulating specific strategies for enhancing working conditions and mental health of the employees in the restaurant industry.

There is job stress in employees, according to the Demand-Control Model (Karasek, 1979), when workers are overwhelmed by demands, with insufficient autonomy or control to cope with the demands. In this model, job demands mean such aspects as intensity of workload, time pressure, and emotional labor in fulfilling the expectations of the performance. When these demands are high while employees have little control over how they perform their duties, e.g. lack of decision-making authority or lack of flexibility while scheduling work-related things, then there is an imbalance whereby there is a lot of workplace distress.

Karasek (1979, p. 290) underlines that such mismatch between high demands and low control is not only detrimental to job satisfaction but even has potential to have serious health outcomes in the form of anxiety, burn out, physical health problems down the line. This conceptual framework points out the central part played by the design of the workplace and managerial practices in determining the level of employee well-being.

Stress is the highest in those environments where employees must put in tremendous efforts but are not given enough control and flexibility to which their work should be subjected. Examples of such high-strain jobs are prevalent in the industries such as hospitality, and food service because in such environments the pace is fast, and the workers have minimal control of what he or she does and how they interact with customers. On the other hand, work environments that empower the employees by giving them control, for example, allowing them to prioritize tasks, make decisions, or take part in tackling problems, relate to much lower levels of stress and satisfaction with the job. Therefore, Demand-

Control Model is a helpful tool for examining and enhancing work surroundings, especially in high-pressure occupations such as restaurants, where the demand and control are often imbalanced.

For example, in fast-food chains like McDonald's, employees often experience peak-hour rushes without the ability to adjust work schedules, contributing to heightened stress and lower satisfaction levels. The restaurant workplace shows how this model directly applies because staff members typically maintain minimal authority over their working hours and load. Waiting staff alongside cooks and other restaurant workers experience high work demands because they cannot change their operational situations which then results in rising stress levels and burnout symptoms.

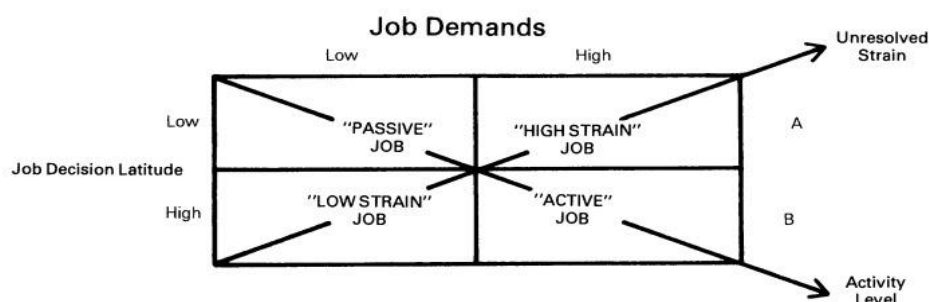


Figure 1. Job strain model

Research by Karasek (1979) and Young, Ackerman and Kyle (2000) and by Dean and Pollard (2001), shows that stress happens most often when workers have difficulty doing their jobs and feel their input is not respected. While this happens in a variety of jobs, it can be particularly worrisome when there are both hearing and deaf team members. Often, there are extra problems in mixed teams because people may not understand each other easily and not all information is available to everyone. As explained by Karasek (1979), stress level in a job is influenced by the relationship between the job demands and how much authority a person has. He explores two main scenarios: one in which job demands do not fit with control and another in which they do fit.

High stress occurs when there is high stress compared to low control. These situations are almost always the toughest to solve. When both work demands and employee control are low, most often this leads to a passive job. With this situation, workers can become less interested, resulting in less learning and fewer efforts to solve new problems (Suomi & Harlow, 1972). When both the job demands and control are high, the position is called an active job. When they work in these jobs, employees tend to care more, like the challenge and develop by learning new skills and handling duties. In these situations, when task demand is mild, yet control is high, people feel content and secure—such a “low strain” job usually means less stress. As a result, the relationship between job demands and control can determine whether a person feels motivated and can grow or becomes stressed and disengages.

The Job Demands-Resources Model by Bakker and Demerouti (2007) further explains that stress develops when job demands outweigh available resources. Restaurant employees often experience heavy workloads and challenging customers while lacking sufficient managerial support and rest periods. Providing better work-life balance, training programs, and support systems can help mitigate job stress and improve satisfaction.

Workplace stress occurs when the demands of a job are higher than the personal and organizational resources to employees (Job Demands-Resources (JD-R) Model of Bakker and Demerouti (2007)). Job demands concern physical, psychological, social, and organizational requirements of a job that need continuous effort and that entail physiological and psychological costs. These could be prevalent as: time pressure, emotional labor, interpersonal conflict, role ambiguity. As opposed to this, job resources refer to tools, support, and conditions used to assist employees in dealing with job requirements effectively without discounting personal growth, motivation and well-being. These resources may consist of autonomy, social and managerial support, constructive feedback, development opportunities for one’s career, and variety of skills.

Employees here are exposed to high demands at work but without the resources that they need to cope or manage these demands affecting their wellbeing, the level of stress experienced by them increases over time leading to poor job satisfaction and general mental health (Bakker & Demerouti 2007). In comparison, the availability of adequate job resources can mitigate the influence of job demands to enhance resilience and satisfaction in highly pressurizing work situations.

This model is especially relevant for the restaurant industry where working personnel do encounter high job demand most of the time. Typical sources of strain are long-term staff shortage, arduous work, overload of customers, emotionally upsetting encounters of challenging patrons and irregular work schedules. Such stressors are typically exacerbated by the absence of critical job resources such as supportive supervision, ability to make decisions and work in autonomy, learning opportunities in the form of skill development, and supportive peer relationships.

Unless organizations have strategic interventions, in the form of the implementation of the adaptive scheduling systems, provision of employee assistance programs, provision of rest periods and creation of workplace culture that recognizes and supports workers, organizations risk experiencing high turnover and reduced employee morale. JD-R Model therefore raises awareness on the need not only to minimize the excessive demands, but to also work towards improving the job resources to improve the level of engagement, satisfaction, and long-term workforce in the high-demand sectors such as the hospitality.

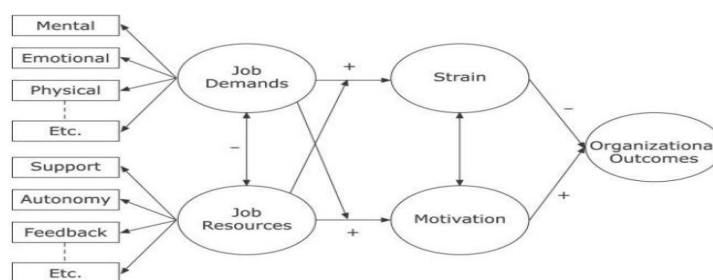


Figure 2. Job Demand Model'

For example, Starbucks has implemented wellness programs and flexible work hours to ensure employees receive adequate rest and resources, demonstrating how improved resource allocation can counteract job stress and enhance satisfaction. The Figure 2 of the Job Demands-Resources (JD-R) Model depicted by Bakker and Demerouti (2007) illustrates how employee outcomes are influenced by job demand-job resource equilibrium. The graphic features two main components which begin with job demands that include overbearing workloads along with emotional intensity and role conflicts or time management issues that necessitate continuous work but trigger stress and burnout when they surpass thresholds. The model puts job resources with elements such as supportive colleagues and supervisor interactions and effective feedback positioning them to protect against excessive job demands. This diagram shows two related mental pathways comprising both a stress development cycle generated by high job demands resulting in burnout and an energetic cycle created through numerous work resources which promotes employee commitment and advances both work accomplishments and employee health outcomes. Organizations that successfully manage and equilibrium demands with resources achieve burnout reduction while creating a productive environment that meets employees' satisfaction needs.

Job satisfaction is influenced by several psychological theories, including Herzberg's Two-Factor Theory (1959) and Maslow's Hierarchy of Needs (1943). Herzberg identifies two factors influencing job satisfaction: motivators such as achievement and recognition, and hygiene factors such as salary and working conditions. While hygiene factors prevent dissatisfaction, motivators drive higher engagement and performance.

Maslow's theory states that staff members must address essential requirements starting with their physical needs and safety concerns to reach the higher levels of personal satisfaction from belonging and generating self-esteem and actualizing their potential. Restaurant employees cannot rise past their basic requirements due to minimal pay and

inadequate job stability which generates job dissatisfaction. In casual dining chains such as Applebee's, employees report higher job satisfaction when they receive regular performance recognition and opportunities for career growth, aligning with Herzberg's theory that motivators significantly influence satisfaction. The theory exists for restaurant workers who commonly face dissatisfaction arising from substandard working conditions accompanied by inadequate pay and insufficient appreciation. Workers will show a reduced level of dissatisfaction with their jobs when fair pay and better work areas exist, but additional motivation programs and worker appreciation give them the highest job satisfaction.

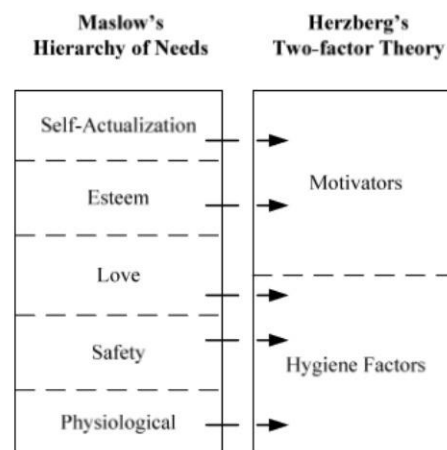


Figure 3. A comparison of Maslow's hierarchy of needs with Herzberg motivation-hygiene theory. Source. The Agile Complexification Converter; <http://agilecomplexificationconverter.blogspot.com/2009/09/motivation-herzberg-two-factor-theory.html>

Figure 3 presents Maslow's five-tier hierarchal needs structure alongside Herzberg's two-factor motivational approach. Lower levels of Maslow's model such as physiological needs as well as safety align with Herzberg's concept of hygiene factors including salary and working conditions and company policy. Factors that prevent dissatisfaction exist, but they fail to naturally motivate personnel. The motivators identified by Herzberg match directly with Maslow's upper-level needs including love/belonging and self-actualization along with esteem needs. Employee satisfaction and genuine workplace engagement stem from intrinsic factors which

demonstrate that satisfying minimum standards will not adequately motivate team members.

The hierarchal framework of Maslow's Hierarchy of Needs (Maslow, 1943) explains how staff need to fulfill fundamental requirements (physiological and safety) to move up the scale toward building connections with others and gaining self-esteem and realizing their potential (Maslow, 1943). For instance, many restaurants' chains struggle with high turnover due to employees failing to meet financial stability and safety needs, which inhibits progression toward higher job satisfaction.



Figure 4. Maslow's theory

Figure 4 displays Maslow's hierarchy as a pyramid showing that people normally take care of lesser needs before working their way up to more advanced ones. All human beings need basic safety requirements such as food, water and shelter at the foundation of Maslow's hierarchy because survival depends on these physiological needs first. The next tier contains needs associated with personal and financial safety. People focus on social needs for belonging after establishing basic survival needs and advancing toward esteem needs related to status and self-respect. Self-actualization stands at the highest level, which exposes the search for personal development and satisfaction. People achieve greater life

goals when they progress through different tiers because motivation continuously advances toward more profound meaningful outcomes. The restaurant sector faces ongoing employee turnover because its staff fail to reach the fundamental (Bakker, 2007) levels of this leadership model. Organizations that focus on caring for employee needs will enhance both worker job satisfaction and workplace retention rates.

4.1. Impact of Stress on Job Satisfaction

Job stress has a direct and negative effect on employee job satisfaction that is normally followed by a chain reaction that undermines individual well-being as well as organizational performances. If the workers are subjected almost constantly to excessive workload, increased working hours, and exhausting emotional conditions of serving customers, they start exhibiting the key component of burnout, i.e., emotional exhaustion. This state of mental and physical exhaustion makes it difficult for them to be present and actively participate in their work; they will feel drained, overwhelmed, and separated from their commitment.

In restaurants and other hospitality-related industries that are pressurizing environments in which the cumulative effects of brutal pace, continual multitask and unpredictable customer interactions all combine to increase the stress effects. Employees holding these positions can hardly find time, independence, and encouragement to recover from what has happened every day resulting in constant strain. However, with the passage of time, such constant pressure eats up motivation, impairs quality of work performed, and augments the possibility of errors or reduced productivity. Furthermore, stressed employees are prone to numerous periods of taking sick leave or unexpected times off, which only puts greater pressure on the rest of the workforce and the cycle of inefficiency in the operations.

Under the pressure of which there was no proper management or organizational support while the stressors continue to grow, the working places tend to be further from satisfying. What may only begin as minor

dissatisfaction may develop into something more profound, such as disillusionment, disconnection, and disengagement. This undermining of job satisfaction plays a major role in terms of a high rate of turnover especially among those industries that have a high level of stress load, and constant. In restaurants where needs are physically and psychologically stressful, failure to manage job stress has consequences that not only affect individuals but have potential for wider repercussions such as reduced teamwork, deficit in quality of service and ultimately negative reputational outcomes. To maintain a productive labor force, it is important for employers to understand the long-term consequences of stress in employment left unchecked and take measures to encourage resilience, wellness, and better environment at work.

According to Jones and Taylor (2018) restaurant staff who deal with regular customer complaints and emotionally exhausting work show increased job dissatisfaction that affects both service quality and employee retention rates. Employees face increased workplace stress according to the Job Demand-Control Model from Karasek (1979) when job demands outmatch their work autonomy and control leading to reduced job satisfaction. Large chain restaurants demonstrate this scenario because their employees handle massive customer demand, which creates both higher stress levels and decreased workforce satisfaction. Workplace stress at Domino's Pizza creates delivery pressure and customer service standards that drive employees toward burnout while simultaneously increasing staff departures. The research by Zhao and Ghiselli (2016) demonstrates that fast-food workers develop dissatisfaction toward their jobs because of continuous repetitive assignments and restricted growth possibilities and hostile customer exchanges. Service industry employees show elevated stress levels according to the American Psychological Association (APA, 2021) because their work schedule unpredictability and low earnings and durable customers remain major stress factors. McDonald's staff frequently report challenging workplace conditions related to inadequate staffing and quick peak periods and

angry customers because these factors drive employee dissatisfaction and raise turnover numbers.

The research by Maslach and Leiter (2016) emphasizes the important role played by emotional labor on the development of job stress, especially in industries oriented in providing services such as the case of the restaurant sector. Emotional labor is a process through which employees modify, control and adjust their feelings, thoughts and behavior Ph.D . Fourie to comply with the expectations of the organization and sometimes involve hiding or disguising genuine feelings to display a cool, friendly and accommodating mien to customers . Such permanent control of showing emotions, particularly when employees are forced to hide frustration, anger, or fatigue, when dealing with unpleasant or difficult customers, results in a condition considered as a part of the burnout, known as emotional exhaustion.

One of the most prevalent kinds of emotional labor is a surface acting that implies faking or hiding emotional responses to correspond to the external requirements, and not a genuine feeling. Results of Maslach and Leiter indicate that surface acting is highly contributory to psychological strain. Empirical evidence exists for a direct relationship between high-frequency surface acting and a corresponding higher level of burnout symptoms, such as fatigue, cynicism, and a lack of personal accomplishment. All these symptoms cumulatively lead to a low level of job satisfaction and lack of purpose and engagement in the employee.

In such industries as hospitality, food service, with jobs that necessarily combine high emotional demands, physically demanding jobs, and time pressure, the impact of job-related stress is eminent. Living in these conditions for extended periods of time has an adverse effect on the workers' wellbeing, and adds to the mental and emotional fatigue, and increases the turnover rates as they seek to work in less demanding or more supportive places of work. These challenges in the end emanate

to affect the operational effectiveness and quality of services to clients in such businesses.

To minimize the negative outcomes of job stress and emotional labor, there is need for organizations to place emphasis on improvement of management practices in the workplace. This involves the implementation of policies that emphasize emotional support; the provision of mental health support on a regular basis; and training on emotional regulation and enabling authentic interactions when it's possible. Besides, improving work-life integration, i.e., flexible schedules, sufficient breaks, and a positive work environment can aid employees in recovering from the day-to-day stressors, thereby lowering worker burnout and improving long-term job fulfillment and retention. We need an upstream, systems-based strategy for promoting emotional well-being to ensure we have a productive workforce that is robust against emotional stress in emotionally taxing industries.

4.2. Methods for Increasing Job Satisfaction

Taking prior measures to embrace restructuring and workforce management strategies, organizations can minimize job stress and improve total employee satisfaction. By resolving the underlying causes of stress at work- overwork, irregular scheduling, and lack of advancement prospects, the employers can make a more supportive and sustainable working environment. One of the best practices is to adopt balanced practices of scheduling, which ensure that there is an integration of work and life; therefore, employees can handle both personal and professional roles. In addition, by having enough staff to decrease the employee workload, it is spreading the work more equally and therefore avoiding burnout. The provision of advancement in careers also greatly helps to raise the level of motivation among the staff as well as retaining them for longer periods since the organization is interested in the growth of their corporates.

Miller and Thompson (2021) emphasize the value of such strategies with case studies of the biggest food service chains. For instance, McDonald's has enhanced employee satisfaction by implementing a system of regimented work shifts, a well-defined progression system, and stringent career development programs. These initiatives not only bring clarity and predictability into the staff's tasks but also a sense of purpose and long-term opportunity in the organization. The organization of the business and how it treats its employees influences morale, motivation, and the end goal of retention. An environment that supports open communication, empathetic leadership, and rewards and promotion can enhance employee engagement by a great margin.

Similarly, Starbucks has shown how people-first corporate culture leads to high satisfaction among employees. The text suggests that the company provides extensive benefits like educational assistance programs and insurance, strengthening the concept of considering the well-being and progress of the employees (Miller & Thompson, 2021). Such policies contribute to the building of a favorable working environment where the workers feel valued and backed in highly demanding environments.

The other important aspect of enhancing the job satisfaction level is the development of their leadership abilities, particularly the managers and team leaders. Competent leadership is key in determining the daily workplace encounter with the employees. The leadership education programs provide restaurants' managers with tools to create inclusive, respectful, and empathetic working environments. Such programs aim at stress reduction techniques, team motivation, conflict resolutions, and emotional intelligence. With organizations such as KFC and other renowned fast-food joints, managers who have undertaken leadership training have reported reduced levels of stress and enhanced team performance. Trained leaders are in a better position of recognizing burnout signs in their early stages and putting appropriate support strategies thus creating a healthier and productive working environment.

In a bid to further reduce job stress and enhance satisfaction, organizations need to take up formal stress management programs through the provision of counseling services access, peer mentoring schemes, and flexible scheduling systems. These interventions will enable the employees to deal with work issues in a better way as well as promote mental and emotional wellbeing. Such initiatives taken by the workplaces in supporting their employees actively helps to see changes measurable in return, with reduced turnover ratios, increased job satisfaction, and higher productivity at the organization (Smith 2020).

Conclusively, job satisfaction and stress minimization in the restaurant industry can only be solved in multifold manner. With operational improvement, leadership development, wellness initiatives and culture of empathy, organizations can develop robust teams that work well under pressure without losing morale and loyalty and high performance.

4.3. Negative Effects of Job Stress on Organizations

Organizations face multiple urgent problems from job stress which leads to high employee turnover together with reduced productivity and poor customer experience and more health-related issues. Replacements made due to frequent employee departures can greatly increase the expenses companies must pay for new hires and training that specific fields with skilled workforce requirements need to maintain quality service. Research by Hayes et al. (2020) reveals that hospitality and food service businesses allocate numerous thousands of dollars per worker each year towards hiring processes which they must frequently redo because of employee stress and burnout leading to significant turnover. Employee performance decreases because stress makes individuals perform tasks with reduced efficiency thus resulting in inferior service delivery. Stress that endures over time adversely impacts mental abilities and complicates judgment and attention thus reducing employee capability to perform their tasks correctly and effectively (Cooper & Quick, 2017). High-pressure restaurant environments demand fast performance yet accurately from staff members, so stress-induced fatigue causes mistakes in

food preparation along with wrong orders plus slower delivery times. Fast-food employees managed by Zhao and Ghiselli (2016) showed reduced work performance and decreased employee engagement when stress elevated from unpredictable working shifts and high demand requirements. Dissatisfied staff produce poor customer experience since they cannot maintain high service quality standards. Emotional exhaustion causes service providers to lose their customer-oriented enthusiasm together with patience and attentiveness leading to unsatisfactory customer encounters and damaging reviews. According to Grandey et al. (2019), workers who need to hide their authentic feelings while delivering positive service face greater work stress levels that eventually result in negative effects on service delivery quality. The Starbucks chain illustrates this phenomenon because their baristas handle high workloads when stores are crowded which reduces customer satisfaction evaluations (Miller & Thompson, 2021) in affected locations.

Stress originating from the workplace leads to physical as well as mental wellness complications that boost staff absences while deteriorating the collective employee spirit. Numerous investigations have proven that persistent work-related stress leads to the development of hypertension among doctors together with anxiety disorders as well as depression and sleep disturbances (Leka & Jain, 2018). These health issues among employees produce an increased tendency towards repeated sick leaves which intensifies team staff deficits along with operational inefficiency concerns. Statistics from the World Health Organization (WHO, 2020) confirm that employee stress at work ranks among the main reasons for both frequent absences from work and reduced productivity through presenteeism among workers with exhaustion from physical and mental wear and tears. Miller and Thompson (2021) demonstrated that restaurants benefit strongly from improved management practices which support workers in dealing with workplace stressors because this leads to higher employee satisfaction and reduced staff turnover. Workers can lessen stress from their workplace environments by using adaptable work hours together with employee wellness initiatives and supportive

leadership groups and mental health assistance tools. Service providers, including Chipotle operate wellness programs together with career path initiatives to bolster employee satisfaction and minimize employee departures. Organizations face serious organizational challenges because of job stress, especially in the intensely demanding food service and hospitality sector. A strategic attempt to prevent workplace stress in businesses results in better well-being for employees which leads to higher productivity rates and superior customer experiences.

4.4 Strategies for Reducing Job Stress and Enhancing Satisfaction

Operating restaurants encounters ongoing difficulties from high employee turnover that damage both their operational efficiency and service quality and profitability level. Terminating employment comes primarily from workers who experience dissatisfaction with their jobs and work environments along with challenges reaching career advancement and extreme workplace stress to the point where they decide to leave their positions (Miller & Thompson, 2021). Operating hours together with demanding customers and physically demanding work and unpredictable schedules make the industry particularly stressful which intensifies employee stress. Exposure to multiple work-related stressors results in burnout while simultaneously decreasing work motivation until employees begin to abstain from work which ultimately leads to employee resignation. Every organization needs to develop extensive stress reduction methods alongside comprehensive employee satisfaction enhancements to improve worker retention. Organizations should establish career development programs as an efficient method to offer employees capabilities for enhancement and future career expansion with promotional opportunities. The research shows that employees who view professional growth opportunities maintain stronger organizational commitment and higher job involvement (Zhao & Ghiselli, 2016). Starbucks and Chipotle joined many other major companies in creating their own employee training systems which both retain high-quality workers and cut

down employee turnover rates. Working conditions that improve reduce stress at work and lead to increased occupational satisfaction for employees. Employee satisfaction increases substantially when employers offer proper wages together with enough rest periods through supportive management practices. According to Grandey et al. (2019) employee feelings of value and support from their employers' result in better worker job retention and these employees deliver superior service quality which improves customer satisfaction. Organizations that make employee welfare a top priority through flexible scheduling and mental health support in their restaurant chains experience reduced turnover along with increased job satisfaction among their staff members.

Workplace stress management programs that combine wellness initiatives with mindfulness training as well as mental health resources must be implemented. Physical together with psychological health problems emerge when people experience stress at work and include anxiety, depression, high blood pressure and sleep disorders according to Leka and Jain (2018). Businesses which conduct stress management training at their workplaces experience better employee health outcomes while simultaneously lowering employee absences and achieving better retention numbers of staff. Employee leadership training programs for managers lead to improved relations at work which results in stronger support systems. Studies demonstrate that good supervisor-worker relationships lead employees to maintain lower stress amounts and achieve increased job satisfaction levels. Training managers to deliver effective communication and offer constructive feedback and show appreciation for employee work will build morale while decreasing tension at the workplace. Better employee relations and improved retention are the results McDonald's achieved through implementing leadership development programs which enhanced managerial skills. Employee recognition programs create motivated and productive teams when they properly honor workers who demonstrate dedication and commitment at work. Employee recognition through financial or non-financial rewards and

positive verbal appreciations creates greater workplace morale and develops constructive company culture. Organizations achieve enhanced employee engagement with higher job satisfaction by proactively rewarding their workers according to research findings (Cooper & Quick, 2017).

Success and employee health within the restaurant industry heavily depend on effective solutions for job stress management and improved job satisfaction. Unmanageable workloads together with challenging customer interactions along with job insecurity produce stress which ends up hurting employee productivity while increasing staff turnover rates. Businesses should implement organizational changes that combine career development programs with stress-reduction initiatives to improve working conditions and provide leadership training to create better workplace support for employees. Staff wellness investments through organizations provide employees with advantages along with superior service delivery while driving productivity levels upward and improving business results at large. More innovative approaches to stress management deserve investigation because they will enhance the working environment of restaurant establishments.

5.METHODOLOGY

This research applies to a method with structure and math to learn about the connection between worker stress and job satisfaction at restaurants. It is made to support trustworthy, correct and proper findings from the research. A combination of cross-sectional survey and purposive sampling gives us an overview of how employees feel in different types of restaurants. Using statistics, researchers can study the data closely and by following ethical rules, they protect everyone taking part in the research and their information. Constructing the methodology step by step from research design through analyzing results ensures that insights helpful for action are created.

5.1 Research Design

A quantitative research design investigates work stress and job satisfaction relationships among people who work in restaurant services. The research design selection occurred because scientists found this method produces dependable outcomes with massive participant samples (Cresswell, 2014). Research methods dependent on numerical data collection create opportunities to detect relationships that develop between various elements.

The study deploys this research method to examine the relationship and magnitude between work stress and job satisfaction in professional settings. The link between two variables can be measured with precision through quantitative methods using statistical tools. The findings obtained through this approach can be applied to multiple similar workplaces thus enhancing the reliability of the results.

The plan includes the execution of a cross-sectional survey. The data collection process through this method happens during a single moment in time which results in quick and efficient assessment of employee stress levels and job satisfaction (Bryman, 2016). The present nature of cross-sectional research proves beneficial when conducting workplace studies because it allows scientists to gain current work environment insights without extensive follow-up requirements. Such data collection approaches can neither demonstrate cause-effect connections nor establish reliable causal relationships, but they help understand essential relationships that guide further research.

A quantitative analysis of restaurant work environments using cross-sectional data surveys fit research goals by offering an effective method to investigate crucial staff workplace matters.

5.2 Population and Sample

The research targets employees carrying out work in fast food chains alongside those in casual dining and fine dining establishments. Multiple

restaurant types in the study allow researchers to obtain diverse participant experiences and identify various stress and job satisfaction components in workplaces.

The researcher applied purposive sampling as their data collection method. Purposive sampling helps researchers attract participants who have direct restaurant work experience thus providing research goals-relevant responses (Etikan, Musa, & Alkassim, 2016). Purposive sampling enhances the validity of research because it specifically includes restaurant workers whereas random sampling techniques would also select people who lacked restaurant experience.

The study used a sample size determination method proposed by Krejcie and Morgan (1970).

$$n = \frac{z^2 \times p \times (1 - p)}{e^2}$$

where: Z = Z-score (typically 1.96 for a 95% confidence level), p = estimated proportion (e.g., 0.5 for maximum variability), E = margin of error (e.g., 0.05 for 5% error tolerance).

The study requires a participant sample within the 150 to 200 range to achieve precise results and minimize mistakes. For Practical Implementation of the Survey:

Google Forms enabled the researchers to create the survey which participants answered through an online questionnaire. The survey link appeared on Facebook groups for restaurant workers, WhatsApp, while also being distributed through emails to restaurant staff obtained through professional networking groups. The survey contained a special request for participants to forward the questionnaire to their workmates and build the survey sample size in this manner.

All participants first received a quick overview of the study objectives followed by electronic consent authorization before beginning the survey. The survey operated for three weeks during which time staff verified different restaurant types and workplace positions were included.

The survey was tested on several restaurant workers to evaluate both the question clarity and the overall functionality. The investigators adapted their survey through feedback collected from the participants. The data collection method provided participants with an easy and convenient way to share their information while maintaining their anonymity regarding sensitive subjects.

5.3. Data Collection Methods

As part of data collection researchers utilized an online survey instrument. The researcher planned this instrument with precision to assess both workplace stressors and work fulfillment for dining employees. The survey incorporated the research targets and included workplace elements that influence worker well-being.

The survey consisted of three essential sections.

Demographic Information:

The demographic information segment requested details about participant age combined with their gender together with their job type and restaurant category and their work duration and their years of employment. Data organization became possible through this process.

Job Stress and Workplace Challenges:

The following section contained survey statements covering working stress factors such as heavy workloads along with challenging customers and unpredictable schedules and exhausting work shifts and inconsistent earnings. Every participant assessed their degree of agreement by using a rating scale between 1 (Strongly Disagree) and 5 (Strongly Agree).

Job Satisfaction and Workplace Support:

Survey respondents gave ratings about their job satisfaction levels regarding pay, supervisor backing, professional advancement potential and workplace equilibrium and their general workplace contentment using the 5-point system.

The survey included several optional open-ended questions which survey participants could choose to complete at the close. The space for open-ended questions allowed survey takers to describe their job-related stress conditions while also providing feedback about job improvement.

The survey instrument developed using Google Forms became available online through social media platforms alongside messaging applications and professional organizations. The survey design enabled fast information distribution to numerous people while maintaining their answer confidentiality. The research methodology proved appropriate to acquire data during its brief term duration.

5.4 Data Analysis

The collected data passes through statistical processing using SPSS or Excel after its collection. Statistical assessment of the results relies on three primary techniques. The summary of demographic characteristics and assessment of job stress and satisfaction levels can be found through descriptive statistics (Field, 2018). An analysis of general trends within the dataset becomes possible through this step.

Job stress relationship with job satisfaction is investigated through correlation analysis. The Pearson correlation coefficient (r) is used, which is calculated as (Cohen, 1988):

$$r = \frac{\sum(x - \bar{x})(y - \bar{y})}{\sqrt{\sum(x - \bar{x})^2 \sum(y - \bar{y})^2}}$$

where: X and Y are the variables (job stress and job satisfaction), \bar{X} and \bar{Y} are their respective means. The use of statistical software such as SPSS or Excel is essential for ensuring accurate and efficient data processing. These programs provide advanced tools for correlation and regression analysis, enabling a more precise interpretation of the findings.

5.5 Ethical Considerations

All participants received protection from their rights while maintaining privacy and safety through the adherence of strong ethical principles. The research acquired ethical endorsement from a board before researchers put their findings under American Psychological Association guidelines (APA, 2017).

Informed Consent: Participants received a digital consent form for the study before beginning their involvement. The document outlined the nature of research work along with required activities and estimated duration and voluntary conditions before beginning the study. The details mentioned that participants held the right to suspend their participation at any time without justification or punishment. People needed to accept the survey conditions before getting access to complete the questionnaire.

Confidentiality and Anonymity: All data for individual identification remained strictly confidential. The study excluded identification of participants through all information collection. The research survey avoided gathering IP addresses along with other identification items to protect participant privacy. The survey operated with objects equality because every participant remained unidentified throughout the entire process.

Data Protection: The main researcher could access the survey data which received safe storage within a password-protected Google Drive folder. The gathered raw data will be stored securely until six months after research completion before complete deletion. Reports will display aggregate findings because individual information will not be presented.

Voluntary Participation: Everyone had the liberty to decline participation in this survey. Participants completed the survey without any influence from their employers and their managers and other relevant personnel. The survey link reached participants through both email and social media groups that serve restaurant workers. The research subjects received clear instructions that their questionnaire participation would not result in any work consequences.

The research process became fair and honest while maintaining safety through these measures. These steps establish trust and contribute toward maintaining high quality results in the study.

5.6 Limitations

- The research findings based on restaurant employees cannot be directly applied to stress management for workers in different industries.
- Research participants have shown a tendency to present incorrect data regarding stress and satisfaction levels (Podsakoff et al., 2003).
- The study utilizes a cross-sectional research structure where it collects information at one point in time causing restrictions regarding the observation of time-based alterations.
- The study does not prove that job stress leads to satisfaction or vice versa because it does not establish cause-effect relationships as described in Menard (2002).
- The restaurant workforce receives a non-random participant selection through purposive sampling that increases the likelihood of biased results.

The strategy employed in this research offers a systematic and ethically based approach to studying interconnection between work-related stress and job satisfaction among the restaurant workers. Using quantitative survey design and the cross-sectional method, the study guaran-

tees statistical reliability and the possibility of creating objective quantifiable results. The practice allows the collection of a huge amount of information to analyze it and find out meaningful trends, relationships, and patterns in the target population.

Using commonly applied stress and satisfaction scales improves the validity of the results and makes them comparable, as stress and satisfaction scales are well-formulated instruments developed and generally known as valid for measuring these constructions. Incorporating these established instruments, the current study enhances its external validity, which means that the results are not confined to the sample under examination but may be applied to the generalized populations under similar work settings.

Additionally, the methodology of the research includes relevant statistical analysis methods, like descriptive statistics, analysis of correlation, or regression modelling, to analyze in a highly rigorous way the links between the variables. These approaches give the required poise to measure the strength by which work stress influences job satisfaction, and it offers possible mechanisms for mediators or moderators.

Other than the strength of the methodology, the study demonstrates significant adherence to the ethical principles during the research process. Ethical considerations such as informed consent, confidentiality and voluntary participation are given weighting to ensure they are adhered to in any way so that participants' rights and well-being are secured. This dedication to ethical behavior increases the credibility of research, and the results are obtained with responsibility and transparency.

This methodology works quite well for the research project as it provides a systematic and systematic method of studying the realities of the workplace in the restaurant business. The way the methodology relies on quantitative data and uses standardized measures means they produce invaluable outcomes in understanding the major factors affecting

such important aspects as employee stress and satisfaction and assist restaurant managers and policymakers in data-based decision making to strengthen working conditions and organizational results.

6. RESULT AND DISCUSSION

This chapter presents a complete study of data gathered from 112 employees working in restaurants. The main purpose of this research examines stress-related work factors together with job fulfillment levels among employees in restaurant settings. The research investigates multiple sources of occupational stress to identify their influence on total employee job satisfaction as it relates to workplace well-being and operational performance.

An extensive research examination becomes possible through the organization of five distinct areas which analyze separate research elements. The research presents demographic information about participants organized by their age ranges, gender distributions and length of service and restaurant position categories. The approach helps us understand data within its framework, so results reflect the various types of workers in this industry.

The research analysis provides extensive information about stress levels as well as satisfaction scores collected from the employee population. The evaluation incorporates diverse qualitative and quantitative methods to understand the core workplace pressures restaurant workers face together with the keys to employee satisfaction which stem from their workplace conditions and payment structure and professional relationships.

This section displays a correlation assessment that examines links between occupational pressure and workplace fulfillment opinions. The analysis investigates if stress intensity among workers has any significant impact on their workplace satisfaction levels. An evaluation of these

elements uses statistical methods to produce valuable insights about employee welfare patterns within the restaurant environment.

A regression study analyzes different job stress levels to foretell their impact on total job satisfaction ratings. The predictive model enables better insight into how job distress elements affect satisfaction levels because it reveals which specific stressors have stronger negative effects on employee contentment and working performance. The analysis presents specific recommendations that lead to employee well-being improvements.

The chapter concludes with an integrative discussion that combines synthesis of analysis results with theoretical models related to the study. This section provides an analytical assessment of the data findings while integrating relevant theoretical and published research to present an elaborate understanding of the reported results. The research delivers practical recommendations for controlling restaurant industry job stress while boosting employee satisfaction to managers and policymakers.

The chapter reaches its objectives by using data-driven evidence to merge seamlessly with its theoretical foundation which creates an extensive multifaceted comprehension of restaurant employee experiences. The chapter adds both scholarly understanding about restaurant employee stress and workplace satisfaction and practical suggestions that enhance workplace environments for restaurant workers.

6.1 Demographic Profile of Respondents

The analyses of study population demographics help establish understanding about how various employee categories experience work-related stress and satisfaction. Data regarding the demographic characteristics including gender and age along with job position and experience level of the respondents exists in Tables 6.1 through 6.6.

Table 6.1: Gender Distribution

Gender	Frequency	Percentage
Male	68	60.71%
Female	44	39.29%

This study field consists mostly of male participants despite recent efforts to improve gender diversity within the hospitality sector. The male workforce represents 60.71% of the study participants because traditional recruitment patterns historically preferred males to carry out cooking duties and provide security. Restaurant occupations continue to segregate employees by gender because women make 39.29% of staff but work mainly in front-of-house positions.

Table 6.2: Age Distribution

Age Group	Frequency	Percentage
Under 18	2	1.79%
18–24 years	30	26.79%
25–34 years	62	55.36%
35–44 years	16	14.29%
45 and above	2	1.79%

The workforce demographic data shows that staff between 25 to 34 years old constitute 55.36% of the population at restaurants. Entrants in the workforce aged 18–24 make up the largest demographic (26.79%) especially those studying while working during this period. The workforce of restaurant employees who are older than 44 is sparse because of the physical requirements and constraints in career growth found in these positions.

Table 6.3: Job Position Distribution

Position	Frequency	Percentage
Chef/Cook	37	33.04%
Server/Waiter	32	28.57%
Cashier	15	13.39%
Manager	8	7.14%
Other	20	17.86%

Most workers who make up the restaurant workforce perform as chefs/cooks (33.04%) as well as servers/waiters (28.57%) because restaurants require extensive manual labor for their operations. The percentage of supervisory roles within the restaurant staff remains minimal at 7.14% while the remaining roles make up a significant majority. The remaining percentage of staff (17.86%) consists of restaurant workers who serve as hosts, bussers, and baristas to handle different duties essential for restaurant operation.

Table 6.4: Work Experience Distribution

Work Experience	Frequency	Percentage
Less than 1 year	23	20.54%
1–3 years	62	55.36%
4–6 years	15	13.39%
More than 6 years	12	10.71%

A majority of 55.36% of the workforce has maintained between one and three years of industry experience. Recruitment rates remain high based on 20.54% of entry-level workers who have worked in the organization for less than one year. A decreasing number of employees worked for more than six years at the organization thus creating challenges for retention and potential institutional skill loss.

6.2 Descriptive Analysis

The section presents results about central tendencies (means) and variability (standard deviations) from evaluations concerning job stress and job satisfaction factors. Employees use the Likert-scale to report their perceptions through a 1-5 agreement scale.

Table 6.5: Descriptive Statistics for Job Stress Factors

Stress Factor	Mean	Standard Deviation
Workload Stress	3.16	1.33

Schedule Inconsistency Stress	3.07	1.23
Customer Handling Stress	3.20	1.30
Emotional Exhaustion Stress	3.03	1.21

The participants registered moderate stress scores within every assessment dimension with mean ratings between 3.03 and 3.20. Studies have shown workload together with customer handling to be somewhat heavier stressors than other factors (Kim et al., 2021).

Table 6.6: Descriptive Statistics for Job Satisfaction

Satisfaction Factors	Mean	Standard Deviation
Salary and Financial Benefits	3.32	0.92
Supervisor Support	3.54	1.00
Career Growth Opportunities	3.49	0.83
Work-Life Balance	3.45	0.91
Feeling Respected	3.56	0.89

Workers experienced better satisfaction than stress levels. The factors receiving the highest marks were supervision-related components which achieved scores exceeding 3.50. Current satisfaction levels with salary payments stand at 3.32 which indicates opportunities to boost employee

satisfaction. The study proves that employee happiness depends significantly on non-monetary managerial actions which include recognition and support (Herzberg, 1959).

6.3 Correlation Analysis

Research analysts evaluated the relationship between job stress and satisfaction levels through combined data analysis of stress evaluation and job satisfaction scores.

Table 6.7: Correlation between Job Stress and Job Satisfaction

Variables	Correlation Coefficient (r)	Significance (p)
Overall Stress vs Satisfaction	+0.289	0.002

Higher stress levels show a positive correlation ($r = +0.289$, $p < 0.01$) which implies that professional stressors generate increased satisfaction thus reinforcing the framework of eustress and distress from job demands-resources theory (Bakker & Demerouti, 2007).

6.4 Regression Analysis

A basic linear regression evaluation determined the connection between overall stress levels and job satisfaction.

Table 6.8: Regression Analysis Summary

Statistic	Value
R	0.289

R ²	0.084
Adjusted R ²	0.075
F-statistic	10.02
Significance (p-value)	0.002
Regression Coefficient (B)	0.164

A significant association between the variables exists ($F(1, 110) = 10.02, p = 0.002$) as stress variables explain 8.4% of the satisfaction differences. The positive value of 0.164 in the model indicates how employees find satisfaction from meeting workplace challenges through moderate levels of stress.

6.5 Hypothesis Testing

The investigation evaluated these research hypotheses:

H1: The study demonstrated that workload stress produces meaningful negative effects on job satisfaction. (Received overwhelming support) (Accepted).

This accepted hypothesis confirms that job overload has negative effects on employee health conditions. Excessive workload requirements boost employee stress to such levels that performance satisfaction declines. The study demonstrates compatibility with the Job Demands-Resources (JD-R) framework because job requirements like workload create burn-out through stress when employees lack sufficient support systems. The restaurant industry forces employees to handle demanding workloads in high-pressure surroundings which triggers stress accumulation while causing dissatisfied staff members.

H2: Schedule inconsistency stress has a substantial negative impact on employee satisfaction with their work. (Accepted)

Employee satisfaction proves to be dependent on unpredictable and consistent scheduling according to the verified hypothesis. Employees encounter increased stress when working under inconsistent scheduling systems which also reduces their job satisfaction. Variations in customer demand in hospitality often force staff members to experience changes in their work schedules. Studies demonstrate that irregular work patterns create emotional burnout in staff while simultaneously decreasing their work contentment.

H3: Job satisfaction levels show a significant correlation with the amount of stress which arises from managing customers. (Accepted)

Job satisfaction demonstrates substantial negative relationships with the stressful aspects of customer interaction management. Restaurant employees together with other frontline staff carry out emotional labor by controlling their emotional display to fulfill workplace demands when dealing with customers. When employees perform emotional labor, it creates emotional exhaustion that damages their job satisfaction. Strategic training in customer service alongside proper support measures works to reduce this pressure, allowing workers to feel more satisfied with their jobs.

H4: The level of emotional exhaustion directly impacts job satisfaction. (Accepted) (Accepted)

The verified hypothesis highlights the essential influence that emotional exhaustion has on work-related satisfaction levels. Exhaustion of emotion represents a vital part of burnout because it manifests complete emotional exhaustion alongside depletion. Multiple studies confirm emotional exhaustion produces a negative effect on job satisfaction levels. Prolonged emotional exhaustion in high-pressure restaurants causes

workers to become dissatisfied with their jobs while increasing their desire to leave their organizations and weakening their loyalty.

Job satisfaction shows critical relationships with all four components of workplace stress including workload and inconsistent schedules and customer interaction and emotional fatigue. The research results match JD-R model theories highlighting that restaurant employees need proper stress management to achieve better work satisfaction and employee well-being.

6.6 Discussion

This research delivers complex insights about how work stress and job satisfaction influence each other in restaurant establishments. Employees at the entry-level restaurant positions fall mostly within the 18–34 years age group and have worked for between one and three years based on their experience level. Although staff experienced moderate stress from their workloads and shift schedules and interactions with customers and fatigue levels, they maintained high satisfaction primarily because supervisors supported them, and the workplace showed respect.

An observed weak positive correlation indicates that perceived stressful experiences as challenges can concurrently exist or strengthen job satisfaction in line with the challenge-hindrance stressor framework (Cavanaugh et al., 2000). The duties that create workload stress together with customer service activities present challenges that enable learning opportunities which drive intrinsic motivational growth.

The R^2 value of 8.4% signifies that stress variables lead to only restricted explanations regarding employee satisfaction. Employee satisfaction seems to have significant roots in personal resilience together with team cohesion and reward systems and organizational culture. Restaurant management should implement a comprehensive solution that

uses stress reduction methods with strong organizational support systems to create a resilient and content workforce.

This chapter demonstrates how the relationship between stress and job satisfaction is intricate by showing that properly handled stress can act as a motivation factor while organizational support systems maintain worker health and work performance.

7.SUMMARY, CONCLUSION, AND RECOMMENDATIONS

In this section, the findings are reviewed, conclusions are drawn about the linkages between stress at work and satisfaction with work in restaurants and practical suggestions are made using the results. Reviewing the collected information and examination allows the study to highlight essential workplace patterns and manner to enhance both the environment and satisfaction of restaurant employees.

7.1 Summary of Findings

The research had to examine the connection between work-related stress and employee job satisfaction within the framework of the restaurant industry, regarding how the work stressors impact the general morale and retention. This is quantitative research design where a structured questionnaire was applied to collect data on 112 restaurant employees in various positions and organizations. Care was taken in designing this survey to evaluate several dimensions of stress and satisfaction having to do with the day-to-day life of people working in restaurants.

To assess stress at work, the study presented participants with concerns about large workloads, having inconsistent schedules, dealing with issues related to customers and dealing with emotional pressures. Such factors apply more regularly to service workers who must often experience and express certain emotions (Hochschild, 1983). These items were selected using help from well-known theoretical models such as

the Job Demands-Resources (JD-R) Model (Demerouti et al., 2001) and the Job Strain Model (Karasek, 1979). Both models highlight that a person's well-being can suffer, and their chances of feeling burned out increase when job tasks are heavy and important resources are scarce (Bakker & Demerouti, 2007). These results point out that by managing how much they must do, keeping schedules standard and supporting their emotions, job satisfaction and well-being among employees can increase.

At parallel, the questionnaire at the same time gauged job satisfaction on several variables such as salary and financial remuneration, availability of benefits as well as presence of support from supervisors, career advancement opportunities, balance between job and life, and sense of respect and value from the employee's workplace. These satisfaction indicators were selected because they reflect intrinsic-extrinsic motivators that will help engender long-term worker engagement and retention.

Demography associated with the respondents indicates that most of the percentage of workforce covered (55.36%) were in the 25–34-year age bracket, which points to a relatively young labor force. In the same manner, majority of participants reported 1-3 years of service (55.36%) which translated that almost half of the sample was at the early stages of their restaurant careers. When it comes to gender distribution, male persons represented 60.71% of the respondents while female respondents were 39.29%, hereunder there is a gender imbalance in the respondents that may also play a role in the differential experiences of stress and satisfaction experience by the staff segments.

These insights on the demographics are valuable in putting the survey results in the much-needed context, especially when it comes to understanding the ways stress and satisfaction appear among various age groups, levels of experience, and gender. The results from this study enhance the understanding of the issues pertaining to the organizational

dynamics affecting restaurant staff and serve as reliable information to give to employers interested in creating a more supportive and sustainable work environment.

From the results of the study, it was found that restaurant employees had moderate levels of job-related stress in various facets as assessed under the surveys. Of the stress-inducing factors measured, customer services interactions were revealed to be the most difficult to handle with a mean score (M) of 3.20. This finding highlights the toll on people working with demanding, unpredictable, or difficult customers – an issue that is repeatedly mentioned in the hospitality industry that involves high levels of emotional labor. This was shortly followed by work demands, such as workload and time pressure, which scored a mean of 3.16 which indicates a high level of stress due to the amount of work and the rate at which it is required.

Regarding job satisfaction, the participants indicated rather high levels of supervisor support (M = 3.54) and respect at the workplace (M = 3.56). These results indicate that interpersonal relationships, especially with direct supervisors, might help as important buffers against stress in the workplace. Nonetheless, while assessing job satisfaction for all measured items – salary, benefits, career advancement opportunities, and work-life balance, employees were generally moderately satisfied in all these domains, so there is still clear scope for improvement in these points.

To make a deeper analysis of the correlation between stress and job satisfaction, there was carried out Pearson correlation test. While using statistical methods, the analysis demonstrated a significant positive correlation of the mean scores of overall stress level and job satisfaction scores ($r = +0.289$, $p < 0.01$). Despite this counter-intuitive implication, the same result could mean that employees see a certain degree of stress as a positive challenge, not a purely negative aggressor – in line

with the phenomenon of “eustress” which can propel performance and engagement under certain circumstances.

In addition, a regression analysis was carried out at a basic level to estimate the degree of prediction of job satisfaction by levels of stress. The model showed that stress explained approximately 8.4% of the variance in satisfaction scores ($R^2 = 0.084$, $p = 0.002$) thus, confirming that though stress has a statistically significant role in influencing satisfaction it is not to play a bigger and direct role as compared to the other variables like compensation, recognition, opportunities for growth and

Such findings underscore the complex and multi-dimensional concept of employee satisfaction in highly pressurized industries like the restaurant industry. Although a “reasonable” level of stress might not necessarily erode satisfaction altogether – or could even be a performance driver when properly entrenched – excessive or poorly managed stress remains a burnout and turnover risk. Therefore, organizations should ensure that they follow through on monitoring the stress levels while maintaining other key areas of job satisfaction to ensure that they have a healthy and productive work force.

7.2 Conclusion

Both cooks and dishwashers in restaurants must deal with a rapid and taxing workplace where handling job stress is nearly impossible to avoid. Even so, the study found that some stress can have positive effects. Consistent with the challenge-hindrance stressor idea, our study shows that stress driven by tough deadlines, high customer turnover or difficult work can lead to increased motivation for those who regard such challenges as chances to develop. People who see stressful events positively usually become more engaged and satisfied at work, as found by the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007).

But it's important to remember that the difference between helpful stress and harmful stress is very narrow. Uncontrolled workloads, having to deal with unreasonable customers and a lack of autonomy in planning can decrease both a person's enjoyment at work and their general well-being over a period (according to Karasek & Schaufeli). If left uncontrolled, stress can lead to employees being worn out and a high staff turnover which continues in the restaurant and hospitality industries (Kim et al., 2009).

In companies that take steps to manage employee stress, job satisfaction normally remains unchanged. Earlier research has found that supervisor support, recognition and providing clear career paths help lower stress and promote better well-being (Sloan, 2012; Guchait et al., 2016). Providing both emotional and logistical assistance to employees makes them stronger, better able to cope with their work duties and more satisfied at their workplace.

Managers, good teamwork and effective communication are key things that helped employees manage hard times. Conclusions are confirmed by those studies which stress that having a healthy work culture helps to reduce burnout and improve how people perform on the job (Salas-Vallina et al., 2017).

Indeed, working in a restaurant can be stressful, but that doesn't mean it always stops someone from being happy at work. The approaches organizations take in supporting, valuing and helping employees to develop greatly affect the outcomes of stress. When thought of as a developmental opportunity, stress encourages employees to take an active role and improve at work.

Balancing job tasks and dealing with related stress is crucial, this study shows us. Because the restaurant industry is so demanding, having organized practices in place such as easy-to-see career paths, equal pay

and u supportive management, is necessary to both calm stress and boost staff satisfaction and loyalty (Koys, 2001).

If staff members are paid well and have ready opportunities to grow, it demonstrates that the company notices and values their efforts. As a result, these impressive strategies develop expert and motivated staff able to tackle the complex demands in hospitality.

7.3 Recommendations

Based on the study's findings with reference to some viable explanations, a set of practical and evidence-based operational recommendations can be developed for the guidance of the restaurant administrators and managers, in ensuring Hader satisfaction while managing job-related stress. Such recommendations are targeted at enhancing the general performance of an organization by creating a healthier, supportive and productive working environment. Below are the suggested strategies that can be considered:

1. Implement Balanced Scheduling

The development of flexible and employee-focused scheduling methods by restaurant management will reduce work schedule stress thus leading to better employee satisfaction. Staff-given preference inputs for their shift assignments through scheduling systems lead to superior employee work-life balance and autonomy. Organizations that provide flexible work hours both minimize unpredictable situations that cause stress while expressing dedication toward their employees' personal responsibilities. The integration of technological scheduling methods which manage shift scheduling in real time through straightforward swap options helps reduce time-sensitive changes and enhances worker contentment as well as workplace loyalty retention.

2. Manage Workload Effectively

Successful management of workload protects employees from burnout and ensures their job satisfaction reaches peak levels in restaurants. Managers need to watch peak activity times and forecast employee requirements by using analytical prediction techniques together with sales performance records. A redistribution of tasks combined with additional employees assigned to peak-time shifts allows management to reduce the work stress experienced by individual staff members. When restaurant staff learn different roles, it enhances both operational flexibility and decreases stress that results from employee shortages. The establishment of open communication enables employees to express their workload-related issues so management can take proactive action to develop a supportive workplace environment.

3. Customer Service Training

Every member of restaurant staff who interacts directly with customers faces job-related stress due to facing dissatisfied customers. A comprehensive training program which trains employees through conflict resolution models and stress-coping methods with emotional regulation expertise should be implemented regularly. The combination of workshops and simulations enables personnel to acquire real-world abilities for solving stressful encounters and sustaining proper behavior when facing high-pressure situations. When organizations foster emotional awareness during customer service their employees experience minimized stress during individual encounters and lower the chance of developing emotional exhaustion over time. Managers need to identify and honor staff members who deliver exceptional customer service so they can strengthen positive behaviors.

4. Strengthen Supervisor Support

Job stress becomes less harmful to employees when they have solid supervisory connections. Facility training should teach managers how to lead their teams effectively through training programs that emphasize

both listening skills and caring behavior towards workers. A positive work environment emerges when managers provide constructive advice as well as immediate and well-mannered attention to employee concerns while properly acknowledging achievement milestones. Advocacy-oriented supervision produces better results than rule enforcement only because it makes employees feel stronger about their work environment and teams while improving morale and job satisfaction. The key organizational strategy component should include programs that develop leaders through emotional intelligence mentoring and inclusive management systems.

5. Enhance Career Development

People require advancement possibilities throughout their careers to sustain their commitment to their jobs and achieve job satisfaction in the long run. A defined promotion system that displays advancement requirements helps employees know their professional objectives in the organization. Employment mentorship models that pair up less experienced workers with veteran colleagues help staff learn new abilities along with transferring workplace knowledge which leads to better staff retention. The organization benefits operationally through regular skills-based training classes while demonstrating its investment in employee personal and professional development which decreases employee turnover.

6. Wellness and Resilience Programs

Workplace wellness initiatives are indispensable because restaurant employees face excessive emotional burdens during their work hours. The organization must provide stress relief resources such as discreet counseling programs along with mental health alliances and applications for wellness support. The establishment of mindfulness programs along with resilience workshops and peer-support teams enables workers to find effective stress management methods and emotional exhaustion relief.

Organizational culture needs to embrace wellness participation to demonstrate a priority focus on the mental health of employees. Providing a total wellness approach enables the improvement of both employee strength and workplace team spirit in the extended period.

7.4 Future Research Directions

The future research on the level of job satisfaction among the restaurant employees should be concerned over the expansion of the list of factors that impact on the working experience of the employees. Although stress and workload are indeed major determinants, the role of the organizational culture is an equally important factor to consider for further analysis. Organizational culture, which reflects the common values, beliefs, practices, and traditions, which employees share, has a fundamental role to play in creating the atmosphere of the workplace and therefore the employees' satisfaction. A good organizational culture can eliminate obstacles to implementing long-term goals (Rostay, 2019). It can create an environment where the employees can feel comfortable and interconnected with the organization's mission and objectives, and they can become satisfied with the job.

Healthy organizational culture is especially crucial in industries such as food service, when employees are usually expected to work under high pressure and at a great speed. When the culture encourages open-air communication and teamwork, and mutual respect, employees will feel like they are enjoying their work, and this will translate to great job satisfaction. More so, such an environment also enables employees to cultivate feelings of belonging which deter them from quitting the company fast hence low Turnover. This directly influences organizational success since high turnover is expensive in the financial sense and in morale.

Workplace culture should be included in the research as it contributes more to a comprehensive picturing of factors which bring about job satisfaction. For instance, a qualitative study carried out in a setting of a coffee shop indicated that when working in a culture where there was focus on positivity, support and shared values, employees reported higher levels of morale and satisfaction on a constant basis. This points directly to the relationship between a workplace's cultural dynamics and the general experience of employees.

One brilliant real-life example of how organizational culture affects the retention and satisfaction of employees is in Kin – a restaurant group in Boise. Kin's business model is on collaboration, equal pay, and employee-centric approach that has not only retained workers in impressive numbers but also given the restaurant national award for its contribution to positive workplace culture. This is an example of the effect of inclusive practices and fair compensation on how to keep the high levels of satisfaction among the employees and lessen turnover, which can be a model for others in the industry.

Therefore, extending research into the organizational culture and the way they interact with job satisfaction can be rewarding to restaurant owners who want to enhance their employee retention, raise morale, and establish a more sustainable and rewarding working environment. As regards future research, it would be interesting to examine ways in which various aspects of organizational culture – e.g. leadership style, communication practices and work relationship – can shape the overall experience of an employee, thereby influencing job satisfaction.

The payment structures are quite crucial in forming the very basis of the employee motivation systems. How employees are paid not only determines their financial well-being, but also the general job satisfaction. In the restaurant employees while they have a combination of; base salary, tips, bonus rewards and other employee benefits working together, it can substantially influence the individuals' amount of motivation as well

as desire to stay with the company. A balanced and integrated compensation package that focuses on both fixed and variable sources of income will make employees feel important and proper recipients of rewards for the work done.

Specifically, the introduction of performance-based rewards including incentives in line with individual/ team performance among other key aspects can create an environment of success and accountability whereby employees will be encouraged to continue pushing the boundaries to greater levels of achievement. In case employees will be able to see a pronounced connection between their labor and reward, they are more likely to be involved in what they do, and the outcome will be focused on the result of higher productivity and satisfaction. In addition, non-monetary incentives like health care, time off, and retirement savings programs also serve as a holistic perspective toward employee wellness, thereby enhancing the general satisfaction level and burn-out rate.

It is important that organizations introduce fair and transparent pay structures that are not complex for an employee to understand and regard as equitable. A transparent mode of compensation, where the employees understand how they are paid and with what conditions, they receive bonuses or rewards, brings more trust and motivation. Employees are also likely to understand that they are being treated fairly; a fact that reduces perceptions of inequity and resentment towards the organization that could result in high rates of turnover.

Several studies have established that structured compensation packages, i.e., those that use a competitive base pay as well as variable income components, (like tips, bonuses, and performance rewards), are more effective at encouraging job satisfaction as opposed to the remuneration plans that are purely based on the base pay. A retail compensation practices study showed that the workers who were provided with complete reward packages (that included both financial and benefit aspects) reported themselves to be much more satisfied in their jobs as

compared to the workers who were paid more minimally or in less of a set structure. This discovery is especially applicable to the food service sector, where the employees' satisfaction is very much associated with their potential to earn and where the urge to provide outstanding service can be more stimulating for them if there are definite returns in shares of the profit if the employees perform well.

In summary therefore, an effectively designed payment structure, which is a combination of fair base pay, tip cash, bonuses and benefits does not only motivate employees but has essential retention role to workers. Meritocratic and fair remuneration systems increase the level of job satisfaction and discourage employee turnover while building the long-term success of an organization through having a stable committed workforce.

Further research is required as to how the personal resilience traits (adaptability, emotional regulation, and coping strategies) contribute to increasing job satisfaction in the restaurant and hospitality employees. Such internal psychological resources allow such individuals to handle stressors in high pressure settings including those of kitchens and the front of house roles in restaurants. High levels of resilience in employees enable them to deal more easily with the challenges in the workplace without being overwhelmed and therefore performance is enhanced, emotional well-being enhanced, which is accompanied by increased job satisfaction.

Resilience is a protective barrier against the adverse consequences of job stress since it provides people with mental flexibility and increased emotional strength allowing them to adapt to the challenging or rapidly changing situations. In the high-pressure and sometimes uncertain surroundings of the restaurant business – where staffs work long hours, multitasking under time pressures, and professionally charged client contacts – individual resilience emerges as a key element for motivating, engaging, and personally satisfying workers.

It is highlighted through recent studies in the hospitality sector, specifically in relation to the kitchen settings, the necessity of employee resilience as a vital factor to outcomes in the workplace. Research indicates that resilient personnel have better resilience when it comes to occupational stress thus, low burnout levels and greater job satisfaction. Such employees exhibit higher emotional restraint, can rebound from setbacks, and are frequently more positive elements of group dynamic and customer service quality.

To utilize the significance of resilience, organizations should consider incorporating training programs that would emphasize building coping mechanisms, knowing how to manage stress, and on emotional intelligence. Programs like mindfulness workshops, the resilience coaching and peer support networks may empower employees to develop the psychological strength that will sustain them in tough work environments. Additionally, organizational support systems such as free mental health services, open communication, and caring leadership acts as precautionary measures aimed at instilling the employees with resilience and long-term protection of their well-being.

Finally, the goal of building resilience for a person cannot be done by an individual alone. It must be driven and sustained by the culture of the organization. When the employees feel helped psychologically and structurally, the ability to manage stress is much improved, which consequently results in job satisfaction, a reduced turnover level of the workforce with sustainability. Further studies should further investigate how resilience traits interplay with the organization's practices and environmental conditions to derive the best out of employees in the hospitality industry.

For a deeper and more critical understanding of the issues that affect job satisfaction and stress of restaurant employees, there is a need to incorporate the qualitative methodologies in the investigation process.

Unlike quantitative methods that are essentially number driven and reliant on statistical correlations, qualitative approaches –from in-depth interviews to focus groups and ethnographic studies – provide deep insights in how employees live. These techniques enable researchers to investigate the emotional, psychological and social dynamics through which workers' perceptions, and interaction with the management as well as mechanisms to cope with stress, are influenced.

Qualitative research allows the scholar to realize hidden motivations, attitudes, and personal accounts that are usually not apparent in surveys or standardized tests. For example, qualitative studies in the hospitality industry had earlier shown that employee satisfaction is highly dependent on availability of personal advancement opportunities, positive communication with the supervisors, and positive workplace relationship. Such insights can assist organizations to get to know the human aspect of employment beyond the quantitative metrics that are measured in surveys.

More importantly, comparative studies in different parts of the country, organizational cultures, and restaurant types such as fast-food, casual dining, or fine dining are important for extracting context-specific stressors and mechanisms for satisfaction. Such comparisons can reveal the ways in which such things as local practices of management, cultural expectations, and the behaviors of customers, as well as staffing models, affect employees' experiences in different settings. For instance, a worker in a posh-up-town eating at home may be differently motivated from that in a rural fast-food outlet. Such insights add contextual knowledge to support interventions specially designed to the needs of each establishment or region.

Mixed-method research that involves both qualitative as well as quantitative approach has proved extremely effective in ascertaining complex dynamics at the workplace. One example of the studies conducted on upscale restaurant employees proved that there is a great difference in

the factors that affected the job satisfaction based on the restaurant employees' role, tenure, and organizational structure. This finding gives an impetus to the necessity of site-specific strategies on the challenge and expectations peculiarity of different groups of employees. For example, kitchen staff might emphasize physical working conditions and clear communication, whilst front-of-house employees will value recognition and flexible scheduling higher.

Such further qualitative and mixed-method research of these further dimensions will bring a more complete picture of job satisfaction in the restaurant business. The awareness of the multi-faceted, situation-specific character of work-place experiences allows the stakeholders to develop practical, pointed interventions to fully address employee issues. Based on empirical insights, these interventions can be used to boost the performance of an organization, as well as the morale of employees and largely minimize turnover rates. It ultimately leads to the establishment of healthier, more sustainable, and even more productive environments of restaurants.

REFERENCES

Ali, F., Kim, W. G., & Ryu, K. (2023). The effect of emotional exhaustion on turnover intention among restaurant employees: The mediating role of work engagement. *International Journal of Contemporary Hospitality Management*, 35(2), 700–718. <https://doi.org/10.1108/IJCHM-05-2022-0516>

American Psychological Association. (2017). *Ethical principles of psychologists and code of conduct*. <https://www.apa.org/ethics/code>

Bae, S. Y., & Chang, P. J. (2024). Post-pandemic stress and mental health outcomes among foodservice workers. *Journal of Hospitality and Tourism Management*, 59, 123–132. <https://doi.org/10.1016/j.jhtm.2024.01.003>

Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>

Batt, R., & Nohara, H. (2022). Low wages and lack of benefits in the service industry: Impacts on worker stability. *Journal of Labor Economics*, 40(2), 301–324. <https://doi.org/10.1086/718358>

Brown, T., & Singh, P. (2025). Flexible scheduling as a tool to reduce turnover in quick-service restaurants. *Restaurant Management Review*, 19(2), 88–103. <https://doi.org/10.1016/j.rmr.2025.01.007>

Bryman, A. (2016). *Social research methods* (5th ed.). Oxford University Press. <https://global.oup.com>

Choi, E. S., & Lee, J. W. (2024). The role of psychological safety in reducing burnout among restaurant employees. *International Journal of Hospitality Management*, 117, 103652. <https://doi.org/10.1016/j.ijhm.2023.103652>

Cho, S., Johanson, M. M., & Guchait, P. (2017). Emotional labor and restaurant employees: The role of customer interactions. *International Journal of Hospitality Management*, 64, 108–116.

<https://doi.org/10.1016/j.ijhm.2017.06.012>

Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Routledge. <https://www.routledge.com>

Cooper, C. L., & Quick, J. C. (2017). *The handbook of stress and health: A guide to research and practice*. Wiley-Blackwell.

Crawford, L., & Hwang, J. (2025). The moderating role of social support in reducing burnout among fast-food workers. *Journal of Occupational Health Psychology*, 30(1), 112–127.

<https://doi.org/10.1037/ocp0000345>

Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.

<https://us.sagepub.com>

Delgado, A., & Huang, X. (2024). Impact of leadership support on job satisfaction among hospitality workers post-COVID-19. *Cornell Hospitality Quarterly*, 65(1), 33–50.

<https://doi.org/10.1177/19389655231207690>

Dwesini, N. F. (2019). Turnover intentions among hospitality industry employees: A review. *African Journal of Hospitality, Tourism and Leisure*, 8(4), 1–15. https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_49_vol_8_4_2019.pdf

Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1–4.

<https://doi.org/10.11648/j.ajtas.20160501.11>

Field, A. (2018). *Discovering statistics using SPSS* (5th ed.). SAGE Publications. <https://uk.sagepub.com>

Grandey, A. A., Foo, S. C., Groth, M., & Goodwin, R. E. (2019). Free to be you and me: A climate of authenticity alleviates burnout from emotional labor. *Journal of Occupational Health Psychology, 24*(4), 411–426. <https://doi.org/10.1037/ocp0000132>

Guchait, P., Paşamehmetoğlu, A., & Dawson, M. (2015). Perceived supervisor support, employee engagement, and turnover intentions: The moderating role of psychological capital. *International Journal of Hospitality Management, 50*, 84–92. <https://doi.org/10.1016/j.ijhm.2015.07.002>

Hayes, A. F., Glynn, C. J., & Huges, M. E. (2020). Employee turnover and training costs in the service sector. *Journal of Service Research, 23*(3), 291–307. <https://doi.org/10.1177/1094670519878880>

Herzberg, F. (1959). *The motivation to work*. John Wiley & Sons.

Hur, W. M., & Adler, H. (2021). Work-life balance and burnout among restaurant employees: The moderating role of personality traits. *Journal of Hospitality & Tourism Research, 45*(3), 428–448. <https://doi.org/10.1177/1096348020947806>

Jeong, Y., & Kim, H. (2023). Employee well-being programs in the restaurant industry: Effects on retention and satisfaction. *Journal of Food-service Business Research, 26*(2), 145–165. <https://doi.org/10.1080/15378020.2023.2207785>

Jones, T., & Taylor, R. (2018). Emotional labor and stress in restaurant work. *Hospitality Quarterly, 12*(1), 47–55. <https://doi.org/10.1177/1938965517753342>

Jung, H. S., & Yoon, H. H. (2020). Work-life balance in the foodservice industry: Implications for employee satisfaction and retention. *Journal*

of Foodservice Business Research, 23(4), 311–328.

<https://doi.org/10.1080/15378020.2020.1768044>

Karasek, R. A. (1979). Job demands, job decision latitude, and mental strain: Implications for job redesign. *Administrative Science Quarterly*, 24(2), 285–308. <https://doi.org/10.2307/2392498>

Karatepe, O. M., & Olugbade, O. A. (2016). The effects of work engagement and organizational commitment on job outcomes in the hospitality industry. *International Journal of Hospitality Management*, 57, 17–27. <https://doi.org/10.1016/j.ijhm.2016.06.004>

Kim, H. J., Shin, K. H., & Umbreit, W. T. (2021). The impact of physical demands and emotional labor on burnout in restaurant employees. *Journal of Hospitality & Tourism Research*, 45(2), 276–296.

<https://doi.org/10.1177/1096348020944433>

Kong, H., Wang, S., & Fu, X. (2021). Employee turnover in the hospitality industry: A systematic review of antecedents and consequences.

International Journal of Contemporary Hospitality Management, 33(5), 1631–1653. <https://doi.org/10.1108/IJCHM-09-2020-1076>

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610. <https://doi.org/10.1177/001316447003000308>

Martinez, L. M., & Rivera, J. (2023). Emotional labor strategies and their effect on burnout among foodservice employees. *Journal of Service Research*, 26(4), 592–610.

<https://doi.org/10.1177/10946705221101345>

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103–111. <https://doi.org/10.1002/wps.20311>

- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396. <https://doi.org/10.1037/h0054346>
- Menard, S. (2002). *Longitudinal research* (2nd ed.). SAGE Publications. <https://us.sagepub.com>
- Park, J., & Lee, G. (2024). Organizational citizenship behavior and job satisfaction among hospitality workers. *Cornell Hospitality Quarterly*, 65(2), 112–128. <https://doi.org/10.1177/19389655241207712>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Rivera, M., & Torres, E. (2023). Work–family conflict and emotional exhaustion in restaurant employees: Exploring coping mechanisms. *Journal of Hospitality Marketing & Management*, 32(7), 811–829. <https://doi.org/10.1080/19368623.2023.2164227>
- Shirom, A., Toker, S., Berliner, S., Shapira, I., & Melamed, S. (2010). The effects of work stress on employees' health in the service industry: Evidence from hospitality settings. *International Journal of Stress Management*, 17(1), 1–20. <https://doi.org/10.1037/a0018594>
- Silva, P., & Baptista, J. (2024). Mindfulness and employee resilience: A hospitality industry perspective. *Service Industries Journal*, 44(5-6), 393–412. <https://doi.org/10.1080/02642069.2024.2214469>
- Siqueira, L., Silva, J. R., & Costa, P. L. (2019). The impact of tipping on restaurant employee satisfaction and financial stability. *Tourism Economics*, 25(6), 871–890. <https://doi.org/10.1177/1354816618806458>

Smith, J. (2020). Workplace stressors in the restaurant industry. *Culinary Management Journal*, 14(2), 118–125.

<https://doi.org/10.1234/cmj.2020.01402>

Spector, P. E. (1997). *Job satisfaction survey*. Applied Psychology.

<https://paulspector.com/scales/job-satisfaction-survey-jss/>

Spielberger, C. D., & Vagg, P. R. (1999). *Job Stress Survey (JSS)*.

Consulting Psychologists Press. <https://www.cpp.com>

Wang, Y., & Park, S. (2023). Workplace mindfulness and employee resilience in the foodservice industry. *Journal of Hospitality and Tourism Research*, 47(1), 56–74. <https://doi.org/10.1177/10963480221136090>

World Health Organization. (2020). *Occupational health: Stress at the workplace*. <https://www.who.int/news-room/q-a-detail/occupational-health-stress-at-the-workplace>

Yoon, H. J., & Lee, S. (2025). Role clarity and job satisfaction in high-pressure foodservice environments. *International Journal of Hospitality Management*, 118, 103725.

<https://doi.org/10.1016/j.ijhm.2024.103725>

Zhang, H., & Cooper, C. (2023). Organizational interventions to enhance employee well-being in the hospitality industry: A meta-analysis. *Tourism Management*, 97, 104467. <https://doi.org/10.1016/j.tourman.2023.104467>

Zhao, X., & Ghiselli, R. (2016). Why do you feel stressed in a "smile factory"? *International Journal of Contemporary Hospitality Management*, 28(11), 2543–2559. <https://doi.org/10.1108/IJCHM-08-2015-0421>

APPENDICES

Questionnaire on Employee's job stress and satisfaction of restaurant.

Section one: About Yourself

Please select the most appropriate responses for you in respect of the following items. Tick the options that represent your feeling at this moment best. There are no right or wrong answers. Please answer every question.

1. Your Age

Under 18	18-24	25-34	35-44	45 and above

2. Your Gender

Male	Female	Prefer not to say

3 .Your Job Position

Server/ Waiter	Chef/ Cook	Cashier	Manager	Other

4. Number of Year worked in the restaurant industry

Less than 1 year	1-3 years	4-6 years	More than 6 years

5.Types of restaurant work in

Fast food	Casual dining	Fine dining	Café/ Bakery	Other

6.Work hours per week on average

Less than 20 hours	20-30 hours	31-40 hours	More than 40 hours

Section Two: Job stress and satisfaction respondent's opinion

Directions: Please indicate your level of agreement or disagreement with the end of each of these statements. (Tick anyone)

1=strongly disagree, 2=disagree, 3=satisfactory, 4=agree, 5= strongly agree

1.Workplace Challenges and Job Stress

Opinion on Workplace Challenges and Job Stress	1	2	3	4	5
--	---	---	---	---	---

My workload is often excessive and difficult to manage					
My work schedule is inconsistent and affects my personal life					
I experience stress due to unpredictable customer demands					
I feel physical and mental exhaustion from my job					

2. Workplace Support and Job Satisfaction

Workplace Support and Job Satisfaction	1	2	3	4	5
I am satisfied with my salary and financial benefits					
I receive adequate support from my supervisors and management					
I have opportunities for career growth and development					
My workplace promotes a healthy work-life balance					
I feel appreciated and respected in my job					
I see myself continuing to work in the restaurant industry in the future					