

Free literature review about conceptual framework

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Literature Review

LITERATURE REVIEW

INTRODUCTION

Literature review involves a review of the secondary research literature to strengthen the theoretical concepts related to research and the insights provided by past researchers in the area. This section provides a detailed view of existing research literature on the topics related to the perceptions of employees on informal training practices and its possible impact on the job satisfaction. The literature review chapter develops the assessment of the information and research-based literature that was developed in the past that will guide the development of the research literature in the future. The section also provides a reference to the relevant research theories to that will be used for the development of the underlying research. Some of the research studies include evaluation of factors that affect the job satisfaction among the hotel employees that will be helpful in the current study.

The underlying study entitled ' An evaluation of the hotel Memling waiters perceptions on informal food training in Republic Democratic of Congo' is aimed at finding and achieving the objective of the evaluation of the perceptions of the waiters of Memling hotel on the level and quality of informal training of food service provided and its consequent impact on satisfaction of waiters from their jobs. The chapter is developed section wise in order to produce a review of the literature that has explored each relevant aspect of the study in detail. The detailed analysis and evaluation of the literature enables the study in developing a synergized understanding of the

topic. Alongside the study is also able to identify the gap that is to be filled as a result of this study.

The conceptual framework for the study is based on the job satisfaction model provided by Redmond, (n. d.) as depicted below:

Therefore, in line with the above model, the ultimate impact on the job satisfaction is derived from dual aspects. First, is a work related requirement from the employees that is also known as the job description while the other is the personal attitude of the candidate that makes him or her a fit or vice versa unfit for the job. . In essence, the work requirements describe the various tasks that are allocated to the employees (Robinson & Gould 2010). With this underlying model and its implication in the hospitality industry specifically to waiters, the study takes organization's requirement from waiter as food servicing while employees attitude towards the informal training. The ideology of job satisfaction revolves around a person's face on those tasks, as well as the passion envisaged in respect to the assigned task. If an employee has the required skills to accomplish the assigned task, the level of job satisfaction is probably high (Brislin 2010).

However, skills are not the only determinants of satisfaction especially when considering the internal belief of employees at individual level. In essence, the attitudes of the employee towards the tasks that have been allocated are essentially crucial in respect to the level of satisfaction (Burtnett 2010). For example, a waiter who is passionate in cooking can have a high job satisfaction when he is charged with the responsibility to cook food in the kitchen. Whereas the effective effectiveness is very high in the kitchen, the case can be very different when it comes to serving the food to the

customers especially if they do not have a passion for the task. It, therefore, implies that, whereas the person has the needed skills face on the task, passion is the main determinant. However, the two factors must exist to attain a desirable level of job satisfaction. When the job satisfaction is attained, the diagram shows that the employees perform as expected to attain the organizational goals and objectives (Suryanarayana 2011). The achievements of these goals can be followed by awards that are granted to reinforce the satisfaction and strengthen commitment.

Application of Job Satisfaction Model in Research

The job satisfaction model shall help in the identification of the factors that affect the job satisfaction of the employees from the viewpoint of both the organization (hotel) as well as the employees (waiters). The job satisfaction factors are considered by the hotel on the basis of the work requirements and person job fit and employee performance on the job related parameters. The job satisfaction factors for the hotel employees (waiters) depend on the attitude of the waiters to carry out the job functions and reward systems that are associated with the good performers.

IMPORTANCE OF TRAINING

Training is defined as the process of acquiring the knowledge and skills related to the work environment through formal, structured or guided means. The training is important to ensure the employee development and growth. Training ensures that the employees develop the necessary skills in the area of job functions including routine activities, leadership skills and management skills for higher organizational efficiency. Training activities are

directed at improving the perceptions of the employees towards the organizational goals and equip them to better handle their work processes. In the current study, the impact of informal training activities on the employee perceptions related to food services on the job satisfaction on the hotel waiters shall be analysed. Waiters are the low level employees in the hotel organization and are supervised by managers. The decision making in the organizations usually happens at the managerial level and the top management level. The executive level is basically involved in the routine activities of the organizations. In this case, the waiters are the executives that are in close and direct interaction with the customers of the hotel and thus are important means to increase customer satisfaction. Training provided to the waiters through informal means or formal means can help the waiters in inculcating the skills that are necessary to carry the routine activities and serve the customers in the best possible manner. The training is expected to address the perceptions of waiters and also increase their job satisfaction levels.

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INFORMAL FOOD SERVICE TRAINING

When it comes to food service training, there are various pertinent concepts conjoined to this factor. First, the factor is based on food service as a component of hotel businesses and waiters' tasks. In this regard, food service refers to attending the customers by presenting them with what they need in accordance to their order (Tomkies 2010). Importantly, the actual task is based on the professionalism of the waiters when presenting the food or drinks. In essence, presenting food is an important factor since it is at the heart of determining whether the customers are satisfied or not (Andrews 2009). For example, delaying food during service is one aspect that could impact on customers' satisfaction negatively. On the other hand, fast service leads to a positive attitude towards the hotel as a business entity (Toirnbloom

& Kazemi 2012).

The other concept that arises in relation to informal food service training is an aspect of teaching the waiters on how to attend to customers. In this case, waiters are trained to maintain some predefined standard when relating with the customers. Importantly, they are trained on how to handle the customers holistically rather than focusing on food presentation alone. Informal training, as Jayawarna et al. (2007) and Kotey and Folker (2007) defines informal training as the unplanned, ad-hoc and reactive system with greater flexibility in comparison with the formal training. Also, the evidence from Jayawarna et al. (2007) study reports that informal training can generate less productive results and improved performance in contrast to informal mode of training. Lundberg, and Mossberg, (2008) have categorized that the waiter must be trained in respect of three categories which include technical skill, the soft or the social skills to deal with the situation and customer and the aesthetic skills which is related to the appearance of waiters. Also, these training are received by employees in the combination of formal and informal manner; where formal manner accounts for the training session and informal manner refers to the learning by doing as well as sharing employee experience and growing interaction with the hotel customers. In line with already noted fact, the quality of service from the waiters determines the level of satisfaction of customers. Therefore, this study will assess the role of informal training in the perception of waiters in generating employee job satisfaction.

JOB SATISFACTION

Job satisfaction is one of the widely studied concepts in the academic literature and has been of the critical interest in the organizations. Job satisfaction refers to the feeling that an employee has about the job which results from the comprehensive evaluation of the characteristics (Robbins, and Judge, 2012). On the other hand, Wicker, (2011) cited the definition of job satisfaction as the situation or state in which in employees is develops a sense of accomplishment for something that has value and carries reportable importance. An employee with the higher level of job satisfaction has an emotional state which leads towards the greater contribution for the improved performance and positive attitude towards the job. This positive attitude in turn results in the growth the creativity to perform in an innovative ways with greater loyalty towards the organization.

Job satisfaction results with the presence of different variables, then as Gruneburg (1979) noted that the absence of such variables can results in dissatisfaction from the job (Ercikti, 2005). This idea was further endorsed by the concept of two-factor theory. (Ercikti, 2005) In the context of the job, satisfaction has referred to various phases of evolution of the ways in which job satisfaction is described. In the first phase, job satisfaction was accounted as an affective construct and ascertained that the job satisfaction is a feeling that employee develop as a result of feeling. In the later phase, job satisfaction was then determined as the constructive factor that is ascertained in comparison with other factors. Following to it, affective construct was reported to have some limitation as a result job satisfaction was then defined as an attitude. The attitudes of job satisfaction are defined

as, the tendency under the psychological impression to conduct an evaluation of a certain aspect with level of favourable or non-favourable. The most recent phase of defining job satisfaction is the combination of cognitive and affective components of job satisfaction attitude while outcome of job satisfaction is the resulting behaviour towards job (Tekell, 2008). Hence, job satisfaction is the resulting outcome variable of the underlying study, and the study attempts to explore the particular behaviour under the impact of perception of waiters towards the informal training.

PERCEPTION OF THE STAFF

Importantly, perception in regard to the Informal Food Service Training could be based on the expectations that the waiters attach to the effectiveness of the programs.

Sinha, (2013) cites the definition of perception as direct knowledge that results in the cognition and does not receive the impact from other cognition. Stating simply, perception is the variable or factors or direct knowledge that is immediate in type and is not influenced and affected by some other source or medium of knowledge. Lee, Park, and Lee, (2013) in a study have established that employees incorporate their perceptions towards job or management into their responding behaviour toward job and the management. The behaviour, emotional positivity or negativity and the attitude towards the job is the result of the perception that employees build about the different attributes and conducts of the organization. Alfes et al. (2013) established in a study that the perception of the employees has an impact on the employees attitude towards the organization. According to Plunkett, (2012) waiters have a negative perception about the impact of the

training that is provided in an informal manner, in this regard, most of them do not believe that the informal training can be effective enough to give them the required skills and suit them in the job arena. compared to formal training programs.

Hence, as the perception has a direct impact on performance and attitude, therefore, the study will explore the impact of perception of employee's view about the informal training and its consequence on the job satisfaction.

REVIEW OF PREVIOUS RESEARCH:

Perception on Training and Development

Training is the process of induction that an organization provides to employees upon joining organization while at the same time from time to time and as and when required basis. The system of training varies from organization to organization, industry to industry and most importantly it may vary within an organization with respect to job to job (Davis et al. 2013). In a similar pattern, the hospitality industry also requires training its employees in order to ensure the performance of employees. Different training system are perceived differently. For instance, Kozlowski and Salas, (2009) stated that e-learning based training programs are negatively perceived which creates challenging in the organization's ability to generate self-efficacy in the post training time.

Importance of Food Service

First, food service is widely considered as an aspect that refers to entities, including companies, businesses, and institutions that provide people with food outside their households. In essence, this is essentially extensive since

the scope of the definition describes the overall idea of providing meals. It implies that the food service incorporates all logistics involved in the preparation and presentation of food to the customers (Chesser & Cullen 2009). On the other hand, food service takes a narrowed scope where it is seen as the act of presenting food to the customers according to their respective orders. It is evidently suggested that the food service mostly focuses on the waiters since they are charged with the responsibility to provide food, serve drinks, and attend to the customers holistically.

Evidently, the concept of food service revolves around the actual act of serving food rather than the broad ideology of providing food services in general terms. Whereas the term is used in fairly controversial terms, the basic idea is drawn from the fact that the two refers to the same process at differing levels of procession.

According to Ghiselli, La Lopa, and Bai, (2001) the food service industry has a trend to hire young workers and the industry has realization and readiness that employee will not stay longer with the company. Johns, and Pine, (2002) have developed a comprehensive review of the food service industry and noted that growth of the players of food service industry is subject to many factors such as environment, convenience, quality of the food served and so on. Majority of the factors in the foods service industry are subject to the behaviour of the employees on the front line. For example, waiters, bartender other such employees are responsible for greeting, facilitating and entertaining employees in the restaurant. Davis et al. (2013) in the book has reported traditional food service was based on the full waiter service system whereas the changing social system with integration of higher level of

informality in the dining system led to the development of other service systems such as take-away, counter or self-service. With the change in the overall patterns and developments, the service of the waiter has increased incrementally. One of the most important and core service that the waiters provide to customers include servicing food to the customers.

Employee Perceptions on Food Service Training

Employees' perceptions on food service training have been found to differ according to the training and their overall objective in relation to their training. Indeed, it was established that employees are more positive to formal food service training rather than informal learning (Gottwald 2010). Essentially, it has been discovered that the main reason as to why the employees prefer training is not the acquisition of new skills, but the privileges and benefits that accrue from that training. In essence, it was determined that there are very few waiters who are inspired by getting new skills for the betterment of the services. Most of these employees consider the fact that increased proficiency could lead to promotion or identification by other people (Grover 2008). The employees have a positive attitude towards food service training if they are passionate about the job in the first place. In addition, such employees perceive the training as an undertaking that enables improvement rather than a process of benefiting employers (Mulligan 2010).

Food quality, service patterns, hygiene, and dress code are some of the areas that a waiter in the hospitality industry are required to be aware of and well trained for (USDA., 2009). Tomkies, (2010) referred to the need of waiters not only to be aware of the food menu of the company but also must

be made aware of the some brief information about the food. Consequently, waiters are required to serve the customer with their specific preference as well as facilitate them in selecting order according to their described tasted and preferences (Tomkies 2010). The customers land to the hotel with certain expectations and the level to which the waiters can meet or exceed those expectation determine the level of customer satisfaction. All these requires level of training from handling to serving foods on the table and from greeting customer to dealing with complaining. Various handbooks are developed for giving formal training to waiter (Webb, 2010). Amritharaj, and Vembar, (2014) in the context of Hotels in Chennai have noted that effectiveness of training and development is subject to many factors, and these factors are affected from employees' perception; hence, resulting the behaviour is influenced from such impact.

Employee Job Satisfaction

Job satisfaction results from a wide range of factors and training are one of the important factors and factors often vary from industry to industry. For instance, Hayes, Bonner, and Pryor (2010), in the context of nursing profession, identified various categories as the factors that contribute in the job satisfaction of nurses and importantly noted organizational policies, coping strategies, level and quality of interaction with co-workers, and opportunities to expand educations among the leading factors. On the other hand, Voon et al. (2011) in the context of Malaysian public sector established that job satisfaction of employees can be a direct and indirect result of the effective leadership styles. Job satisfaction Yang, (2010) in a study established that job satisfaction of employees of the hotel industry result in

the higher level of commitment with the organization. Moreover, Denny, and Sedodn (2013) in a study noted that food service training is one of the critical factors with high influence in the food service industry.

Relationship between Food Service Training and Job Satisfaction.

Kelly (2011) revealed that the concepts of job training and job satisfaction have been researched as separate factors of employees' development. Further, he stated that an attempt to study the holistic employee's behavior must consider the two concepts simultaneously. In this research, the author states that the effect of job training lead to expansive effect that supersedes those that have been considered in the traditional arena. In this regard, he confirmed that training has been thought to cause an effect on the level of knowledge, proficiency of employees, and improvement of skills.

Lam, and Zhang, (2003) in the context of the fast foods industry in Hong Kong has revealed that impact of factors on job satisfaction. The results noted that factor understudy is directly reported as a result of the expectation of the newly hired employees whose expectations are not met and among such factors training and development has critical importance.

SECTION E: THEORETICAL FRAMEWORK:

TRAINING THEORY

Training and development programs and plans are developed in order to meet specific need of the organization as well as employees. Each of these plans is being defined in one or the other theories of training. For example, Ford (2014) reported McGehee and Thayer (1961) developed a systematic approach in order to determine effectively about the subject to whom

training is to be provided and specification of training to be provided based on the literature of psychology and military. However, Ford (2014) has also noted that literature of training and development is poorly noted and is compiled with non-empirical as well as non-theoretical evidence. Still there are some theories that are accounted for the assessment. For example, theory of progressive loading states that during training the load of information or training elements shall be expanded in a progressive way (Leonard 2002). This will enable the subject to understand and adapt to the provided information. The adaptation theory states that trainees can adapt to the training routines if they are exposed to them gradually and often. The other most pertinent theory is referred to as an individual response theory stating that trainees should be considered individually rather than collectively. The individual considerations ensure that the trainees are given the required attention in regard to their learning capability (Warner 2013).

JOB SATISFACTION THEORY

Job satisfaction can be explained from different theories. Among the most prominent theories include Herzberg Two-factor theory. Based on the motivation paradigm, the two-factors theory states that there are two types of factors that were then named hygiene and the motivators. Motivation factors include achievement, recognition, promotion, as well as the work itself, has the ability to motivate people towards job by providing a level of satisfaction. However, a similar theory also noted that absence of certain factors results in the dissatisfaction factors among employees (Nunthapirat et al. 2013). Another theory of job satisfaction is related need theory. Maslow's need theory developed a pyramid based on the psychological,

safety, social, esteem and self-actualization of a person. The needs were further expanded by McClelland in 1961. Therefore, as soon as the jobs is contributing toward the fulfilment of any of such need, the employees will be satisfied (Maslow, 2013). Another most widely used theory of job satisfaction is the equity theory. The theory measures the job satisfaction as a net result between the input from employee and output from the organization (Yiannas 2009).). In this regard, if the employee is compensated more than his/her skills there is a possibility of feeling guilty. This guilt develops fear among the employees and leads to reduced effectiveness. On the contrary, if the employees are paid below their capabilities and qualification standards, there is a possibility of rising up and demanding more compensation on the basis of fighting for their rights (Card 2010). This implies that the compensation and working conditions should be equitable to the employees' skills in order to attain the expected level of job satisfaction. Discrepancy theory is another theory that describes is used to assess the level of job satisfaction among employees. The theory is based on the proposition that an employees' behaviour towards job is dependent on the level and quality of outcome that is expected as a result of performing that particular job effectively (Taylor, 2014). The theory of Hackman and Oldham was proposed in 1980 and proposed that skill variety, importance of job, defined tasks, power and autonomy and feedback are five core dimensions that ascertain the level of satisfaction that employee derive from the job

Figure 1 Job Satisfaction Model

RELATIONSHIP BETWEEN TRAINING AND JOB SATISFACTION

According to the Costen and Salazar (2011), there exist direct link between the training and development and the job satisfaction with respect to the hotel industry. Similar idea is also endorsed by Yang, (2010), and the results are described as an employee engagement and many more researchers have also endorsed the idea. Moreover, almost all the theories of job satisfaction include the role of training and development in one way or the other. Hence, there exist direct link between the training and development and the job satisfaction employees.

SECTION F: SYNTHESIS: GAP AND SUMMARY

Having analysed the previous literature of various aspects including training, job satisfaction, and the relationship between the two factors, it is evident that they are essential factors of an organization's success. It has been noted that there exist immense literature with respect to the impact that training and development has on satisfaction factor that employees derive from the job. Moreover, the study has also noted the evidences with respect to the specific context of the hotel industry. However, there still exist a gap that need to be fulfilled. The gap is related to the development of evidence with respect to the hotel industry in Congo. Stating more specifically the gap is identified with respect to the waiters' perception with respect to informal training and development and its impact on job satisfaction.

CONCLUSION

There is a perception gap that exists among the waiters in the hotel industry in Congo with respect to informal training and development that has a

possible impact on the job satisfaction among the employees. The hotel needs to address this training gap by devising innovative training strategies so as to address the needs of the employees and motivate them for higher work performance in the organization.

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