



Employee Satisfaction and Its Influence on Operations in Food and Beverage Establishments

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Received: 23 Mar 2025; Received in revised form: 21 Apr 2025; Accepted: 25 Apr 2025; Available online: 30 Apr 2025
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Abstract— The study was conducted in the province of Nueva Ecija, an emerging hospitality and tourism industry hotspot, to investigate how employee satisfaction affects the operational performance of food and beverage establishments. In this regard, employee satisfaction is discussed as an independent variable focusing on four essential factors: compensation, work environment, career growth opportunities, and management support. These factors affect service delivery performance indicators like productivity, service quality, or global performance. A structured survey was implemented in 30 establishments, collecting data from 120 employees. The strongest operational performance predictors were the work environment and the opportunity to access management support. A clean, safe workplace and practices carried out in management, like clear communication and acknowledgment, helped improve employee morale and productivity tremendously. Career paths had a moderate effect on long-term engagement. At the same time, salary was more relevant to retention than ongoing daily engagement, though it was considered a given in all aspects of the job. Correlation and regression methods found Positive relationships between satisfaction dimensions and performance indicators. The strongest correlations were found between workplace conditions and management support. The study adds that improving employee satisfaction starts with holistic attention to employee needs. These recommendations include reassessing compensation structures, cultivating a supportive work environment, managing support priorities, and investing in employee development opportunities. Well-functioning service providers create unique customer experiences and greater employee satisfaction, which leads to higher employee satisfaction—resulting in seamless operations, higher service quality, and sustainable competitive advantage. The study offers practical implications for managers and restaurant owners and highlights that enhancing employee well-being is essential for the sustained success of food and beverage companies.



Keywords— Career Growth Opportunities, Employee Satisfaction, Food and Beverage Establishment, Management Support, Work Environment.

I. INTRODUCTION

One important aspect of food and beverage places is employee satisfaction, which helps ensure seamless running. Minor changes in the level of satisfaction of people working in the service sector significantly impact service quality, operational efficiency, and overall business performance in this sector, characterized by union levels of customer service and high levels of interaction with customers. Like any growing industry, especially in Nueva Ecija in the tourism and hospitality sector, employee satisfaction is vital to sustaining the competitive edge of an

establishment. The literature suggests that employees' happiness substantially impacts service delivery and the customer experience, which are fundamental elements of successful operations in the hospitality industry (Smith & Johnson, 2020).

Employee satisfaction consists of fair compensation, a supportive work environment, opportunities for growth, and effective management. These factors are directly related to employees' morale, motivation, and job roles, such as fair compensation and a positive workplace environment, which have increased

retention rates and lower turnover in hospitality-oriented areas (Perez & Villanueva, 2021). Employees in food and beverage operations work long hours, on their feet, and in constant customer interaction, so establishments must meet their needs and expectations. According to a study by Garcia and Cruz (2019), happy employees are likelier to offer better customer service, leading to good customer reviews and repeat business.

Employees tend to perform, contribute positively in the workplace, and provide outstanding customer service when these factors are present. Many things cannot be said enough about the impact of employee satisfaction on operational performance. When employees are satisfied, they can be very engaged and productive, which usually results in smoother operations, fewer mistakes, and better customer interaction. On the other hand, dissatisfaction can result in lower productivity, high attrition, and poor service delivery, degrading establishments' image and bottom line. According to Mendoza and Santos (2022), improved employee satisfaction is crucial for industries like food services in Nueva Ecija, where competition and demand for quality service are rapidly increasing.

Although the significance of employee satisfaction is well known, there is limited research on its effect on food and beverage operations within Nueva Ecija. This study fills this gap by examining essential satisfaction drivers and their impact on operational efficiency. According to Lee and Kim (2018), employees' productivity and service quality can be significantly enhanced by making working conditions comfortable and opportunity for career advancement. This research will yield information that can help inform managers and business owners' strategies to direct employee satisfaction and operational effectiveness. By pinpointing these factors, the aim is to improve service quality, sustain the workforce within the company, and contribute to the sustainable development of Nueva Ecija's food and beverage businesses.

Objectives

1. the demographic profile can include the following elements:
 - a. Age
 - b. Gender
 - c. Educational Attainment
 - d. Civil Status
 - e. Position in the Establishment
 - f. Length of Service in the Current Establishment
 - g. Monthly Salary Range
 - h. Work Schedule Type

- i. Nature of Employment
2. How do these factors impact employee satisfaction?
 - a. Compensation
 - b. Work environment
 - c. Career growth opportunities
 - d. Management support
3. How does employee satisfaction influence these establishments?
 - a. Operational efficiency
 - b. Service quality
 - c. Overall performance
4. What strategies can be implemented to enhance employee satisfaction and improve operational outcomes in the food and beverage sector?

II. METHODS AND MATERIALS

The study is about Employee Satisfaction and its effect on the operational performance of food and beverage establishments in Nueva Ecija. The dependent variable (DV) assesses employee satisfaction through four significant compulsory components: compensation, work environment, career growth opportunities, and management support. It is theorized that these factors affect the dependent variable (DV), which is operational performance, measured through operational efficiency, service quality, and overall performance indicators. We focus on construct validity, which postulates that employee satisfaction is the basis for more excellent operational performance and, therefore, forms the foundation of what ultimately contributes to the hospitality industry.

The effect of employee satisfaction in food and beverage hospitality improvement on operational performance. Several studies reinforce that factors like pay, working conditions, career advancement, and management support are substantially linked to employee satisfaction and, thus, to operational efficiency, service quality, and performance. They further illustrate similar findings in food and beverage environments that a helpful workplace and management interest drive operational competence and financial performance (Abbas et al., 2024). Similarly, Xin and Zulkipli (2024) found that providing employees with growth job opportunities increased employee satisfaction and translated directly into customer loyalty and service quality, which are important to sector success.

Outcomes are also closely tied to employee relations. According to Harshani and Prabuddhini (2024), satisfied employees produce greater efficiency and commitment at work, resulting in tangible operational standards and production benefits. Furthermore, Katsoni and Cassar (2024) advocate for a workplace in which

creativity and adaptability can be woven into the fabric of organizational excellence, citing the role of management recognition and equitable remuneration in driving this success. This is supported by Nguyen (2024), who found that employee satisfaction, which can be achieved through strategic initiatives, is critical for operational excellence and successful business models in the service sector.

Based on the Input-Process-Output (IPO) model, the study identifies the demographic profile of respondents and satisfaction factors as input variables. For example, a more quantitative approach can gather data using structured survey questionnaires and then perform analyses such as correlation and regression to analyze how the two variables form or differ. Based on the output, key drivers of satisfaction are identified, their impact on operational performance is analyzed, and actionable recommendations for improvement are given. This research uses a quantitative descriptive and correlational design. It employs a stratified random sample of 120 employees from 30 food and beverage establishments in Nueva Ecija. “We use a Likert-scale-based survey to collect data and apply descriptive and inferential statistics in our analyses to extract valuable insights. Ethics guide rules for informed consent, confidentiality, and responsible data usage. The results are intended to assist establishments in improving employee satisfaction through increased operational effectiveness and service quality.

Table 1 Frequency and Percentage of Demographic Profile

Demographic Variable	Frequency (f)	Percentage (%)
Age		
26-35	42	35.0
18-25	41	34.2
36-45	26	21.7
46 and above	11	9.2
Gender		
Female	61	50.8
Male	59	49.2
Educational Attainment		
College Graduate	54	45.0
High School Graduate	43	35.8
Vocational Graduate	20	16.7
Postgraduate	3	2.5

Civil Status		
Single	76	63.3
Married	44	36.7
Position		
Frontline Staff	56	46.7
Kitchen Staff	43	35.8
Supervisor	12	10
Manager	9	7.5
Length of Service		
1-3 years	54	45.0
<1 year	36	30.0
4-6 years	17	14.2
>6 years	13	10.8
Monthly Salary		
Below 10,000	18	15
10,000-20,000	83	69.17
20,001-30,000	16	13.33
Above 30,000	3	2.5
Work Schedule		
Fixed	81	67.5
Rotational/Shift	39	32.5
Nature of Employment		
Regular	69	57.5
Contractual	36	30.0
Part-time	15	12.5

Almost 69.2% of the respondents are Young adults (the age of 18 to 35). Of these, 35% belong to the 26–35 age group and 34.2% to the 18–25 age group. You have comparatively less representation in older age groups, with only 21.7% aged between 36 and 45 and 9.2% aged 46 and above.

The male-to-female ratio is approximately 50-49, with slightly more females than males. 49.2 % of the respondents were male, and 50.8% were female.

Over 45% of the population have received a university degree, 35.8% of graduates are high school graduates, and 16.7% are vocational graduates. Just 2.5% of respondents have done postgraduate education. 63.3% of respondents are single, and 36.7% are married.

The most significant, 46.7%, are frontline staff (the gut-level responders). Kitchen staff comprise 35.8%,

with supervisory and managerial positions less common, at 10% and 7.5%, respectively.

Most employees in this sample have short tenure: 45% have been employed for 1–3 years, and 30% for less than a year. Those on the longer side are rarer, with 14.2% serving 4–6 years and 10.8% over a decade. Most respondents (69.17%) have a monthly income of 10,000–20,000. Apart from that, 15% are getting less than 10,000, 13.33% are getting between 20,001 and 30,000, and only 2.5% have a salary of more than 30,000.

Most respondents, 67.5% of the total, have fixed working hours. 32.5% of employees follow a rotational or shift schedule.

57.5% of respondents are regular employees. Also, 30% of workers are on a contract basis, and 12.5% are part-time workers.

Hopenhayn et al. (2022) explore labor market demographics, examining aggregate population growth and firm-level employment dynamics. Their findings also reveal grainier demographic shifts, such as changes to labor concentration and employment characteristics.

Table 2 Means and Weighted Means of Compensation

Statement	Mean	Verbal Description
My salary is fair for the work I do.	2	Disagree
I receive additional benefits and incentives.	2.2	Disagree
I feel financially secure in my job.	2.3	Disagree
Weighted Mean	2.2	Disagree

Legend: 3.5–4.0 – Strongly Agree, 2.5–3.49 – Agree, 1.5–2.49 – Disagree, 1.0–1.49 – Strongly Disagree

The mean score for “I feel financially secure in my job” (the highest) is 2.3. While this is the highest score, it still falls within the disagreement range, suggesting that respondents do not feel financially secure in their positions overall.

The lowest average score is 2, corresponding to “My salary is fair for my work.” This means that respondents strongly disagree with the fairness of their pay for their work.

The weighted average of 2.2 indicates respondents disagreed with the statements about salary, benefits, and financial security. This indicates a broad discontent among the respondents regarding financial payment and work motivation.

Kökuti (2024) talks about the various aspects that affect employee satisfaction, especially the need for financial security in competitive fields. The study also highlights that improved economic incentives and job security, among others, can improve workers/job satisfaction.

Table 3 Means and Weighted Means of Work Environment

Statement	Mean	Verbal Description
My workplace is clean and safe.	3.4	Agree
I feel valued and respected by my colleagues.	3.2	Agree
My workplace promotes a positive work-life balance.	3.3	Agree
Weighted Mean	3.3	Agree

Legend: 3.5–4.0 – Strongly Agree, 2.5–3.49 – Agree, 1.5–2.49 – Disagree, 1.0–1.49 – Strongly Disagree

The mean score is highest at 3.4 for “My workplace is clean and safe.” This means that respondents most closely agree with their workplace being clean and safe.

The lowest mean score, 3.2, relates to the statement, “I feel valued and respected by my colleagues.” This statement shows slightly less consensus than the others while still being optimistic. Although the mean is 3.3, which indicates an overall agreement with the statement, it slightly disagrees with others who think that workplace conditions are clean and safe and promote a healthy work-life balance.

Peña-Casas and Ghailani (2023) discuss the effects of digitalization on job quality across sectors. However, they note that work and safe environments are important for high job satisfaction, even in technologically sophisticated workplaces.

Table 4 Means and Weighted Means of Career Work and Opportunities

Statement	Mean	Verbal Description
I have opportunities to improve my skills.	2.64	Agree
I feel supported in achieving my career goals.	2.54	Agree
My establishment provides regular training and development programs.	2.54	Agree
Weighted Mean	2.57	Agree

Legend: 3.5-4.0 – Strongly Agree, 2.5-3.49 – Agree, 1.5-2.49 – Disagree, 1.0-1.49 – Strongly Disagree

The highest mean score is 2.64 for "I have opportunities to improve my skills." This means that respondents most agree with the availability of opportunities to skill up.

Among the responses again at the lower end of the mean, "I feel supported in achieving my career goals" and "My establishment provides regular training and development programs" had the lowest mean scores, both at 2.54. These statements reflect a slightly lower satisfaction level, though agreement is still high compared to the opportunity to practice your skills.

The weighted mean of 2.57 tells that most respondents agreed that the establishment they belong to supports their career growth, skill development, and training opportunities.

Yulianti and Fitriansyah (2024) examine skill enhancement programs for the labor market in Indonesia and Thailand. Their study illustrates how structured training programs can improve promotion prospects.

Table 5 Means and Weighted Means of Management Support

Statement	Mean	Verbal Description
My manager/supervisor listens to my concerns.	2.72	Agree
I receive clear instructions and guidance from my supervisor.	2.52	Agree
My manager/supervisor recognizes and appreciates my contributions.	2.62	Agree
Weighted Mean	2.62	Agree

Legend: 3.5-4.0 – Strongly Agree, 2.5-3.49 – Agree, 1.5-2.49 – Disagree, 1.0-1.49 – Strongly Disagree

The highest mean score of 2.72 is recorded against "My manager/supervisor listens to my concerns." They agreed most: "I feel my supervisors listen to me."

The mean lowest score is 2.52, corresponding to the statement, "I receive clear instructions and guidance from my supervisor." Of the areas of managerial support evaluated, this item shows the least degree of agreement, but the results are still positive.

The overall agreement suggests that respondents feel their supervisors support them, recognize their work, and communicate well, with a weighted mean of 2.62.

Internal communication, feedback, and recognition are key to fostering employee satisfaction (Romero-Rodríguez & Castillo-Abdul, 2024). Maintaining a clear line of communication and providing managerial support is a valuable asset to a healthy workplace.

Table 6 Means and Weighted Means of Operational Efficiency

Statement	Mean	Verbal Description
My satisfaction impacts my performance at work.	3.73	Strongly Agree
Satisfied employees contribute to efficient daily operations.	3.53	Strongly Agree
Satisfied employees enhance the quality of customer service.	3.63	Strongly Agree
My satisfaction improves the overall performance of the establishment.	3.82	Strongly Agree
Weighted Mean	3.68	Strongly Agree

Legend: 3.5-4.0 – Strongly Agree, 2.5-3.49 – Agree, 1.5-2.49 – Disagree, 1.0-1.49 – Strongly Disagree

The mean score with the highest value of 3.82 corresponds to the statement: "My satisfaction increases the establishment's performance." Respondents strongly agreed that the establishment's performance depends on customer satisfaction.

The lowest mean score is 3.53 for "Satisfied employees contribute to efficient daily operations.". This statement is slightly less emphasized than others but still falls into the category of strong agreement.

The weighted mean of 3.68 implies a solid total agreement, implying that studying, regardless of hands-on experience, is pivotal to worker proficiency, functional productivity, client administration, and hierarchical accomplishment.

Celestin & Sujatha, (2024). (CITE: The impact of remote work on employee satisfaction and productivity) Their results show that satisfaction plays a substantial role in individual and organizational performance in remote contexts.

Table 7 Means and Weighted Means of Service Quality

Satisfaction Dimensions	Mean	Operational Performance Correlation
Work Environment	3.3	Strong positive correlation with operational performance (Mean: 3.68).
Compensation	2.2	Weaker or moderate positive correlation with operational performance.
Career Growth Opportunities	2.57	Moderately correlated with operational performance, emphasizing the value of growth opportunities.
Management Support	2.62	Moderately correlated with operational performance, emphasizing the importance of support.

Key satisfaction drivers refer to key areas that contribute to and drive significant aspects of employee satisfaction and influence performance within the food and beverage industry in Nueva Ecija). Such drivers would be compensation, work environment, career growth opportunities, and management support.

Compensation, operational efficiency, and customer satisfaction play significant roles in the food and beverage sector (Widjaja, 2024). Skilled and engaged staff are the keys to operational success.

While compensation is a key factor, employees indicated disappointment with the fairness and financial

stability associated with their salaries and benefits. This highlights the necessity of establishments to evaluate their payment systems to boost fiscal gratification. Clean and safe workplaces, as well as positive work-life balance, were some of the aspects respondents emphasized as key satisfaction drivers when working. These share a strong correlation with enhanced operational efficiency and service quality.

Harshani, Khushbhoo, and Prabuddhini (2024) examine the relations between employees in the food and beverage industry, particularly their role in operational efficiency in hotels and the effect of job satisfaction on job performance.

Though not highly rated, career growth opportunities emphasize improving skills, supporting career goals, and providing training programs. While such matters may not directly impact turnover rates, they have proven essential for the long-term engagement of employees. Management support is another key driver, as well as positive perceptions of supervisors listening to concerns, providing guidance, and recognizing contributions. Such support boosts the morale and productivity of employees, leading to improved operational results.

In summary, the work environment and management support (both associated with controlling and using human resources) were the strongest predictors of operational performance (with career growth opportunities playing a moderate role). Conversely, compensation had a weaker impact on daily operational success, although it was crucial to retention. Focusing on these aspects of satisfaction in an integrated manner can yield better employee engagement, efficient processes, and improved service quality across the industry.

Table 8 Correlation Analysis

Predictor Type	Satisfaction Dimensions	Significance (p-value)	Impact on Operational Performance
Strong Predictors	Work Environment	$p < 0.05$	High impact, supporting efficient operations and service quality.
Strong Predictors	Management Support	$p < 0.05$	Employees with supportive managers likely perform better.
Moderate Predictors	Career Growth Opportunities	$p < 0.05$	Important but may not directly influence daily operations.
Weak Predictors	Compensation	$p > 0.05$	Does not significantly predict outcomes but impacts employee retention.

In food and beverage establishments, employee productivity and operational results depend heavily on

employee satisfaction. Happy workers are more invested in their work, more productive, and more dedicated to their

jobs, leading to greater operational efficiencies, fewer mistakes, and a better quality of service to customers. Common factors contributing to satisfaction include fair compensation and a supportive work environment, opportunities for career growth, and good management.

Oliveira et al. (2024) recognize organizational culture and employee commitment as significant factors in operational efficiency for food and beverage establishments, highlighting the importance of job satisfaction.

Make no mistake: the work environment and management support are among the best predictors of operational performance. Workers who think their workplaces are sanitary, secure, and balanced do better, and workers who feel backed up by management have additional morale and productivity. While career growth opportunities have a medium effect on daily operations, they are crucial for long-term Employee retention and engagement. Letting satisfaction with compensation—things like unequal salaries or insufficient financial security—sour morale and undermine performance at work can cause declines in momentum, even if compensation does not directly affect operational outcomes.

The effects of training were also shown to positively impact operational outcomes, such as job satisfaction and performance in the food and beverage kitchen departments (Kartini & Adhyatma, 2024).

Establishments must address these factors holistically to build employee satisfaction and further their positive impact on operations. Improving compensation systems, developing a good and safe work culture, and increasing workplace career and management support will yield better operational results. These features create efficient movement, improved service quality, and an accepted competitive advantage for a company specializing in food and beverage.

To enhance employee satisfaction and operational results, intervention must be multilevel and focus on the major drivers of satisfaction in the research. To begin with, plans to pay should be evaluated and modified so that you should be fair and enable greater financial security, as unhappiness with compensation harms morale and retention. Create transparent and competitive reimbursement and P&L-based incentives.

Nehme et al. (2024). These strategies encompass effective communication, recognition, and equitable compensation, directly influencing job and customer satisfaction.

The benefits of changes in the work environment can be huge. Maintaining safe, clean narcissism and

employers can help improve family and consumption overall in quiescent for employee efficiency. It is also dependent on management support. To strengthen their relationship with staff and increase productivity, managers should communicate active listening and clear communication and recognize employees' contributions to their new tools of the trade.

Nurhayati et al. (2024) explore the link between employee satisfaction, financial performance, and motivation. Increased satisfaction increases productivity, operational efficiency, and corporate financial performance.

Career growth opportunities are key to retaining motivated employees and keeping them engaged in the long run. Establishments' experiences must align with employees' aspirations, and investing in training programs, skill development initiatives, and clear pathways for career advancement can help with this. While these factors might not directly translate into daily operations, they lead to a well-maintained and loyal workforce in the long run.

If addressed comprehensively by food and beverage establishments, these factors must ensure employee satisfaction, resulting in optimum efficiency, good service quality, and a successful business. While these approaches aid operational performance in the present, they will also allow organizations to better prepare for future growth and competitiveness in the industry.

III. CONCLUSIONS AND RECOMMENDATIONS

The study concludes that employee satisfaction plays a significant role in the operational functioning of food and beverage establishments in the Nueva Ecija region. The results of this study highlight that all aspects of satisfaction (salary, working conditions, opportunities for promotion, and support from management) are so closely related to measures descriptive of operational performance (efficiency, quality of service, and productivity) that it makes for the best of all worlds. Those whose needs and expectations are met go on to operate at better levels, supporting operational continuity, greater customer satisfaction, and long-term organizational success.

Of the satisfaction drivers, work environment and management support were the most significant predictors of operational performance. A healthy and balanced office can be maintained by maintaining a safe and clean office, which will strengthen employee morale and help productivity and customer interaction. Likewise, promising managerial approaches like listening to employees' concerns, showing them direction, and making them feel that their efforts have been recognized go a long way in

ensuring the staff's zeal and creating a work environment for excellence.

Career growth opportunities moderately impact daily operations and are crucial to sustaining employee engagement and loyalty in the long run. Providing opportunities for skill development, training programs, and career advancement pathways fulfills employees' professional aspirations and helps create a more competent workforce capable of meeting the industry's evolving needs. Conversely, although compensation is crucial for financial safety and retention, its intrinsic drive only moderately influences operational efficiency, implying that establishments should consider incentivizing beyond monetary value.

Food and beverage venues must take a holistic approach to improving team well-being and achieving better operational results. This includes arms-length and fair compensations, workplace supportive conditions, managerial support, and professional growth opportunities. These satisfaction dimensions are vital as they enable establishments to foster a motivated workforce, facilitate operational excellence, and build a competitive advantage in the hospitality and tourism sector.

It is a massive sustainable growth factor, not just an operational strategy to build employee satisfaction. Restaurants and drink shops in Nueva Ecija that prioritize their workers' well-being and satisfaction will likely flourish in their service delivery and become the best in the region, hastening the province's development.

Key drivers of satisfaction must be addressed thoroughly through developmental programs to improve employee satisfaction and overall operational performance in food and beverage establishments in Nueva Ecija. Here are some strategies the establishments should focus on:

- **Rethink Compensation Models: Compensation dissatisfaction** requires adjusting salary scales and benefits. Creating transparent and trend-competitive pay structures and performance-based incentives will be essential in maximizing the potential for financial security and morale while aligning compensation incentives with industry demands and expectations.
- **Improve Work Environment:** A clean, safe, and supportive work environment is critical for employee satisfaction. Keeping your workplace safe, fostering a better work-life balance, and creating a sense of togetherness among employees are all factors that can enhance operational efficiency and the quality of service.
- **Provide Management Support:** Managers are key players in employee experiences. They must be active listeners, communicate clearly, and acknowledge employee contributions. This will help you ensure your managers receive adequate leadership training to manage and motivate their teams.
- **Invest in Development Opportunities:** Long-term employee engagement is often linked to growth and development opportunities. Regular training, skill development programs, and a clear professional growth pipeline will enhance employee competency and nurture loyalty.
- **Adopt a Balanced Satisfaction Paradigm:** When an organization focuses on the holistic well-being of its employees, it caters to their varied needs, ranging from intrinsic motivators such as personal career development and manager support to extrinsic rewards such as remuneration.

This is how food and beverage establishments can improve employee satisfaction, operations, and customer experiences. This holistic approach will enhance immediate business outcomes and support the sustainable growth of hospitality and tourism in Nueva Ecija.

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