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Factors Affecting Restaurant And Food & Beverage Service Employees Loyalty: Case Study At The Ashima Restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City

Bachelor Of Hospitality Management Thesis

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ABSTRACT

The authors discover few comprehensive studies on employee loyalty in Vietnam's food and beverage (F&B) service industry, despite researchers' interest in this service sector. The study focuses on applying quantitative methods to measure and evaluate factors like job satisfaction, career development, work environment, pay satisfaction, and employee engagement that affect employee loyalty. By using an online survey of employees working at the Ashima Restaurant, Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City, the study evaluated data from 164 valid respondents. This study evaluates the effects of several factors on employee loyalty and explains why these factors affect their loyalty in the F&B service industry. Scale reliability analysis using Cronbach's Alpha and EFA is done by the researchers using SPSS 20.0 to evaluate the model. Sample T-Test study results show that employee loyalty in the F&B industry is not significantly impacted by characteristic gender but significantly impacted by contract. In order to improve employee loyalty, the research findings suggest the following strategies: (1) internal communication events; (2) orientation sessions; (3) educational training programs; (4) recognize and reward employees with cash or gift vouchers; and (5) 6C-5S value system.

Keywords: employee loyalty, human resources, F&B service, hospitality, management

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LIST OF ABBREVIATIONS AND ACRONYMS

CAGR	Compound Annual Growth Rate
F&B	Food and Beverage
IT	Information Technology
KPI	Key Performance Indicator
VND	Vietnamese Dong
VIP	Very Important Person
EFA	Exploratory Factor Analysis
OLS	Ordinary Least Squares
MLR	Multiple Linear Regression
LMX	Leader-member exchange
SPSS	Statistical Package for the Social Sciences
EFA	Exploratory Factor Analysis
KMO	Kaiser-Meyer-Olkin
ANOVA	Analysis of Variance

JS	Job satisfaction
CD	Career development
WE	Work environment
PS	Pay Satisfaction
EE	Employee engagement
EL	Employee loyalty
OCB	Organizational Citizenship Behavior
TQM	Total Quality Management
SEM	Structural Equation Modeling

CHAPTER 1: INTRODUCTION

1.1. Background

1.1.1. Background of the F&B service in the World

The food and beverage (F&B) service is one of the biggest and oldest in the world because it can satisfy both the needs and the enjoyment of human existence. The F&B service develops together with culture, technology, and commerce, giving rise to a wide range of products, tastes, and markets. The production, distribution, processing, and consumption of food and drink products are all included in the dynamic, international F&B business of today. The F&B service can be roughly divided into several segments, such as cafes, restaurants, fast-food chains, catering services, and more. According to the research topic, the authors will provide data and an overview of the F&B service in several countries around the world.

In the quick service restaurant industry, the worldwide market size has reached 967,9 billion USD by 2022 (Statista, 2023). When it comes to food service and beverage industry leaders, U.S. quick-service restaurant companies hold the most top spots. In 2023, Starbucks Coffee will be the largest coffee shop chain in the world for many consecutive years with sales of about 34 billion USD. Similar to McDonald's, this company also has sales of about 23,4 billion USD (Statista, n.d.). Due to the growth and demand of this industry in 2022, there are approximately 2,1 million waiters and waitresses, 1,3 million restaurant chefs, and 613.070 bartenders in the United States (Statista, 2023).

According to figures in major countries in Europe, the food service industry is increasingly receiving attention. In the United Kingdom, the F&B service industry employed an estimated 1,5 million people in 2017, which increased from 1,1 million in 2009 (Statista, 2023). In 2016, there were 281.014 businesses operating in the food service industry in Spain. In 2017, the restaurant industry and mobile food service operations generated revenues of around 50.8 billion EUR in France, while businesses serving food and drinks (including restaurants, bars, and event catering companies) generated temporary revenues of approximately 82,2 billion EUR in the United Kingdom (Statista, 2021).

In Asia, the demand for F&B services and recruitment is also increasing. In 2018, Indonesia recorded about 47 million people employed in the F&B industry (Statista, 2021). Food service employment figures in India reached more than seven million in 2021. Despite losing more than two million jobs during the peak of the COVID-19 pandemic, the industry is expected to recover. fully recovered, returning to a growth trajectory in the coming years, estimated at ten million by 2025 (Statista, 2023). In 2021, there will be 5,4 thousand operating restaurants and about 14 thousand F&B services in Singapore. The data also shows that restaurants in Singapore have increased year by year (Statista, 2023). In Japan, the number of employees working in the restaurant industry has been steadily evolving. As of 2022, the average number of employees in this industry amounted to approximately 3,71 million people (Statista, 2023).

1.1.2. Background of the F&B service in Vietnam

Vietnam is renowned for its diverse culinary offerings, which are sold in marketplaces all over the world, including Moscow, Johannesburg, New York, and London (James Fox, 2022). Following a two-year recovery period due to the COVID-19 pandemic, the F&B market in 2022 has resumed growth and has surpassed pre-pandemic levels. In particular, Vietnam had over 338,6 thousand restaurants in 2022 across the country, a growth rate of nearly 2% per year between 2016 and 2022. The F&B industry is anticipated to grow steadily with a robust recovery and to achieve a valuation of around 39 million USD by 2026 (Vietdata, 2023).

The Vietnam F&B industry has expanded and attracted many foreign investors in the restaurant and cafe segments. Up to now, many famous brands have found the opportunity in this country, but they have some challenges when the revenues of food service chains account for 5% while local food services account for 95% (Vietdata, 2023). The primary use is that restaurant chains' meal and drink costs are still relatively higher than Vietnamese income. According to the PwC (PricewaterhouseCoopers) report, they estimated 120 million households in Vietnam could be middle class by 2025, accounting for more than one-third of the country's total population. It is anticipated that this middle class will continue to expand, dispersing across more regions and diversifying. Therefore, this does not mean that food service chains are not growing. The middle class and younger people in Vietnam are growing more receptive to exploring new things as their cities become more densely populated. This offers foreign brands a good chance to break into the market. Vietnam's food culture is expanding quickly, and the country's F&B sector is getting more intriguing.

According to Dcorp's latest data, Golden Gate, Goldsun Food, QSR Vietnam, and so on are the top brands in the 2023 F&B industry rankings for large chains in the Vietnamese market. Golden Gate is a corporation that is one of the giants in the F&B service. Golden Gate started with the mushroom hot pot brand, now Golden Gate Group is the owner of many famous restaurant chains, including pioneering brands, which have left a deep mark in the minds of other people about "top of mind" such as Ashima mushroom hotpot, Kichi-Kichi conveyor belt hotpot or Vuvuzela beer restaurant, along with many other diverse chains such as iCook, iSushi, Cowboy Jack's, Gogi House, etc. The total number of current brands is up to more than 20 and the number of restaurants is 190 across the country. According to the first officially announced data, Golden Gate Group's revenue in 2016 amounted to more than 2.600 billion VND, 10 times higher than in 2010-2011 (My, 2017). Due to seeing the potential of the Ashima mushroom hot pot restaurant chain, Mekong Capital invested 2,6 million USD, contributing significantly to the success of Golden Gate Group, helping it become the largest restaurant chain in Vietnam. Thanks to support from Mekong Capital, the process of creating a new restaurant concept is carried out very methodically and professionally. With five main culinary styles, including hot pot, grilled, Asian, European, and coffee, Golden Gate has a diverse customer base from young people, multi-generational families to men and foreign tourists. And by 2019, Golden Gate owned 22 culinary brands, nearly 400 restaurants, serving 18 million diners (An, 2022).

1.1.3. Background of the F&B service in Ho Chi Minh City

Ho Chi Minh City's cuisine is unquestionably one of its key draws, offering a wide variety of flavors and cuisines to suit any palate. From traditional Vietnamese street food to international cuisine, the city offers a wide range of dining options. With a population of more than 9 million and expected to reach 13 million by 2024 (Tinh, 2023) , Ho Chi Minh City has been a large, potential, and dynamic market for F&B businesses. With 39.78% of the nation's restaurants, nearly three times more than in Hanoi, Ho Chi Minh City boasts the highest number of eateries nationwide (Virac, 2022). Ho Chi Minh City has many famous restaurants, and the planning of 22 culinary streets will be a driving force for development, serving a variety of mid to high-end cuisine for European, American, Korean, and Japanese customers, etc. (Thien, 2024). This is a huge advantage for the F&B industry community in the city and the whole country.

Vietnam's F&B business is predicted to expand at a compound annual growth rate of 8,65% between 2021 and 2026, according to a research published in August 2022 by consultants Mordor Intelligence Inc. The F&B industry in Ho Chi Minh City is considered one of the four main drivers of the local economy, contributing around 13.8% of the value of industrial production. The sector maintained annual average growth of 7% in the 2018-2022 period. (Minh, 2023).

In the first half of 2023, Ho Chi Minh City has organized many food festivals as well as forums that have gathered many businesses across the country in the F&B sector (Le Anh, 2023). The festivals aim to introduce and promote culinary culture and regional specialties, typical dishes of Ho Chi Minh City and Vietnam, to the F&B community and the world. Thereby contributing to stimulating consumption demand and restoring tourism in Ho Chi Minh City and the whole country in the new normal conditions, especially the F&B industry. Surveys of international tourists indicate that the F&B industry in District 1 is one of the city's major tourist attractions (Ha, 2023). Also in 2023, the culinary magazine The Guide Michelin came to Vietnam and conducted a culinary review. As a result, 16 restaurants in Ho Chi Minh City have been awarded the Bib Gourmand title (restaurants that are both unique and affordable) out of a total of 29 restaurants and businesses (Cavtravel, n.d.). This result partly emphasizes that service quality is becoming an important factor in retaining customers and achieving sustainable success in this competitive market, as well as helping local restaurants improve product quality to bring unforgettable experiences to visitors.

Facing the global economic crisis and recession, Vietnam's F&B market in the first 6 months of 2023 has witnessed a clear decline in customer spending compared to the same period in previous years (Dong, 2023). During difficult economic times, consumers tend to tighten their wallets, Golden Gate's business in general and Ashima restaurant in particular are directly affected by social distancing and consumer belt-tightening trends. In Ho Chi Minh City, the most important area, the restaurant chain had to close for 5 months, causing the company's revenue to seriously decline for the first time, losing up to 430 billion VND in 2021 (Thao, 2021). However, thanks to the strong potential from investors, when the pandemic passes through, the Golden Gate returns to their positions when 2022 achieves record profits. Revenue reached nearly 7.000 billion VND, double that of 2021. Net profit reached more than 658 billion VND, in contrast to a loss of more than 430 billion VND in 2021 (Ha, n.d.)

The pandemic and closing restrictions have made human resources a difficult problem. Recognizing that employees are also considered customers in the company, Golden Gate in general and Ashima in particular have given themselves the mission "Happy team member - happy customer". Golden Gate has focused on satisfying employees because only happy employees can satisfy customers. Golden Gate conducted another survey with many criteria such as: whether employees are satisfied with their work or not, whether they care about their role in the company's vision or not, and so on. The results show that 82% of employees are satisfied with their work, 93% of employees always try their best and only 77% think that development opportunities at the company are for them (Hoa, 2021). That is also the reason why this business invests more in personnel training. So in the context of this backdrop, the purpose of this research study is to investigate and suggest ways to enhance employee loyalty at The Ashima Nguyen Trai restaurant, a well-known brand in the F&B sector in Ho Chi Minh City that specializes in serving natural and healthy foods. The findings of this study are expected to provide valuable insights for not only The Ashima Nguyen Trai restaurant but also for F&B businesses in broader Vietnam.

1.2. Rationale for Choosing the Topic

The authors realize that any business may greatly benefit from having loyal employees, as they can increase output, retention, innovation, and customer happiness. Managers may create strategies that effectively motivate and retain their staff by having a thorough understanding of the elements that drive loyalty. Finding the main motivators and obstacles to employee loyalty, as well as the most effective techniques and interventions to strengthen it may be accomplished by researching the variables that are related to loyalty.

To identify the variables affecting employee loyalty at The Ashima restaurants, the authors will examine the link between employee loyalty theory and practice in this paper. To provide suitable future directions, the authors themselves also want to understand what criteria will determine employee loyalty in the restaurant setting.

1.2.1. Research Objectives

1.2.1.1. General Objective

This study aims to determine the factors that affect employee loyalty in restaurants, especially in the Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City. By

employing a quantitative research method, this study effectively captured and analyzed these influential factors. In essence, through comprehensive data analysis, this research will provide solutions that can support The Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City to improve and enhance employee loyalty.

1.2.1.2. Specific Objectives

The study encompasses three primary objectives, which include:

Objective 1: Structure and identify the key factors that impact employee loyalty within the F&B service industry.

Objective 2: Analyze and quantify the collected data of these factors influencing employees loyalty at The Ashima restaurants- Golden Gate Corporation, District 1 & 3, Ho Chi Minh City.

Objective 3: Propose implications to enhance employees loyalty at The Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City.

1.2.2. Research Question

To achieve the research goal, the topic needs to focus on solving the following questions:

Question 1: What are the key factors that have an impact on employee loyalty within the F&B service industry?

Question 2: What is the proposed research model, and how does each factor influence employees loyalty at The Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City?

Question 3: What specific implications can be implemented at The Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City, to enhance employee loyalty?

1.3. Research Scope

1.3.1. Research subjective

Factors affecting restaurant and food & beverage service employees loyalty: case study at The Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City.

1.3.2. Research scope

Research site: The Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City, Vietnam.

Research time: 3 months, from January 2 to April 18, 2024.

Research target: Employees of The Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City. The survey was conducted over 6 weeks, with the results of 164 valid samples.

Research data:

➢ **Primary data:** Collected through questionnaires results from the employees of The Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City.

➢ **Secondary data:** Collected through journal articles, newspapers, books, conference proceedings, television, and reports from governments or reliable organizations.

1.4. Research Methodology

The thesis employs quantitative methods to collect data about Factors Affecting Employees Loyalty: Case Study at The Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City. This research is to test the proposed research hypotheses and construct a research model through data analysis methods such as Cronbach Alpha, Exploratory Factor Analysis (EFA), Pearson Correlation, Regression Analysis, T-test, and ANOVA using the SPSS software.

1.5. Research Contribution

1.5.1. Academic Contribution

In terms of academic contribution, this research provides a theoretical foundation for understanding direct factors that influence employee loyalty in restaurant and F&B service. Specifically, the thesis proposes a model incorporating various factors affecting employee loyalty, such as job satisfaction, career development, work environment, pay satisfaction, and employee engagement.

1.5.2. Practical Contribution

Based on the model and hypotheses collected and constructed from previous research, this study aims to determine the factors that affect employee loyalty in restaurants and F&B service, especially in The Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City. The authors employ quantitative research methods to identify and assess the factors and their level of influence on employee loyalty in restaurants and F&B service. These research results help find factors that affect employee loyalty in the field of restaurants and F&B service. This study helps restaurant and F&B service employees better understand the factors that influence employee loyalty at their businesses. At the same time, these research results help restaurants come up with solutions to enhance and improve employee loyalty in restaurants and F&B service.

1.6. Thesis outline

This report includes five chapters, with the main contents as follows:

Chapter 1: Introduction

This chapter provides an overview of the current situation of the global F&B industry as well as its specific situation in Vietnam. Additionally, this chapter outlines the exploration targets, research objectives, research scope, research questions, techniques, research meaning, and research layout.

Chapter 2: Literature Review

In this chapter, the authors describe the theoretical background and related research models derived from domestic and international research papers. The writers also present the hypothesis and recommended model for the study article.

Chapter 3: Research Methodology

In this chapter, the research methods, sampling design, results from focus group discussions, questionnaire design, data collection methods, research process, and ethical considerations are addressed. The specifics of the sampling technique, sample size, and implementation of an online survey for this study are also elaborated upon.

Chapter 4: Data Analysis and Research Result

In this chapter, the research results and data analysis are presented. The collected data undergoes analysis and discussion using statistical software such as SPSS and Excel. Descriptive statistical analysis, reliability testing, exploratory factor analysis (EFA), and ANOVA are employed for the analysis process.

Chapter 5: Conclusion and Implications

In this chapter, the research results will be summarized, managerial implications will be discussed, and the research questions will be addressed. Additionally, the limitations of this study will be identified, and suggestions for future research will be provided.

CHAPTER 1 - SUMMARY

In Chapter 1, the author provided an overview of the general situation of the hotel industry from a broad to narrow perspective. From there, the reason for choosing the research topic is given. The outstanding content of the chapter also includes the author presenting the research objectives, research scope, and research methods. In particular, the research method chosen is quantitative research. In addition, the authors also present the structure of the research topic and its new contributions in this chapter.

CHAPTER 2: LITERATURE REVIEW

2.1. Theoretical background of factors affecting employee loyalty in hotel industry

2.1.1. Concept of employee loyalty

According to the Collins English Dictionary (2024), loyalty is when one maintains a long-term, solid relationship with another person for anything. Loyalty can signify a person's loyalty to a particular group, a strong identification with an organization or societal group, or a willingness to make sacrifices for it (Wiklund, 2019). Hirschman (1970) introduced the term "employee loyalty". He characterized a loyal employee as someone who endures hardship without complaining because he or she believes things will be better. Employee loyalty may be described as the willingness to make a personal sacrifice to sustain a connection (Mehta et al., 2010). Rusbult et al. (1988) define employee loyalty as an employee's wish for better conditions, willingness to assist the business, and demonstration of desirable citizenship behavior.

Following the definition of loyalty, an employee's loyalty indicates that he or she can maintain a consistent relationship with the business for the duration of his or her employment (Tran et al., 2022). According to Chen, Xu and Yao (2022), employee loyalty is defined as employees having deep feelings for the enterprise, being willing to collectively grow with the enterprise, having a sense of responsibility and mission at work, contributing their intelligence and wisdom to achieve the enterprise's goals, and fulfilling their role in helping the enterprise achieve its strategic goals. According to Dutta and Dhir (2021), employee loyalty is a commitment to a company over job seeking, working late, confidentiality, advocacy, rule adherence, prioritizing company goals, refraining from spreading false information, contributing to charities, suggesting improvements, going above and beyond, assisting coworkers, following orders, and not abusing policies. According to Farrukh (2020), employee loyalty is a mental condition that describes the interaction between employees and organizations. It is an emotional reaction fueled by members' desire to remain in the organization. Scholars believe that employees' trust in the organization's morality is the most important factor in loyalty, which leads to a strong desire to work hard.

According to research conducted by Zakaria et al. (2019) in a construction company in Johor, Malaysia, the determinants of employee loyalty are that the company and organizations must be valued, as well as the employee's job satisfaction, training provided, rewards and benefits offered to the employee, and working conditions, which should be a priority for any organization. Based on the results of the research by Pandey and Khare (2012), it was indicated that job satisfaction and organizational commitment significantly influence employee loyalty. In addition, this study revealed that the fundamental components of loyalty include commitment, motivation, belongingness, and career development. The research in Indonesia reveals that career development, work environment, and job satisfaction all showed substantial positive effects on employee loyalty. When career development, work environment, and job satisfaction in the organization increase, employee loyalty will increase (Yuliyanti, 2020). In their research on the cement industry, scholars indicate that employee engagement and job satisfaction have a significant influence on employee loyalty because they have a positive impact on employee retention and overall organizational performance (Setyadi, 2023).

Over the years, corporations have been deeply concerned about compensation and employee loyalty. The results of research for GO-JEK drivers in Bali show that compensation had a positive and significant effect on employee loyalty (Putra, Jodi and Prayoga, 2019) . In Nigeria, researchers discovered a substantial positive association between compensation and employee loyalty (Akhigbe and Ifeyinwa, 2017). Regular salary payments are suggested to improve employee cognitive loyalty; increases in salary can elicit positive responses and foster loyalty. However, in this study, the authors found that compensation is only a small part of the elements of employee compensation. In addition to compensation, organizations also have to pay employees benefits and welfare, such as insurance, accommodation allowances, bonuses, etc. Therefore, based on some previous studies, the author decided to use pay satisfaction in this study. Although pay satisfaction has been rarely studied before, in this article, the authors want to bring another aspect of salary to research about F&B in Vietnam.

2.1.2. Factors affecting employee loyalty

2.1.2.1. Definition of Job Satisfaction

Job satisfaction is a complex and multidimensional concept that represents how individuals feel their work fulfills their emotional and physical demands. It has many factors, including job type, salary, supervision, co-workers, organizational policies, work-life balance, and

individual employee characteristics, all of which have an impact on job satisfaction (Aziri, 2011).

Job satisfaction is not only an individual feeling but also a collective phenomenon that affects the performance, productivity, and well-being of the employees and the organization as a whole. Job satisfaction is related to the psychological contract between the employees and the employer, which consists of the mutual expectations and obligations that shape the employment relationship (Lévy-Garboua et al., 2007).

Job satisfaction varies depending on circumstances and the passage of time. Work process perception, or the cognitive and affective assessment of the tasks, objectives, and results of the work, has an impact on job satisfaction among employees (Hoppock et al., 1935). Job satisfaction is also influenced by the employees' perception of the work results, which is the extent to which the work meets their physical and psychological needs, such as autonomy, competence, recognition, achievement, and growth (Aziri, 2011). Therefore, job satisfaction is a multifaceted and context-dependent notion that may be assessed using a variety of techniques, including behavioral indicators, questionnaires, interviews, and observations. Worker motivation, dedication, loyalty, absenteeism, turnover, and health are all significantly impacted by job satisfaction, which is a key measure of the quality of work life and the organizational climate (Aziri, 2011; Lévy-Garboua et al., 2007).

2.1.2.2. Definition of Career Development

The word "career" is typically used concerning a job, which is determined by experience (position, authority, duration of service) and activities undertaken during work (Rahman et al., 2023). "Career" is defined by Sullivan and Baruch (2009) as a person's experiences, both inside and outside of organizations, that are important to their work and that create a distinct pattern throughout their life. This definition distinguishes between an individual's perception of their career and their actual movement. Besides that, according to Kreisman (2002), "development" refers to learning new abilities and utilizing a variety of learning strategies that are advantageous to both the business and its personnel. Career theory is the basis for the analysis of evidence-based practice, the investigation of practical behavior, and the research of career development (Sampson et al., 2014).

According to Braer et al. (2008) and the Career Development Association of Alberta (2012), career development is the process of managing education, employment, leisure, and

transitions throughout one's life to progress toward a chosen future that is both individually decided and ever-evolving. Career development should be a shared duty between an organization and its individuals (Lee and Lee, 2018). According to Gyansah and Guantai (2018), different career stages may contain particular problems that people confront, which might lead to differing opinions about how careers should advance through various work environments. Career development is a crucial factor in keeping employees because skill advancement and career mobility are two of an organization's "key attractors". When a business fails to acknowledge the needs and aspirations of its employees, "development" turns into a major cause of the departure of employees (Kreisman, 2002). Therefore, career development will help the employee grow in their knowledge, skills, and experiences-all of which, in the right hands, may turn into an invaluable asset for the organization and greatly enhance its long-term success.

2.1.2.3. Definition of Work Environment

Work environment is an important factor that determines employee loyalty in an organization in all industries, not just the F&B industry. The work environment is everything that exists around the workers and can impact them in carrying out the activities given (Purwandari & E.Y., 2008). The surroundings in which employees operate are referred to as the "work environment" often called "working conditions" (Cardy, 2003). Based on Oswald's (2012) research, there are two sorts of working environments: physical and behavioral.

According to Oswald (2012), the physical environment is made up of components that have to do with how connected employees are to their workplace. Specifically, the physical environment includes factors such as temperature, light, sound, ventilation, etc., which directly affect the basic working conditions of employees. According to Rezaul (2014), the working environment in the literal sense refers to the surroundings at your place of employment, which might include inside, outside, at a desk, and in a cubicle. The workplace's temperature, humidity, ventilation, lighting, noise level, cleanliness, and availability of work equipment are all examples of factors that might impair employees' ability to do their jobs (Maineldi, Hendriani and Daulay, 2015).

According to Oswald (2012), the behavioral environment is made up of aspects that are connected to the connection of employees in the same work environment, as well as the influence of the working environment on the employees' behavior. The work environment is

the total connection that exists between employees at work. The behavioral environment is simply understood as the relationship and interaction in behavior and attitudes between humans at work, between superiors and subordinates, and vice versa. Employees are in a work environment when they undertake job activities, and all types of contacts involve these workers, including those from the work environment (Kennedy, 2018). Performance evaluation, managementas sistance and mentorship, coworkers' collaboration, and environmental conditions all have an influence on employee job satisfaction and loyalty to the organization (Samat et al., 2020).

2.1.2.4. Definition of Pay Satisfaction

In the F&B industry, pay satisfaction is a key component of employee loyalty. For the purpose of better understanding the viewpoint of employees and encouraging their loyalty to the restaurant, owners, and managers should have a solid understanding of the definition and components of pay satisfaction. The concept of pay satisfaction has been clarified by notable authors' insightful contributions in recent years.

The concept of pay satisfaction is a multidimensional construct (Heneman & Schwab, 1985) that evaluates employee satisfaction with what they receive from their company. There are several aspects and characteristics that make up this multidimensional concept. The Heneman & Schwab (1985) research is one well-known paradigm for measuring pay satisfaction. It comprises four dimensions: pay level, benefits, raises, and structure/administration. In the F&B industry, pay level is understood as the salary that employees receive for their work. Benefits refer to the benefits employees receive from the restaurant, such as allowances, bonuses, 13th month salary, and so on. Raises involve salary increases that are assessed periodically. Related to the restaurant's policies regarding compensation will be the structure/administration aspects.

Another recognized concept is equity theory, which states that perceptual and comparing processes are the foundation for pay satisfaction (Adams, 1965). Employee's pay satisfaction is impacted by the difference between what they believe they should be paid for their contributions to the company and what they believe they should be paid for their inputs (Hackman & Lawler, 1971). Equity theory (Adams, 1965) and discrepancy theory (Lawler, 1971, 1972) are two theories explaining pay level satisfaction. According to both theories, the

main factors influencing pay satisfaction are the perceived amount of pay that should be received and the perceived amount of pay received.

2.1.2.5. Definition of Employee Engagement

The concept of employee engagement has attracted the attention of researchers and consulting organizations since the 1990s. Employee engagement is a concept in human resource management that characterizes the level of commitment and attachment of employees to the organization they work for (Azoury, Daou, and Sleiaty, 2013). There are many different definitions from individual studies over time; below are some typical definitions:

According to Kahn (1990), employee "the harnessing of organization members" selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The cognitive aspect of employee engagement involves employees' beliefs about the organization, leadership, and working conditions. The emotional dimension involves how employees feel about each of the three factors and whether their opinions of the company and its executives are positive or negative. The physical aspect of employee engagement involves the physical energy that individuals expend to fulfill their roles.

According to Wellins, Bernthal, and Phelps (2005), employee engagement may be defined as "the extent to which people find fulfillment and significance in their work and feel appreciated for it." The three components of engagement are enjoyment, belief, and value. Engagement occurs when individuals are emotionally connected to others and perceive their work. Employees get carried away by emotions and perceptions when they know what to expect, what is expected of them, and what they need to do to get it. They also realize that they are a part of the organization, are trusted, and have opportunities for improvement and development.

Kahn (1990) accepted that employee engagement is a multi-faceted construct. Employee engagement emphasizes that the inspiration an organization instills in employees causes employees to stay and contribute their efforts to the success of the organization (The, 2015). This not only involves completing work tasks diligently but also refers to feelings of excitement, creativity, and passion in performing daily tasks. A work environment with high levels of employee engagement is often associated with positive interactions, loyalty, and the ability to work effectively as a team. For organizations, employee engagement is not only an

indicator of personal satisfaction but also a factor that directly affects organizational performance and adaptability in a rapidly changing business environment.

2.2. Proposed Research Model and Hypothesis Development

2.2.1. Proposed Research Model

Drawing upon the findings of both domestic and foreign scholars, the researchers involved in this study have inherited a set of factors they believe to be relevant to The Ashima restaurants - Golden Gate Corporation, District 1 & 3, Ho Chi Minh City. The authors have synthesized and recorded the following factors that affect employee loyalty in restaurant and food & beverage service.

Factors	Item	Authors
Job Satisfaction	JS	Türkyılmaz et al. (2011); Frempong et al. (2018); Jun et al (2005); Ineson et al (2011)
Career Development	CD	Samat et al. (2020); Rahman et al. (2023); Mochklas and Mahardhika (2018); Khuong (2020); Mehta et al. (2010).
Work Environment	WE	Samat et al. (2020); Ramadhanty, Saragih and Aryanto (2020); Khuong, Tran and Phuong (2020).
Pay Satisfaction	PS	Bergmann, Bergmann, and Grahn (1994); Nel et al. (2005); Moncarz et al. (2009); Charles and Marshall's (1992); EM Ineson et al. (2013); Qenani-Petrela et al. (2007).

Employee Engagement	EE	Christian et al.(2011); (Dastgir, 2020): Preko & Adjetey (2013); Bhattacharya (2015)
Employee loyalty	EL	Khuong (2020);Chen, Xu and Yao (2022); Rahman et al. (2023); Setyadi (2023).

Table 2.1. Factors affecting restaurant and food & beverage service employee loyalty

(Source: The authors combined, 2024)

From the research results of previous authors, the authors have synthesized and proposed a research model consisting of 5 independent variables and 1 dependent variable. The proposed research model outlines the factors that affect restaurant and food & beverage service employee loyalty at The Ashima restaurants - Golden Gate Corporation, District 1 & 3, Ho Chi Minh City as follows:
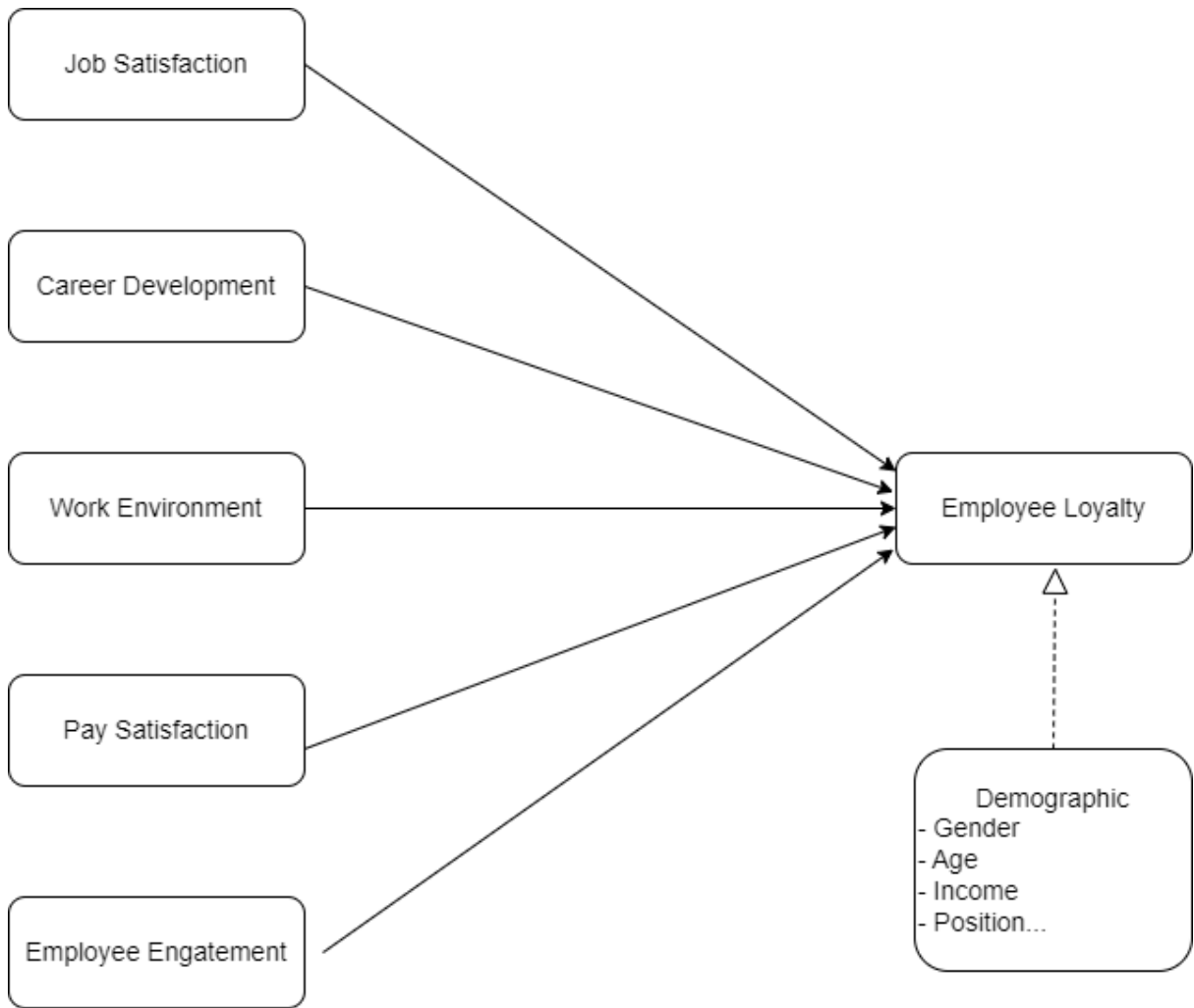
Figure 2.1. Proposed model

(Source: Synthesized by authors, 2024)

2.2.2. Hypotheses Development

2.2.2.1. Hypothesis of Job Satisfaction

According to Boroff and Lewin (1997), employee loyalty is a psychological attachment or commitment to the organization. Job satisfaction can influence employee loyalty through various mechanisms, such as motivation, productivity, customer service, corporate image, and employee involvement (Kaliski, 2007). For instance, satisfied employees are more likely to be motivated and productive, which can enhance the performance and profitability of the organization. Employees who are loyal to the organization are more likely to pursue its goals,

share its values, and stay with it for a long time (Chang et al., 2010). Such as participating in decision-making, innovation, and improvement processes (Boroff and Lewin, 1997).

Razza (1993) found that employees with lower levels of job satisfaction were more likely to quit their jobs because job dissatisfaction led to job burnout and subsequent increased turnover. Zanabazar (2021) conducted a study on the impact of employee satisfaction on employee loyalty and found that the more satisfied employees are with their jobs, the more loyal they are to the organization. Singhal (2015) also concluded that job satisfaction has a significant impact on employee loyalty. Through the above factors, the author proposes the hypothesis:

H1: There is a positive relationship between job satisfaction and employee loyalty.

2.2.2.2. Hypothesis of Career Development

Career development is the most important determinant of employee loyalty (Mehta et al., 2010). Employees can acquire experience and be trained in a variety of abilities through career development (Chan et al., 2011). According to Bhatia (2001), career development may help employees feel more secure about their jobs by getting them promoted and offering them training programs. Learning opportunities are usually beneficial to one's professional development. It provides them with increased job security by giving them hope for the future and the chance to advance within the organization (Samat et al., 2020). London (1993) discovered a clear and positive correlation between employee motivation and assistance for career development. More empowerment and support from superiors led to higher career motivation among subordinates. Employees will be satisfied and become loyal in matters concerning promotional opportunities and opportunities to learn (Abdullah et al., 2011).

A study conducted at Korean companies found that career development affects loyalty. In addition to supporting organizational goals, career development also builds individual skills and competencies, thereby encouraging commitment and personal growth at work (Mochklas and Mahardhika, 2018). Career development has a favorable impact on employee loyalty, according to studies conducted in Indonesia. This proves that more career development will also lead to higher employee loyalty (Purnamasari and Sintaasih, 2019; Rahman, 2023). According to Lee and Lee (2012), workers with more opportunities to interact with others tend to increase employee loyalty, which may in turn help the retention of quality workers. A study based on a survey of 595 hotel employees in Ho Chi Minh City, Vietnam, found that

career development had a direct effect on employee loyalty (Khuong, 2020). Through the above factors, the author proposes the hypothesis:

H2: There is a positive relationship between career development and employee loyalty.

2.2.2.3. Hypothesis of Work Environment

According to a study by Leblebici (2012), those who work in an inconvenient setting are likely to engage in low performance and end up with occupational concerns such as absenteeism. In the research of Leather et al. (1998), they clarified the favorable influence of light penetration on job satisfaction and well-being and the negative impact on turnover intention; according to Singh et al. (2010), they discovered that the greener the building, the more productive and happy the staff become. A good working relationship and mutual support between superiors, subordinates, and colleagues can increase productivity (Ramdhan, 2018). It can also cause a stronger emotional bond between employees and can cause employee loyalty to increase (Ramdhan, 2018). The work environment comprises several elements that influence employee happiness and loyalty towards the business. These include performance feedback, management assistance and mentorship, co-worker teamwork, and environmental considerations. In his study, Al Anzi (2009) said that most firms now confront new obstacles in creating a work environment that attracts, retains, and encourages employees due to the trend toward a pleasant working environment. As a result, Turkyilmaz et al. (2011) discovered a positive linear association between employee happiness and employee loyalty, referring to the indirect link between the working environment and employee loyalty. This implies that the working environment must be one in which workers are happy and productive and develop a sense of loyalty toward the organization. Thus, the third hypothesis is:

H3: There is a positive and strong relationship between the work environment and employee loyalty.

2.2.2.4. Hypothesis of Pay Satisfaction

The multidimensional concept of pay satisfaction is made up of factors such as satisfaction with structure and administration, benefits, raises, and pay level (Heneman & Schwab, 1985). Numerous studies have demonstrated the positive effect of these elements on employee loyalty. Good pay was regarded by employees as the most significant element motivating people to work (Qenani-Petrela et al., 2007). The former study observed that tangible rewards

like competitive salaries and bonuses affected employee loyalty, respectively, when looking at the attitudes and factors influencing the behavior of loyal hotel employees (EM Ineson et al., 2013). The findings of Charles and Marshall (1992) also emphasized the significance of monetary rewards. In this study, increased pay was identified as the primary motivator for hotel employees. The increase in employee turnover is affected by employee job dissatisfaction and is frequently caused by inadequate compensation and a lack of recognition (Nel et al., 2005). Besides that, properly designed employee benefits packages are useful instruments for drawing in, inspiring, and keeping personnel (Bergmann, Bergmann and Grahn, 1994). Additionally, Moncarz et al. (2009) found that hiring and promotion practices affected employee retention generally. This study also shows that employee recognition, rewards, and compensation have a positive impact on reducing employee turnover in the United States lodging industry. On that premise, the authors suggest the study hypothesis:

H4: There is a positive relationship between pay satisfaction and employee loyalty.

2.2.2.5. Hypothesis of Employee Engagement

Employee engagement has a relationship with employee loyalty. According to Christian et al.(2011) and Halbesleben (2010), employee engagement is strongly associated with affective commitment and turnover intention. Affective commitment is widely regarded as the most useful index of employee psychological attachment to their organization (Meyer & Herscovitch, 2001) and that commitment is strongly associated with turnover (Meyer et al., 2002). Besides, employee turnover is related to employee loyalty. One of the characteristics of a higher loyalty employee is that she/he will have a lower turnover intention. Bhattacharya (2015) has also argued that employee engagement has a positive and significant impact on employee retention. Employee engagement in the organization is crucial for employee loyalty (Basheer et al., 2019). Employee engagement generates employee outcomes, which includes employee loyalty. According to Preko & Adjetey (2013), addressed that unless the employees are not engaged fully, they also could not become loyal to that organization. Therefore, employee engagement is a mandatory factor to enhance employee loyalty which reduces employee turnover. Thus, the association between employee engagement and employee loyalty could be determined. Therefore, the authors hypothesize that:

H5: There is a positive relationship between employee engagement and employee loyalty.

2.3. Research background

2.3.1. Research related to loyalty

2.3.1.1. Foreign research

TQM practice in maquiladora: Antecedents of employee satisfaction and loyalty.

Having high employee loyalty is something that most organizations strive to obtain. Not only is it morally right, but several studies have demonstrated that strong employee loyalty levels improve operational success. However, the literature on the concept provides many different definitions of it, and also suggests many different factors that affect how loyal an employee feels towards their organizations. Therefore, Jun, Cai, and Shin have conducted research with the main goal of isolating critical TQM practices that would enhance employee satisfaction and loyalty among maquiladora workers.

One of the well-liked management initiatives that has been studied as a sign of organizational isomorphism is TQM. To put it another way, TQM encompasses a global set of management techniques and ideas that cut beyond national and organizational borders. The majority of research, according to the authors of this study, has focused on the management viewpoint with the aim of finding crucial TQM practices that have a major impact on improving organizational performance. As a result, employee happiness with TQM programs has received less attention, despite the fact that strategic human resource management is just as crucial to maximizing TQM effectiveness. The traditional TQM framework may only be applicable and widespread in industrialized nations because it was established via surveys of businesses in such nations. Consequently, this study's main goal is to create an empirical model that would show links between top management commitment, TQM techniques that are centered on human resources, employee happiness, and employee loyalty.

This research is framed in two stages. First, they identify universal attributes of HR-focused TQM practices in the existing literature. Then, by analyzing data, they attempt to isolate a specific set of TQM practices (antecedents) that significantly affect Maquiladora employees' satisfaction and loyalty. Top management commitment may be even more important because the lack of top management support is a critical reason why many companies have failed to implement TQM. Employee empowerment, employee participation, and employee training were categorized as HR-focused TQM practices by Ahire et al. (1996) when they defined and

verified twelve essential TQM qualities.. Since employee satisfaction and loyalty are the major domains of this research, in this study, the authors limit the scope of TQM to HR-focused TQM practices with five key attributes : employee empowerment, employee training, teamwork, appraisal systems, and employee perception. Meanwhile, top management commitment is the key driver (exogenous variable), HR-focused TQM practices and employee satisfaction are intermediate endogenous variables, and employee loyalty is an endogenous variable.
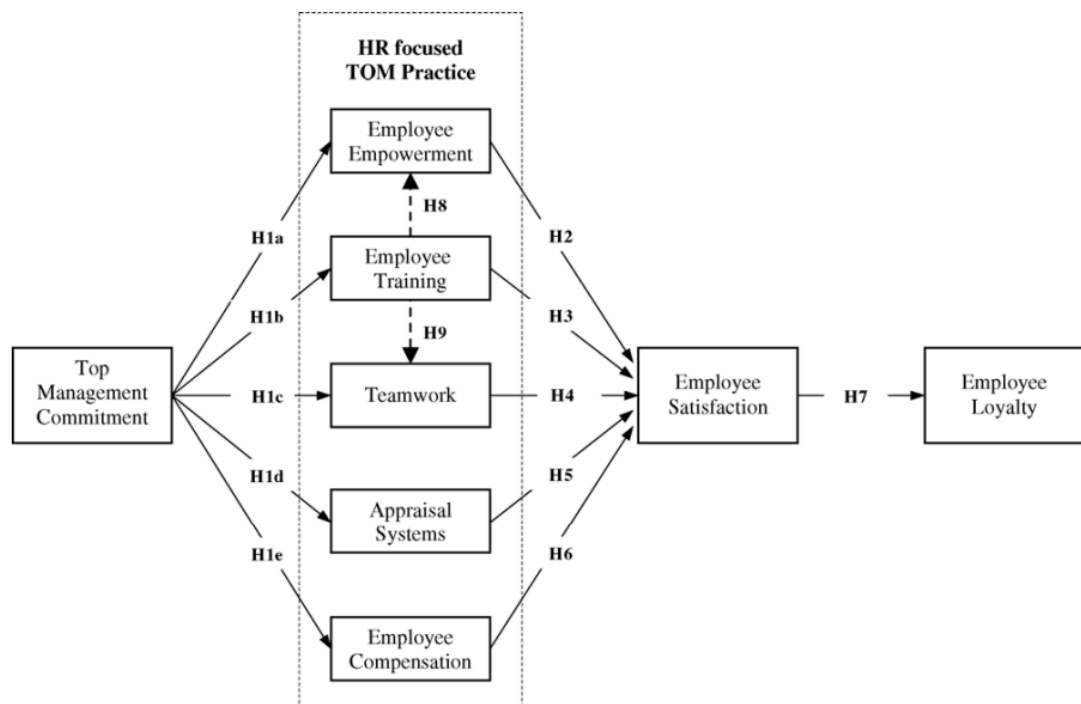
Figure 2.2. Theoretical framework

Source : (M. Jun et al., 2006)

Self-Efficacy, Employee Engagement, Remuneration and Employee Loyalty in Higher Education: The Role of Satisfaction and OCB.

Human resource management becomes an important factor for creative development, especially in the context of a university. Nowadays, competition in the higher education sector is high. The higher education sector, such as universities, must compete with others by introducing innovative programs such as better service quality, which adopts the technology revolution in the digital era. Lecturers have an important role in creating organizational competitive advantages. This study has been conducted in a state university in Indonesia. This

university also faces the same problem. This university has to compete and must be creative if it wants to survive and retain customers. One issue the university is now dealing with is lecturer loyalty. The purpose of this research is to investigate the connections between organizational citizenship behavior (OCB), employee loyalty, employee engagement, compensation, and self-efficacy.

A number of factors, including employee engagement, self-efficacy, compensation, employee happiness, and organizational citizenship behavior (OCB), have been implicated in prior research as antecedents of employee loyalty. In this study, the authors found limitations of previous studies and have some contributions, including theoretical development and practical or managerial implications. This is the first study to use an integrative model to examine the effects of employee engagement, self-efficacy, compensation, employee satisfaction, and OCB on employee loyalty. Some prior studies have neglected the link between OCB, employee satisfaction, and employee loyalty, which is related to turnover intention in the opposite direction. This study has highlighted the variable relationships in the higher education sector, which were previously limited.

Figure 2.3. Model of factors affecting loyalty

Employee loyalty: describes an employee's emotional bond with their employer. According to Lee, Lim, Swanson, Park, and Lee (2016), employee loyalty has been seen as one of the most important aspects of better organizational performance. It is because loyal employees will take care of customers in the right way, understand what customers want, and deliver it.

Keeping loyal employees can reduce the turnover rate within the organization as they are planning to stay with the organization for a long time.

Organizational citizenship behavior (OCB): refers to the employee's discretionary actions who want to do a job beyond their formal requirements. Ersoy, et al. have asserted that OCB is the employee's behavior in supporting the organization socially and psychologically. Moreover, they define OCB as the employee's behavior that wants to help other employees or organizations, even if it is not their responsibility. OCB has some antecedents (e.g., job satisfaction and employee engagement) and consequences (e.g., employee loyalty and performance). OCB is a significant antecedent of employee loyalty. Satisfaction, remuneration, and self-efficacy were found to have a significant influence on OCB in this study.

Employee satisfaction: is used to describe how a person feels about their experience at work, whether they enjoy it or not. When the employees are satisfied with the company, they will do their best, which will increase the company's performance. Previous research suggests that there are a few antecedents to employee satisfaction, including social support, employee engagement, and self-efficacy. But in this study, employee satisfaction has 3 antecedents, such as self-efficacy, employee engagement, and remuneration. Employee satisfaction has also been related to some consequences, such as employee loyalty and organizational citizenship behavior.

Self-efficacy: This is about a personal belief that they can handle a job properly in prospective situations. The findings have shown that self-efficacy is a significant and positive antecedent of employee satisfaction. Therefore, when a lecturer has higher self-efficacy, it means that they will have better confidence to perform his/her job properly. Consequently, it will lead to their satisfaction with the job.

The influence of motivation, working environment and career development toward employees' loyalty.

There are many factors that make an employee loyal, such as the working environment, compensation, effective communication, motivation provided by the company, a comfortable workplace, career development, procurement of employee training and education, work participation, implementation of occupational health and safety, as well as the relationship between superiors and subordinates and employee relationships with each other (Purba and

Andri, 2017). This research aims to determine the effect of motivation, working environment, and career development toward employees' loyalty at PT Tawada Healthcare Semarang.

Motivation: Employee motivation has a major impact on loyalty and the competitive advantage of the organization, according to research by Sari (2018). Accordingly, the study carried out by Musnadi (2018) demonstrated that job motivation had a favorable and noteworthy impact on employees' loyalty. These ideas suggest that employee loyalty to the firm is a result of the motivation offered by the organization. Motivated staff members will take pride in their work and work hard at it. Encouragement at work will make workers want to stick around and help the business grow.

Working environment: The research by Mandala and Astika (2019) said that employees will have high loyalty if they have a comfortable working environment. Al-Anzi (2009) mentioned in his study that due to the trend of a working environment that creates positive outcomes, most organizations face a new challenge to generate a working environment that attracts, maintains, and motivates the workforce. The working environment can have a positive or negative impact on employee productivity. Companies must create a positive working environment and provide employees' needs when they are doing their job so the employees will feel satisfied and tend to stay with the company. This means that the environment has to be where the employees enjoy themselves, increase productivity and create loyalty towards the organization.

Career development: According to research conducted by Utami and Dwiatmadja (2020), career development proved to have an influence on employee work loyalty because employees think that loyalty to the company needs to be carried out in proportion to the work expended and rewarded with career advancement. Also, the research by Majid et al. (2017) stated that career development had a significant positive correlation with employees' loyalty.
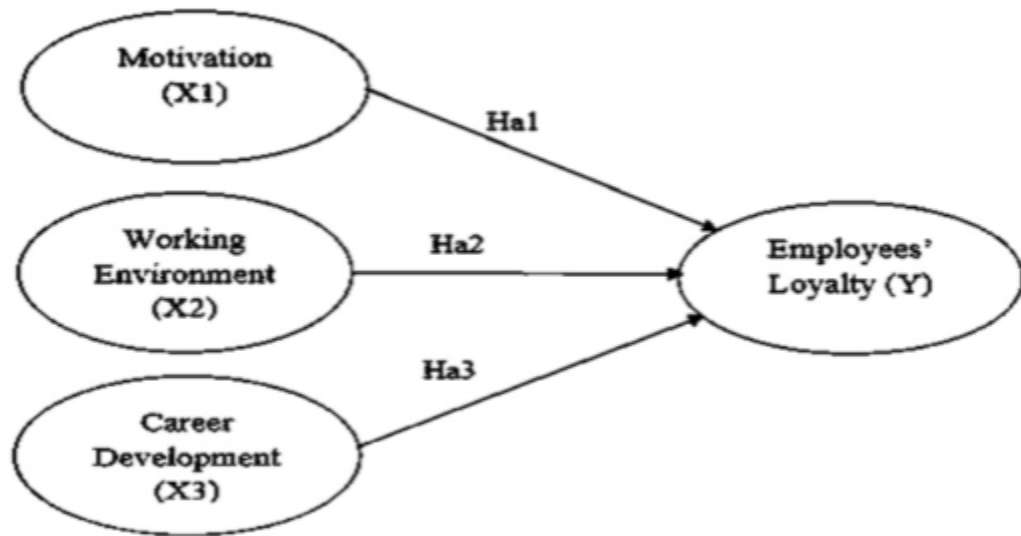
Figure 2.4. Theoretical Framework

(Source: Nada Fadhila, Endang Sulistyani, 2021)

Questionnaires, literature reviews, and interviews were the techniques of data collecting employed in this study. Census data was used in the sampling process. All 35 data points in the population make up the sample. The coefficient of determination and the T test are employed in the goodness of fit regression equation and multiple linear regression data analysis techniques. The study's findings demonstrate the beneficial and substantial effects that career development, work environment, and motivation have on employees' loyalty. The working environment has a major role in boosting employee loyalty. The only independent variables in this study are motivation, work environment, and career advancement. Future research may benefit from examining a variety of additional factors that may possibly influence employees' loyalty.

2.3.1.2. Domestic research

Impact of engagement on performance and loyalty of commercial bank employees.

The research of Hoang (2023) suggests that understanding the factors that drive employee engagement is becoming increasingly important for companies, especially as new generations with different values and needs join the workforce. In today's competitive market, maintaining a team of good, efficient and loyal employees will greatly contribute to success and development (Phuong et al., 2019). The goal of this research is to find solutions to improve

productivity and retain workers. This study examines the antecedents of employee engagement that affect job performance and employee loyalty based on the following theoretical foundations:

Employee engagement: According to Gallup (2013), employee engagement is expressed through enthusiasm and dedication to work. According to Kahn's (1990) research, when employees are engaged with the organization, they express themselves physically, cognitively, and emotionally during the performance of their roles. Therefore, Kahn believes that if you want to maintain and improve employee engagement, you need to ensure three issues: work that brings meaning and practical value; safety when working in the presence of others; have enough resources available to work.

Employee loyalty: Buchanan (1974) defined employee loyalty as based on the employee's feeling of attachment to the organization. Loyalty belongs to the emotional category. Loyal employees are those who are always ready to accompany the organization in all situations and do not "run away" when the organization encounters difficulties. Employees who are loyal to an organization can come from their own sincere feelings and still stay at that business despite having the opportunity to work in a place with better salaries and benefits.

Job performance: According to Motowidlo (2003) shows that job performance is defined as the total expected value of an organization created from the discrete behaviors of an individual performed in a specified period of time. Accordingly, work performance is simply defined as the achievement of set goals. Performance is not just about the results achieved, but also the way it is done to achieve those results. Effective work performance comes from appropriate behavior and the combination of necessary skills and knowledge.

The scale used in this study is an inheritance of the scale from previous studies by Anitha, J. (2014); Nguyen et al (2011); Schaufeli et al (2006); King and Race (2010). In addition, the authors have adjusted and supplemented the measurement scale to suit the research subjects.

The research of Hoang (2023) using quantitative methods, through convenience sampling, distributing employee survey questionnaires and analysis, led to the conclusion that there is a direct relationship between the employee engagement variable with work performance and employee loyalty are positive effects.
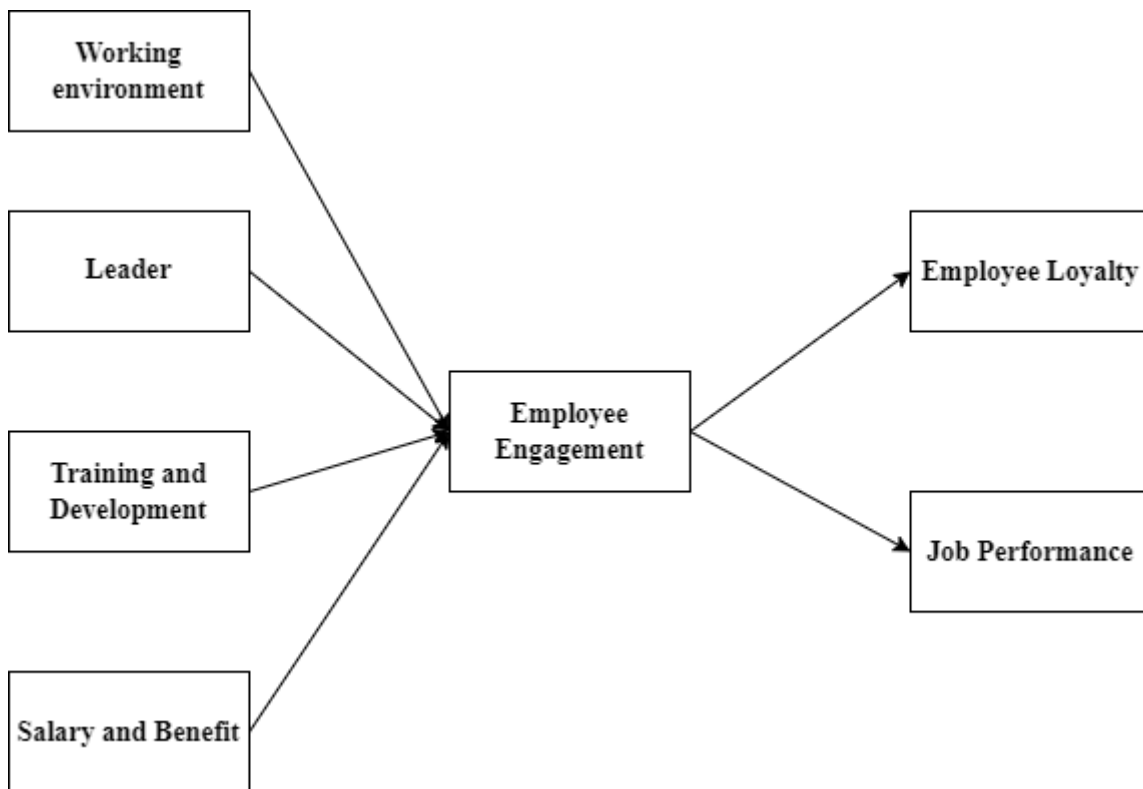
Figure 2.5. Model of factors affecting loyalty

Job satisfaction, employee loyalty and job performance in the hospitality industry: A moderated model.

Regarding employee loyalty, job satisfaction is one of the most important factors in attracting and retaining employees, thereby creating value for the business. One of the recent studies on employee loyalty is:

Tran's (2020) research focuses on (1) job satisfaction has a positive direct impact on employee loyalty and job performance; (2) employee loyalty positively affects job performance; and, (3) the effect on the relationship between job satisfaction and employee loyalty differs by job position. An enhanced comprehension of the connections among job performance, employee loyalty, and job satisfaction as well as the role that job positions play as a moderator in these relationships was delivered by this study.

Job satisfaction: According to Hoppock (1935), job satisfaction refers to a mix of cognitive, physiologic and environmental factors that make a person satisfied or dissatisfied with his/her work. Job satisfaction represents the positive or negative emotions of workers toward their job

position. In a similar vein, Vroom (1964) also believes that an employee's emotional attachment to their work influences their level of job satisfaction. Once employees are satisfied with their work, they'll approach it with positivity, and vice versa (Armstrong, 2006).

Employee loyalty: Employee loyalty is defined in various ways. Loyalty means a demonstration of one's commitment to an organization, typified by the relative advantage of a person's identification with, and active engagement in, the operations of a firm (Mowday, Steers, & Porter, 1979). When the employee believes in the values, mission and statements of an organization, it can manifest an intense aspiration to keep a relationship with that enterprise, a phenomenon described in a word as loyalty (Mathieu & Zajac, 1990).

Job performance: According to Javed, Balouch, and Hassan (2014), job performance mainly refers to how well an employee performs their duties. Lawler and Porter (1967) found that in a different study, an individual's ability, competence, and effort are taken into account when determining their performance. According to Motowidlo (2003), "the total expected value to the organization of discrete behavioral episodes that an individual carries out over a standard period" is another definition of job performance.

This empirical study surveyed 315 respondents who have been working in various lodging businesses in Danang. This work applied structural equation modeling (SEM) and a multi-group analysis to test hypotheses. Empirical results confirmed that the model fit the data well. This study provides important implications for lodging businesses through theoretical and practical contributions.
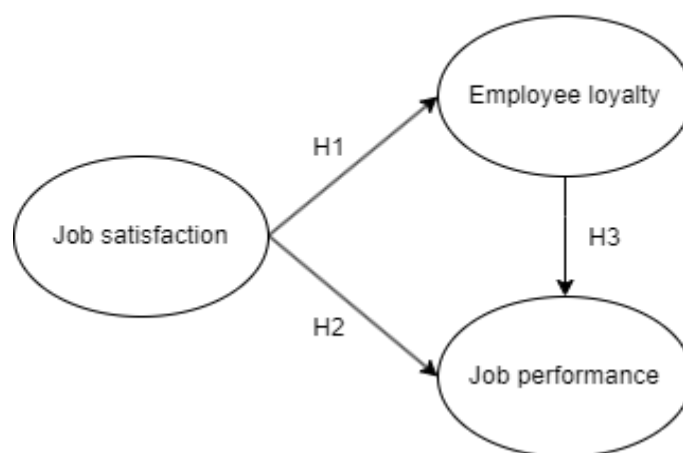
Figure 2.6. Relationships among job satisfaction with employee loyalty and job performance

(Source: T Phuong, 2020)

The impacts of human resource management practices on employees' motivation and loyalty.

According to research by Mai (2020), employee loyalty is indirectly affected by the factors that create employee motivation and can be directly affected by career development, the working environment and employee motivation. The purpose of the study was to determine the connections between employee motivation, employee loyalty, and human resource procedures.

Employee loyalty: According to Ineson and Berechet's (2011) research, a variety of factors, such as pay and benefits, interpersonal traits, personal motivations, and hierarchical status, might influence an employee's loyalty. Furthermore, a favorable correlation was found between job happiness and employee loyalty. Yee et al. (2010) found that staff loyalty and service quality were positively correlated, leading to increased customer satisfaction in addition to job satisfaction.

Employee motivation: Employee motivation over the years has been studied and developed with a variety of motivational theories, including Maslow's Hierarchy of Needs, Herzberg's Two Factor Theory, etc. (Dermody et al., 2004). On the academic aspect, McClelland theories of needs include three motivations: the need for affiliation, the need for power, and the need for achievement (McClelland, 1985). Regarding the consequences of employee motivation, it is estimated that motivational factors may have a positive association with employee loyalty (Chen & Lin, 2013; Curtis et al., 2009). Meanwhile, Mak and Sockel (2001) define that motivation as having an indirect correlation with loyalty through retention. More specifically, an increase in motivation will lead to an increase in retention, and high levels of retention will lead to high levels of loyalty.

Team spirit: A team was defined as a group of interdependent employees working together to achieve common goals (Parker & Wall, 1998). On the other hand, Mudambi et al. (2007) described teamwork as a cooperative networking and communication within an organization or among different properties.

Compensation: It is a human resource management tool to retain people, as employers understand that employees need to guarantee their financial statements based on offered compensation and benefits (Chiu et al., 2002). Likewise, Li and Roloff (2008) identified the coherent relationship between compensation systems and organizational culture, which was considered a means to retain and motivate employees.

Career development: In order to maximize their prospective skills for the organization, employees were able to identify their capabilities with the help of career development (Conger, 2002). Employee career motivation has a direct and positive association with assistance for career growth, according to London (1993). Reducing the intention to depart was facilitated by career development (Chew & Chan, 2008; Kroon & Freese, 2013).

Relationship with manager: The framework for the interaction between a leader and a follower, known as leader-member exchange theory (LMX), was thought to be essential in defining the level of involvement inside an organization (Laschinger et al., 2007). According to (Baird & Kram, 1983), there were two parties involved in the connection between managers and subordinates, and each would have different demands and requirements under the relevant circumstances. A responsive leader-member relationship that addressed people's concerns was one that worked well.

Working environment & condition: Work environment was believed to affect positively or negatively to employees to achieve their performance (Wright & Davis, 2003). For instance, in the research of Leather et al. (1998), they clarified the positive effect of light penetration on job satisfaction, well-being and negatively affected on turnover intention or according to Singh et al., (2010), they identified that the more green the building was, the more productive and happier the workers got.

In order to conduct the quantitative study approach, 595 employees in the hospitality industry in Ho Chi Minh City, Vietnam, received questionnaires directly. Various statistical techniques were employed, such as reliability analysis, multiple regression analysis, exploratory factor analysis, and mediation analysis. The empirical findings demonstrated that factors such as work environment, management relationship, team spirit, career development, pay, and relationship with manager had a direct impact on employee motivation. As a result, through employee motivation's meditation, these factors also had an indirect impact on loyalty.

Furthermore, professional growth, the workplace, and employee motivation all have a direct impact on employee loyalty.
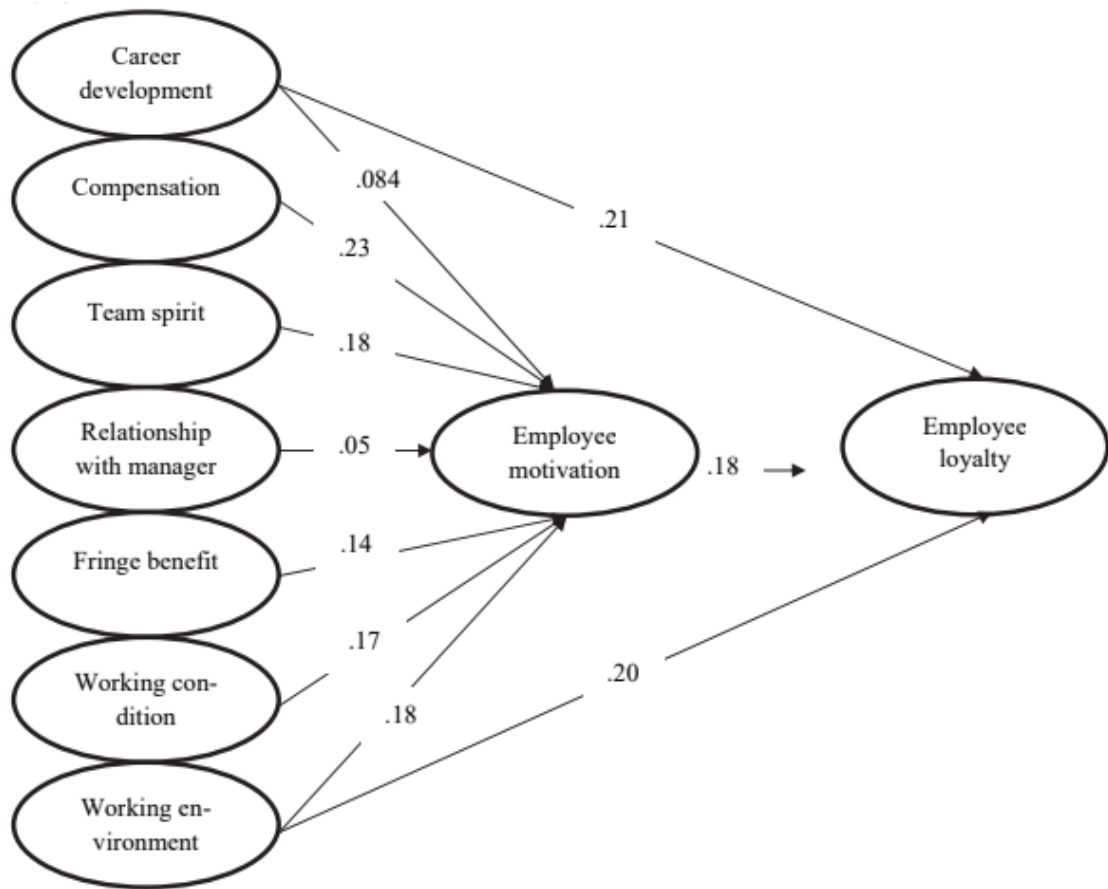
Figure 2.7. Model of factors affecting loyalty

(Source: M Khuong, 2020*)*

2.4. Research gaps

Numerous prior studies, both domestically and internationally, have demonstrated how important it is for not only researchers but also business managers to comprehend the variables that affect employee loyalty. These studies have explained a significant portion of the work that helps businesses significantly increase revenue and significantly reduce personnel costs. Therefore, business profits also increase significantly, higher than the costs businesses spend to build employee loyalty. The F&B industry is expanding quickly in Vietnam, and the number of academics delving into this model is also expanding quickly.

Nevertheless, there is currently a scarcity of studies focused on employee loyalty in the F&B industry, particularly in restaurants in Vietnam.

Firstly, by looking through related research, several studies that primarily analyze factors influencing job satisfaction may be found, strengthening the relationship between job satisfaction and employee loyalty (Türkyılmaz et al., 2011; Jun et al., 2005). It is hard to find studies that have looked into the precise variables that directly affect employee loyalty in the F&B industry. Secondly, in Vietnam, prior research on employee loyalty has primarily examined other sectors of the economy, such as information technology (IT) and banking (Chu & Truong, 2020; Nguyen et al., 2021), rather than thoroughly examining the variables influencing employee loyalty in the F&B industry, particularly in restaurants.

Using The Ashima restaurant as the primary emphasis, this study attempts to develop a comprehensive research model to measure and analyze the variables influencing employee loyalty to restaurants.

CHAPTER 2 - SUMMARY

The theoretical foundation that is directly relevant to the research issue has been examined and presented by the authors for this chapter. The essential presumptions have also been thoroughly investigated through studies and models pertaining to employee loyalty. Accordingly, the authors have put forth a research model and hypothesis regarding the elements that influence employee loyalty in the restaurant and F&B service at The Ashima restaurants - Golden Gate Corporation, District 1 & 3, Ho Chi Minh City. These elements include: (1) Job Satisfaction; (2) Career Development; (3) Work Environment; (4) Pay Satisfaction; and (5) Employee Engagement. The research process and research methods used to measure employee loyalty at The Ashima restaurants will be presented in the next chapter.

CHAPTER 3 - OVERVIEW OF ASHIMA RESTAURANT AND RESEARCH METHODOLOGY

3.1. Overview of Golden Gate Corporation and The Ashima Restaurants

Golden Gate Corporation

- ❖ Registered name: GOLDEN GATE GROUP JOINT STOCK COMPANY
- ❖ Address: No. 60, Giang Van Minh Street, Doi Can Ward, Ba Dinh District, Hanoi City.
- ❖ Phone number: 024 7300 4000
- ❖ Website: info@goldengatevietnam.com

Established in 2005, by 3 businessmen: Mr. Dao The Vinh, Mr. Nguyen Xuan Tuong and Mr. Tran Viet Trung, Golden Gate (GOLDEN GATE GROUP JOINT STOCK COMPANY) is a pioneer in applying the restaurant chain model in Vietnam, with five main casual dining cuisines hotpot, BBQ, Asian, Western, and Cafeteria. Golden Gate currently owns 22+ brands including The Ashima, Hutong, Manwah, Gogi House, Vuvuzela, Kichi Kichi, Sumo BBQ, etc., and nearly 400 restaurants in 40 provinces throughout Vietnam, serving 18 million customers per year and constantly expanding. With the mission of clearly stating the balanced concern for both employees and customers, "Happy team member - happy customer", Golden Gate has a strategic vision of becoming "Be the first food and beverage choice" in F&B industry.

The Ashima Nguyen Trai

- ❖ Registered name: The Ashima Nguyen Trai
- ❖ Address: 331A Nguyen Trai, Nguyen Cu Trinh Ward, District 1, Ho Chi Minh City.
- ❖ Opening time: 11:00 – 22:00
- ❖ Phone number: 028 730 07407
- ❖ Website: https://ashima.com.vn/

The Ashima Nguyen Dinh Chieu

- ❖ Registered name: The Ashima Nguyen Dinh Chieu
- ❖ Address: 35A Nguyen Dinh Chieu, Da Kao Ward, District 1, Ho Chi Minh City.

❖ Opening time: 11:00 – 22:00

❖ Phone number: 028 7300 1314

❖ Website: https://ashima.com.vn/

The Ashima Tu Xuong

❖ Registered name: The Ashima Tu Xuong

❖ Address: 11 Tu Xuong, Ward 7, District 3, Ho Chi Minh City.

❖ Opening time: 11:00 – 22:00

❖ Phone number: 028 7300 1316

❖ Website: https://ashima.com.vn/

3.1.1. General information

As the first brand of Golden Gate Corporation, since its debut in 2005, Ashima mushroom hotpot has won over diners with its quality dishes and professional service. By emphasizing the selection of ingredients, Ashima meets the food safety standards of every customer. Ashima considers mushrooms the soul of a hotpot. Dubbed the "queen of plants," mushrooms are not only delicious but also rich in nutrients. With over 40 types of premium mushrooms, the menu at Ashima restaurant offers a unique selection of dishes based on the functions of each type of mushroom. All mushrooms are fresh or preserved in their original state, stored at suitable temperatures. When ordering, customers receive detailed explanations of each mushroom from the serving staff. In addition to familiar mushrooms like enoki and shiitake, Ashima distinguishes itself from the rarest and finest mushrooms globally, such as Boletus Mushroom, Matsutake, Yellow Morel, ect. Ashima restaurant is not only known for its nutritious mushroom menu but also for its rich and sweet hotpot broths. In addition to the traditional sukiyaki, nutritious, and clear broths, vegetarian broth is also a popular choice. What makes Ashima's hotpot unique is the traditional secret recipe. Rare mushrooms and various Chinese herbs, such as red dates, wolfberries, and ginseng, are blended in a fragrant and sweet bone broth. Combined with careful seasoning, this creates a distinctive brand of Ashima mushroom hotpot.

Besides being attracted by its unique mushroom hot pot, Ashima also conquers diners with its luxurious, cozy space in a modern Asian style. Not only does it stand out from the outside, but the inside of the restaurant is also impressive with its sophisticated decor design. Small cell-shaped walls combined with classic paintings and a large chandelier system radiate gentle

light, creating a feeling of closeness and warmth. Besides, the restaurant adds highlights with hanging green potted plants, adorning its quiet and peaceful beauty. With a capacity of about 150 guests, Ashima is an ideal location for meetings, parties, and group meetings. The restaurant has VIP rooms for 6-20 people to meet the need for advance table reservations. In addition, the restaurant provides amenities such as parking, red invoice issuance, and wifi coverage throughout the area.

With the mission "Happy team member - happy customer" as well as under the influence of Golden Gate's "employees are customers" strategy, Ashima Mushroom Hot Pot restaurant always focuses on bringing benefits and satisfaction to not only customers but also employees. Employees of this restaurant chain, in addition to their salaries, also receive monthly bonuses according to KPI. Each year, employees at Ashima receive a salary increase of about 7%, a fixed salary bonus in the 13th month, and a salary bonus in the 14th and 15th months depending on the business situation of the company. Moreover, for managers, when going on business trips, they will receive a monthly allowance of 2,000,000 VND. In addition to the salary and bonus policy, Ashima Mushroom Hot Pot Restaurant also cares about the health of its employees. Employees here get 1 day off a week, 12 days off a year and an extra day every five years. Employees are entitled to 2 meals per working day. In terms of mental health, employees can go to team building once or twice a year and receive their own gifts on Lunar New Year. For official employees, on each annual birthday, they will be given a voucher of 200,000 VND. At the restaurant, each month there will be a birthday party for all employees with birthdays in that month and the management will prepare a gift. Ashima Mushroom Hot Pot Restaurant also complies with general legal regulations for employees, such as employees being paid Social Insurance 100% of their basic salary. With comprehensive care policies for the restaurant's staff, diners will not be too surprised to easily feel the happy atmosphere as well as the warmth and dedication to service, bringing the best values for customers of Ashima staff. This largely comes from the happiness and satisfaction of employees in accordance with the group's mission "Happy team member - happy customer".

3.1.2. Revenue & Human Resources

The F&B market in general in the five years period from 2019 to 2023 is greatly affected by the Covid-19 pandemic and the global economic crisis. Ashima mushroom hot pot restaurant also suffered similar impacts, with its revenue, number of customers, number of employees

and turnover rate all having strong fluctuations. Specifically, this is shown through the following data:

Year	Revenue (VND)	Number of Customers	Average spending
2019	71,869,821,475	156,272	460,000
2020	51,950,800,790	99,904	520,000
2021	23,564,800,718	33,663	700,000
2022	68,019,365,652	94,469	720,000
2023	66,597,703,252	89,877	740,000

Table 3.1. Revenue of The Ashima restaurants in Districts 1 & 3 over five years from 2019 to 2023

(Source: Synthesized by authors, 2024)

Year	Management level	Part-time employee	Full-time employee	Total employee
2019	16	114	67	197
2020	16	103	54	173
2021	16	85	49	150
2022	13	85	48	146
2023	13	80	45	138

Table 3.2. Number of employee of The Ashima restaurants in Districts 1 & 3 over five years from 2019 to 2023

(Source: Synthesized by authors, 2024)

Year	Number of total employees quitting	Number of total employees working	Turnover rate (%)
2020	24	173	13,9
2021	23	150	8,7
2022	4	146	2,7
2023	8	138	5,8

Table 3.3. Turnover rate of The Ashima restaurants in Districts 1 & 3 over five years from 2019 to 2023 (Calculated for total employees)

(Source: Synthesized by authors, 2024)

The mushroom hot pot restaurant has exhibited varying financial performance over the period from 2019 to 2023, as reflected in its revenue figures. In 2019, the establishment recorded a robust revenue of 71,869,821,475 VND, demonstrating a significant financial achievement. However, in the next two years, the restaurant's revenue decreased significantly year after year. This shows the profound impact of the Covid-19 pandemic on restaurants. In the last two years, the restaurant's revenue situation has been more positive. Specifically in 2022, revenue will reach 68,019,365,652 VND, which shows the potential for recovery after the pandemic. However, the restaurant's 2023 revenue tends to decrease slightly due to the impact of the global economic crisis.

The number of customers served by Mushroom Hot Pot restaurant also has a similar trend to revenue. In 2020 and 2021, the number of customers coming to Ashima will decrease significantly because of social distancing during the pandemic. After social distancing, the

number of visitors tends to increase again in 2022, reaching 94,469 and 89,877 in 2023, suggesting a positive shift in consumer interest or an effective customer retention strategy.

Despite the fluctuating revenue and customer numbers, the average spending per customer at the mushroom hot pot restaurant has seen a gradual increase pattern. If in 2019, the average spending per customer was 460,000 VND, then by 2023, the average spending level will reach 740,000 VND per customer. The increase in average spending in 2023 and the resurgence in revenue may point towards positive changes or successful business initiatives during that period.

The restaurant's turnover rate over the years has decreased significantly, showing stability in the workforce. In 2020, the restaurant turnover rate was quite high (13,9%), the main reason for this was the impact of the COVID-19 pandemic, which paralyzed the city's entire F&B industry for a long time. By 2021, the revenue rate of Ashima Mushroom Hot Pot Restaurant stabilized significantly to 8.7%. This shows that after the pandemic passed, the restaurant's personnel situation has stabilized again. In the next 2 years, this rate decreased to 2,7% and 5,8%, respectively, showing that the number of restaurant employees has reached the most reasonable and optimal number possible. The stability of the turnover rate also demonstrates the restaurant's efforts and effectiveness in building a positive working environment, improving welfare policies and enhancing personal development for employees,...In general, the decrease in turnover rate over the years is a positive sign showing the stability and sustainable development of the company. This not only helps save on new recruitment and training costs, but also creates a positive work environment and increases employee loyalty. More specifically about turnover rate, there is a difference between the turnover rate of full-time employees and the turnover rate of part-time employees. If in 2020, the turnover rate of full-time employees is higher than the turnover rate of part-time employees, then in 2021 this will be the opposite, the turnover rate of part-time employees will be higher. This instability is another testament to the impact of COVID-19 on the restaurant's staffing situation. In 2020 and 2021, the restaurant needs to change the number of both full-time and part-time employees to fit the pandemic context. Then, in 2022 and 2023, this turnover rate stabilizes at a low level again. These are shown in the following two tables:

Year	Number of full-time employees quitting	Number of full-time employees working	Turnover rate (%)
2020	13	70	18,6
2021	5	65	7,7
2022	4	61	6,6
2023	3	58	5,2

Table 3.4. Turnover rate of The Ashima restaurants in Districts 1 & 3 over five years from 2019 to 2023 (Calculated for full-time employees)

(Source: Synthesized by authors, 2024)

Year	Number of part-time employees quitting	Number of part-time employees working	Turnover rate (%)
2020	11	103	10,7
2021	18	85	21,2
2022	0	85	0
2023	5	80	6,3

Table 3.5. Turnover rate of The Ashima restaurants in Districts 1 & 3 over five years from 2019 to 2023 (Calculated for part-time employees)

(Source: Synthesized by authors, 2024)

In general, when looking at the factors mentioned above, we can draw a few special observations. When comparing data on revenue and number of customers, these two factors tend to increase again after the Covid-19 pandemic, while the number of employees continues to decrease. This may lead to an increase in one's workload, that is, one employee will have to perform more tasks than in 2019. However, in general this is still acceptable because of the general situation of businesses during the current global economic crisis. This is necessary. Furthermore, it also has positive aspects such as: businesses and workers can adapt well to changes in external circumstances, simplify personnel in a reasonable direction, etc. Therefore, it is possible to conclude that reducing the number of employees over a five year period does not affect the business situation and service quality of Ashima Mushroom Hot Pot Restaurant.

3.1.3. SWOT Analysis

SWOT Analysis	
Strengths	**S1.** The Ashima restaurant, which is part of the Golden Gate Group, has a creative business concept that piques the interest of its customers. **S2.** It has a large base of devoted clients and a high degree of reputation in the customer community. **S3.** Ashima has been around for 19 years and is well known for its signature dish, "Mushroom Hotpot." **S4.** The team receives extensive training, and the procedures are established with a high degree of professionalism. **S5.** Throughout the years, the firm has gained vast expertise in F&B industry.

	S6. The staff consists of energetic and hardworking young people who are passionate about their jobs. **S7.** The senior management team is comprised of seasoned and highly qualified individuals. **S8.** It uses a contemporary manufacturing and business management system. **S9**. The firm has a significant financial capability.
Weaknesses	**W1**. Communication and advertising tend to be considerably weaker than other competitive sectors. **W2.** The Ashima Nguyen Trai restaurant's business buildings are completely leased, resulting in the firm having modest fixed business assets. **W3.** The staff is of unequal quality. **W4.** Employee loyalty to the eatery is uncertain. **W5**. Employees must meet high language and appearance criteria, yet salaries are not comparable. **W6**. The average price per consumer is expensive, resulting in a smaller customer base.
Opportunities	**O1.** With over 20 years in the industry, The Ashima restaurant's goods have earned consumers' confidence and loyalty. **O2.** As a member of the Golden Gate group, the restaurant has a solid basis in customer service technology, which is becoming increasingly vital in the age of the 4.0 technological revolution. **O3**. The populace has a continual need to consume food, not just for its

	flavor but also for its nutritional value. **O4**. Many independent enterprises in Vietnam are embracing trends such as international economic integration, technological adoption, and growing multilateral collaboration, and Ashima Restaurant is targeting these consumer categories. **O5.** The population's income is continuously improving. **O6**. Ashima Restaurant is well-known in the F&B industry for its mushroom hotpot, particularly high-quality and unusual mushrooms.
Threats	**T1**. The market for daily eating alternatives is getting more diversified, as new rivals arise. **T2.**Imported components cause instability in raw material supply. **T3.** Consumers are becoming increasingly worried about food safety and cleanliness, which raises problems when deciding where to eat or how to prepare food at home. **T4.** The growth of internet meal delivery services has had considerable influence on dine-in restaurant operations. **T5.** Restaurants must improve and raise their service quality to meet the increasingly diversified and demanding expectations of their customers. **T6.** Direct consequences of global fuel and political instability. **T7.** Unfair competitive behavior.

Table 3.6. SWOT Analysis of The Ashima restaurants in Districts 1 & 3

(Source: Synthesized by authors, 2024)

3.2. Research methodology

3.2.1. Research Process

This research is carried out with the following steps below:
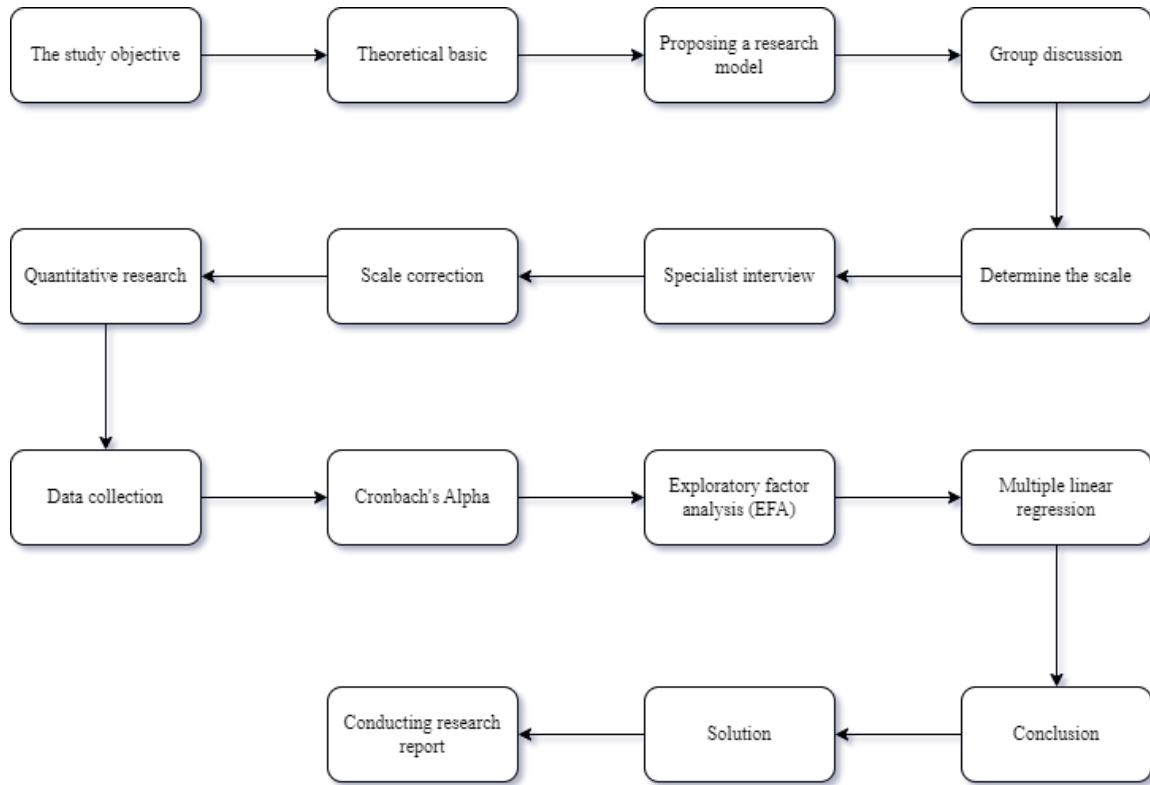
Figure 3.1. Research Process

(Source: Adapted from the authors, 2024)

The study's phases are summarized in this graphic, which also incorporates theoretical underpinnings from both local and international sources to assist the authors' research efforts. Throughout the project's execution, the authors adhered to the study process diagram previously indicated, concentrating on variables that impacted the loyalty of F&B service staff at The Ashima restaurants. Through definition exploration and learning result analysis, the authors created research models that were integrated with preliminary scales. Afterwards, the authors had internal discussions and conducted in-person interviews with experts to suggest modifications to the observed variables with the aim of enhancing their alignment with reality. After the preliminary data were synthesized, the scale was formalized with modifications and additions. This made it possible to create questionnaires, which were completed both offline

and online. A total of 178 replies from workers at Golden Gate corporation, The Ashima restaurants were received, and 164 valid samples were selected. The authors used SPSS software to do multiple linear regression analysis, exploratory factor analysis (EFA) to assess the consistency of the observed variables, and reliability analysis (Cronbach's Alpha) of the data gathered based on the scale. Because of this, the authors provide a number of solutions that are specific to each component influencing the loyalty of employees in the F&B industry.

3.2.2. Internal group discussion

The study team aligned objectives and developed a preliminary scale during our collaborative conversation (Appendix 1). For staff convenience sampling, we went with real-time data in the restaurant context. For the purpose of evaluating the scale in the specialist interviews phase, eight experts from various organizations were chosen. In addition to parts for personal information, the survey design includes a 5-point Likert scale survey component. In order to capture data as quickly as possible while maintaining participant confidentiality and real-time feedback, we implemented a survey that uses QR codes. The agreement reached during this conversation guarantees a thorough and organized investigation into ways to improve employee loyalty at The Ashima Restaurants.

3.2.3. Specialist interview and group discussion

Prior to administering the survey, the authors of this study decided to undertake in-depth interviews with professionals in the restaurant business to ensure that the scale was realistic and to make any necessary revisions (Appendix 2). In connection with the study piece, eight professionals with a wealth of expertise in the F&B sector participated in surveys and interviews. The authors gathered their perspectives in order to get real-world input on the elements they all believed had a significant influence on Ashima employee loyalty. To make the in-depth interviews as convenient as possible for the participants, both online and offline methods are used.

Appendix 1 provided the framework for the survey that was created for F&B specialists. Five essential elements of employee loyalty were determined by answering the questions as follows: Job satisfaction, Career Development, Work Environment, Pay satisfaction, and Employee Engagement. Following a brief explanation of the study approach and the goal of the interview, participants' opinions were sought out in the interview procedure.

No.	Factors affecting restaurant and food & beverage service employees loyalty	Factors affecting restaurant and food & beverage service employees loyalty	Agree frequency
1	Job satisfaction	Preserved	8
2	Career Development	Preserved	8
3	Work Environment	Preserved	8
4	Pay satisfaction	Preserved	8
5	Employee Engagement	Preserved	8

Table 3.7. Expert interview result

(Source: The authors collected and extracted from Group Discussion Results)

According to the results of the expert interviews, all of them 100% agree that the author's study approach is appropriate for the real-world application of The Ashima restaurant. Regarding the factor scales in the model, the interviewees also came to an agreement. The factors which impact on employee loyalty were agreed upon by 100% of experts. However, during the translation process, some Vietnamese statements made the experts questionnaire. This problem has been resolved by editing the translation to make it easier for readers to understand the observed variables, but there will be no changes in the English statement. As such, the recommended research model is not modified, and the scales are included into the official study procedure.

Factor	Statement	Adjustment	Source
Job satisfaction	You are very satisfied with your job when working at The Ashima Restaurants.	You are very satisfied with your job when working at The Ashima Restaurants.	W.D. Frye, et al., (2020), Martensen Grønholdt (2006)
	The job at The Ashima Restaurants meets your needs and desires.	The job at The Ashima Restaurants meets your needs and desires.	
	You feel happy at work when working at The Ashima Restaurants.	You feel happy at work when working at The Ashima Restaurants.	
	You feel recognized in your work when working at The Ashima Restaurants.	You feel recognized in your work when working at The Ashima Restaurants.	
	You are satisfied with the feedback and guidance you received while working at The Ashima Restaurants.	You are satisfied with the feedback and guidance you received while working at The Ashima Restaurants.	
Career Development	The Ashima Restaurants has a clear promotion path to help you develop your career potential.	The Ashima Restaurants has a clear promotion path to help you develop your career potential.	Samat et al. (2020); Rahman et

Factor	Statement	Adjustment	Source
	The Ashima Restaurants has a knowledge and skills training program for you.	The Ashima Restaurants has a knowledge and skills training program for you.	al. (2023); Mochklas and Mahardhika (2018); Khuong (2020); Mehta et al. (2010).
	The Ashima Restaurants create opportunities for you to gain work experience.	The Ashima Restaurants create opportunities for you to gain work experience.	
	The Ashima Restaurants always recognize your achievements and efforts at work.	The Ashima Restaurants always recognize your achievements and efforts at work.	
	The Ashima Restaurants is ready to give you the opportunity to achieve your career goals.	The Ashima Restaurants is ready to give you the opportunity to achieve your career goals.	
Work Environment	The working environment at The Ashima Restaurants is fully comfortable and clean.	The working environment at The Ashima Restaurants is fully comfortable and clean.	Tran Kim Dung (2005); Smith, et al., (1969)
	The working environment at The Ashima Restaurants is safe and ensures your health.	The working environment at The Ashima Restaurants is safe and ensures your health.	

Factor	Statement	Adjustment	Source
	Colleagues at The Ashima Restaurants are happy, sociable and respect each other at work	Colleagues at The Ashima Restaurants are happy, sociable and respect each other at work	
	Colleagues at The Ashima Restaurants are ready to support and help each other at work.	Colleagues at The Ashima Restaurants are ready to support and help each other at work.	
	The management of The Ashima Restaurants always listens to your comments.	The management of The Ashima Restaurants always listens to your comments.	
	You respect and follow the direction of management at The Ashima Restaurants.	You respect and follow the direction of management at The Ashima Restaurants.	
Pay satisfaction	You are satisfied with the salary you receive for your job at The Ashima Restaurants.	You are satisfied with the salary you receive for your job at The Ashima Restaurants.	Heneman III, H. G., & Schwab, D. P. (1985); Netemeye, et al., (1997); and W.D.
	You receive a reasonable salary when compared to similar positions in others organizations.	You receive a reasonable salary when compared to similar positions in others organizations.	

Factor	Statement	Adjustment	Source
	Are you satisfied with your benefits at The Ashima Restaurants (allowances, bonuses,...).	Are you satisfied with your benefits at The Ashima Restaurants (allowances, bonuses,...).	Frye, et al., (2020)
	Are you satisfied with your benefits at The Ashima Restaurants (social insurance, health insurance,...).	Are you satisfied with your benefits at The Ashima Restaurants (social insurance, health insurance,...).	
	The salary at The Ashima Restaurants is appropriate to your ability and position.	The salary at The Ashima Restaurants is appropriate to your ability and position.	
	You will be considered for salary and bonuses increases annually at The Ashima Restaurants.	You will be considered for salary and bonuses increases annually at The Ashima Restaurants.	
	You feel very honored to work at The Ashima Restaurants.	You feel very honored to work at The Ashima Restaurants.	
Employee	You always dedicate yourself to your work at The Ashima Restaurants	You always dedicate yourself to your work at The Ashima Restaurants	Saks (2006)

Factor	Statement	Adjustment	Source
Engagement	You feel excited when participating in activities at The Ashima Restaurants.	You feel excited when participating in activities at The Ashima Restaurants.	
	You will stick with your job for a long time at The Ashima Restaurants.	You will stick with your job for a long time at The Ashima Restaurants.	
Employee Loyalty	You would like to continue working at The Ashima Restaurants in the future.	You would like to continue working at The Ashima Restaurants in the future.	Mochklas and Mahardhia (2018), Chen, S., Xu, K. and Yao, X. (2022)
	You will actively introduce The Ashima Restaurants to your friends and family.	You will actively introduce The Ashima Restaurants to your friends and family.	
	You will mention The Ashima Restaurants strengths to others.	You will mention The Ashima Restaurants strengths to others.	
	You are willing to use The Ashima Restaurants as your first choice for future work.	You are willing to use The Ashima Restaurants as your first choice for future work.	

Table 3.8. The results of the scales through the group discussion technique

(Source: The authors collected and extracted from Group Discussion Results)

3.2.4. Quantitative Method

A structured questionnaire survey is used in the quantitative phase of this study and is given to number workers of Golden Gate corporation, The Ashima Restaurants. A statistical examination of the elements influencing employee loyalty is made possible by the methodical collection of numerical data made possible by the use of questionnaires. The collected data is analyzed using SPSS for multiple linear regression analysis, Cronbach's Alpha assessment, and question consistency evaluation (Exploratory Factor Analysis).

3.2.5. Sampling Method

3.2.5.1. Sampling Techniques

Convenience sampling was used in the research to choose survey respondents. Because it was practicable and permitted data collection in the restaurant's natural environment, convenient sampling was used. It should be noted that convenient sampling may introduce possible biases coming from participant self-selection, even though it makes it simpler to reach participants.

3.2.5.2. Sampling Size

To guarantee a thorough comprehension of the strategies used to improve worker loyalty at Golden Gate Corporation's The Ashima restaurants in Districts 1 & 3 in Ho Chi Minh City. It is essential to have a representative and well-balanced sample size. The ratio should not be less than 5-to-1, according to much research on sample size (Gorsuch, 1983; Hatcher, 1994; Suhr, 2006). According to Hair et al. (2010), in order to do Exploratory Factor Analysis (EFA), the sample size needs to be at least five times the number of measured variables ($n > 100$; $n = 5k$, where k is the number of variables). The minimum sample size needs to be bigger than 100. As mentioned, there are 30 observed variables in the survey form used in this study. The necessary sample size is thus determined by multiplying $n = 30 \times 5 = 150$ samples.

On the other hand, according to Tabachnick and Fidell (2013), the formula $n \geq 50 + 8m$ should be used to calculate the sample size for regression analysis, where m is the number of independent variables. According to Tabachnick and Fidell (2013), the minimal sample size for the current study with four independent variables would be $50 + 8 \times 5 = 90$ if this method were to be applied.

Because it is expected that incomplete questionnaires would be eliminated during data collection, the researcher intends to augment the sample size by 60% in order to guarantee a sample size of 90. As a result, 90 x (100 + 60)% = 144 observations would be the least number of questionnaires that may be sent out for the survey. The study satisfies the prerequisites for both exploratory factor analysis (150 surveys) and regression analysis (144 observations) with 178 completed surveys and 164 valid surveys.

3.2.5.3. Questionnaire Design

According to Malhotra and Birks (1999), a questionnaire is a complete instrument that consists of several interrelated questions with the ultimate purpose of gathering data from respondents. Three components make up the structured framework: Survey Questions, Personal Information.

- ❖ Personal Information: This part uses nominal replies to gather demographic data using the Nominal Scale.
- ❖ Survey Questions: This part uses a 5-point Likert scale to collect responses about what influences staff loyalty at Golden Gate Corporation's The Ashima restaurants.

Introduced by Likert in 1931, the Likert Scale is a psychometric instrument that evaluates respondents' degrees of agreement with statements based on their actions. There are five components to the scale: Job satisfaction, Career Development, Work Environment, Pay satisfaction, and Employee Engagement: "Strongly Disagree", "Disagree", "Neutral," "Agree", and "Strongly Agree".

The 37-item questionnaire was created with the goal of helping Golden Gate Corporation, which operates The Ashima restaurants in Districts 1 and 3 of Ho Chi Minh City, improve employee loyalty. The survey, which is available in Google Form, consists of one open-ended essay question and thirty multiple-choice questions that are all matched to the 5-point Likert scale. The survey's questions are organized around five aspects of employee loyalty in order to satisfy the study's objectives:

- ❖ Job satisfaction
- ❖ Career Development
- ❖ Work Environment
- ❖ Pay satisfaction

❖ Employee Engagement.

Combining findings from Forsythe et al. (2006), Stone and Gronhaug (1993), Kim, Ferrin, and Rao (2008), Hartono et al. (2014), and Woodruff (1997), the measuring scale is based on a variety of pertinent research in the area. Google Forms is used to perform the web-based survey, guaranteeing both online and offline data gathering techniques. Six major components are included in the questionnaire: one dependent variable and five independent variables. Respondents' attitudes are measured using the Likert scale, a popular scaling technique that goes from 1 = Strongly Disagree to 5 = Strongly Agree (Taherdoost, 2019).

1	2	3	4	5
Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**

Factors	**Item**	**Statement**	**Level of Agreement**				
			1	**2**	**3**	**4**	**5**
Job satisfaction	1	You are very satisfied with your job when working at The Ashima Restaurants.					
	2	The job at The Ashima Restaurants meets your needs and desires.					

	3	You feel happy at work when working at The Ashima Restaurants.						
	4	You feel recognized in your work when working at The Ashima Restaurants.						
	5	You are satisfied with the feedback and guidance you received while working at The Ashima Restaurants.						
Career Development	1	The Ashima Restaurants has a clear promotion path to help you develop your career potential.						
	2	The Ashima Restaurants has a knowledge and skills training program for you.						
	3	The Ashima Restaurants create opportunities for you to gain work experience.						
	4	The Ashima Restaurants always recognize your achievements and efforts at work.						
	5	The Ashima Restaurants is ready to give you the opportunity to achieve your career goals.						
Work Environment	1	The working environment at The Ashima Restaurants is fully comfortable and clean.						

	2	The working environment at The Ashima Restaurants is safe and ensures your health.						
	3	Colleagues at The Ashima Restaurants are happy, sociable and respect each other at work						
	4	Colleagues at The Ashima Restaurants are ready to support and help each other at work.						
	5	The management of The Ashima Restaurants always listens to your comments.						
	6	You respect and follow the direction of management at The Ashima Restaurants.						
Pay satisfaction	1	You are satisfied with the salary you receive for your job at The Ashima Restaurants.						
	2	You receive a reasonable salary when compared to similar positions in other organizations.						
	3	Are you satisfied with your benefits at The Ashima Restaurants (allowances, bonuses,...).						
	4	Are you satisfied with your benefits at The Ashima Restaurants (social insurance, health insurance,...).						

	5	The salary at The Ashima Restaurants is appropriate to your ability and position.					
	6	You will be considered for salary and bonuses increases annually at The Ashima Restaurants.					
Employee Engagement	1	You feel very honored to work at The Ashima Restaurants.					
	2	You always dedicate yourself to your work at The Ashima Restaurants					
	3	You feel excited when participating in activities at The Ashima Restaurants.					
	4	You will stick with your job for a long time at The Ashima Restaurants.					
Employee Loyalty	1	You would like to continue working at The Ashima Restaurants in the future.					
	2	You will actively introduce The Ashima Restaurants to your friends and family.					
	3	You will mention The Ashima Restaurant's strengths to others.					

	4	You are willing to use The Ashima Restaurants as your first choice for future work.					

Table 3.9. Measurement scale

(Source: Synthesized by authors, 2024)

3.2.5.4. Data collection process

Convenience sampling was used to choose the samples. To conduct an exhaustive investigation into the factors impacting employee loyalty at Golden Gate Corporation's The Ashima restaurants, primary data sources were employed in the complete method used to collect the data for this study. The established and modified research model is included into a structured questionnaire intended to gauge employee loyalty in the restaurant business. In order to capture a variety of characteristics of job satisfaction, the questionnaire also contains questions about the position, working time, and demographics of the employees.

❖ Survey method: Online and offline survey.

❖ Number of surveys: 164 observations.

Data Collection Process

Offline:

❖ Informed Consent: To ensure voluntary and informed involvement, participants are told about the research.

❖ QR Code Implementation: The interviewer's device displays a special QR code that is connected to the online survey.

❖ Getting to the Survey: Participants are advised to scan the QR code with their cellphones to have immediate access to the Google Forms online survey.

❖ Completing the Online Survey: Employees use their cellphones to answer the questionnaire online, giving their opinions about their work experience in real time.

Online:

❖ After choosing a few employees of Golden Gate Corporation and The Ashima restaurants, the authors send the survey to the employees via email with an invitation to take part in the online survey.

Both of these strategies provide participants a comfortable and technologically advanced way to participate in the research while also facilitating a smooth data gathering procedure that is in line with modern practices.

3.2.6. Data Processing Method

After collecting the data, the research data will be processed in the following order:

❖ Collect the answer sheet, and encrypt the necessary data in the questionnaire using SPSS software.

❖ Analyze the reliability of the scale using (Cronbach's Alpha).

❖ Exploratory factor analysis (EFA).

❖ Analyze the impact of factors by regression analysis.

❖ Analyze the difference in employee loyalty at The Ashima restaurants - Golden Gate corporation, District 1 & 3, Ho Chi Minh city. with gender, employment contract.

Descriptive statistics

Researchers can provide their findings in an organized, distilled manner by using descriptive statistics (Huysamen, 1994). The frequencies, percentages, means, and standard deviations of the data were analyzed and described in this study using descriptive statistics.

Reliability analysis (Cronbach's Alpha coefficient)

Cronbach's Alpha coefficient is a statistical test used to evaluate how closely and correlated observed variables are with one another. This pertains to two different aspects: the correlation between the variables themselves and the correlation between each variable's score and the sum of all the respondent's variable scores.

The Cronbach's Alpha coefficient is used in the internal consistency approach to evaluate the scale's dependability. The dependability increases with the size of the Cronbach's Alpha

coefficient. Before evaluating EFA exploratory factors, apply the Cronbach's Alpha reliability coefficient approach to exclude unsuitable research variables as these variables might produce dummy factors (Nguyen Dinh Tho, 2011). The Cronbach Alpha reliability coefficient does not suggest which variables should be retained and which should be eliminated; it just tells whether the measured variables are linked or not. Consequently, factors that do not significantly contribute to the idea being assessed are eliminated by combining the usage of the total variable's correlation coefficient (Hoang Trong & Chu Nguyen Mong Ngoc, 2008). The dependability scale selected by the authors of this study has a Cronbach's Alpha > 0.6.

Therefore, according to Nunnally and BernStein (1994), only variables that have the proper Total Correlation Coefficient (Corrected Item-Total Correlation) > 0.3 and the Alpha Coefficient > 0.6 are deemed appropriate and suitable to be included in the study of these variables. Observed variables with adjusted item-total correlation < 0.3 will be eliminated (Nunnally & Bernstein 1994).

Cronbach's Alpha coefficient value level according to Hoang Trong & Chu Nguyen Mong Ngoc (2008):

❖ From 0.8 to close to 1: the scale is very good.

❖ From 0.7 to close to 0.8: good usable scale.

❖ From 0.6 and up: the scale are qualified to use.

The range of values for the Cronbach's Alpha coefficient is [0,1]. Theoretically, a larger coefficient indicates more reliability in the scale. This isn't quite accurate, though. The fact that the Cronbach's Alpha coefficient is too high (about 0.95 or above) indicates that many of the factors in the scale overlap (Nguyen Dinh Tho, 2011).

Exploratory factor analysis (EFA)

A quantitative research technique called exploratory factor analysis (EFA) is used to condense a large number of interdependent measurements into a smaller known as factors, so that they are significant but retains the majority of the data from the original set of variables (Hair et al., 2006).

For factor analysis to be suitable, the Kaiser-Meyer-Olkin (KMO) coefficient must have a large value ($0.5 \leq KMO < 1$). The data probably don't lend themselves to factor analysis if the KMO is less than 0.5. Bartlett's test demonstrates that observed variables are associated with one another in the factor since it has statistical significance (sig Bartlett's Test < 0.05). Each observed variable must have a factor loading of at least 0.5; the higher the factor loading, the stronger the correlation is between the observed variable and the factor, and vice versa.

One popular criterion for figuring out how many components to include in an EFA analysis is eigenvalue. In order to meet the requirements of factor analysis, only factors with Eigenvalue ≥ 1 are retained in the analytical model, and the total variance explained by each component is utilized to explain $\geq 50\%$ of the variation (Gerbing & Anderson, 1988).

When conducting the factor analysis, the authors used the Extraction method with Varimax Rotation.

Factor loading value level according to Hair et al. (2006):

❖ Factor loading ≥ 0.3: Minimum condition for the observed variable to be kept.

❖ Factor loading at ≥ 0.5: The observed variable has good statistical significance.

❖ Factor loading at ≥ 0.7: The observed variable has very good statistical significance.

Impact of factors by regression analysis

When predicting the outcome of a dependent variable, multiple linear regression (MLR), or simply multiple regression, is a statistical method that makes use of several independent variables. A multiple linear regression model aims to represent the linear connection between the independent and dependent variables. Multiple regression is essentially the expansion of ordinary least-squares (OLS) regression, since it takes into account more than one independent variables (Hayes Adam, 2021).

Next, based on the t test (student) with the hypothesis H0, each independent variable's regression coefficient will be assessed to determine whether or not it is significant in the model, according to Taylor & Francis: The independent variable's regression coefficient is 0. There will be as many tests as there are H0 hypotheses, given the number of independent variables. Test outcome:

- ❖ Sig < 0.05: Reject the hypothesis H0, which means that the regression coefficient of the variable is statistically different from zero, the independent variable has an impact on the dependent variable.

- ❖ Sig > 0.05: Accept the hypothesis H0, that is, the regression coefficient of the variable is 0 statistically significant, the independent variable has no impact on the dependent variable.

Furthermore The Coefficients table is where the t-test data in SPSS are obtained from. It should be noted that writers will draw the conclusion that an independent variable has no influence on the dependent variable without repeating variable type and analytic regression if the independent variable is not statistically significant in the regression findings.

Analyze the difference in employee loyalty at The Ashima restaurants - Golden Gate corporation, District 1 & 3, Ho Chi Minh city with gender, employment contract.

Independent Sample T-Test is used to apply the mean difference test to the case where the qualitative variable has 2 values. For instance, the variables of gender (male, female), employment contract (part-time, full-time), etc. If the qualitative variable has three values, the following three pairs will be compared: 1-2, 1-3, and 2-3. If the number of values rises to 4, 5, 6,..., it becomes quite cumbersome and time-consuming to compare each pair of values (Phamloc Blog, 2017). There are two components to the test results:

Part 1: If Levene's Test sig is less than 0.05, then the variance between the two sexes is different, then using the sig T-Test value in the Equal variances not assumed row.

- ❖ T-Test sig value < 0.05 => conclusion: There is a statistically significant difference in the satisfaction level of respondents of different genders.

- ❖ T-Test sig value > 0.05 => conclusion: There is no statistically significant difference in satisfaction level of respondents of different genders.

Part 2: If Levene's Test sig is greater than or equal to 0.05, then the variance between the two sexes is not different, then using the blue sig T-Test value in the Equal variances assumed row.

- ❖ T-Test sig value < 0.05 => conclusion: There is a statistically significant difference in the satisfaction level of respondents of different genders.

- ❖ T-Test sig value > 0.05 => conclusion: There is no statistically significant difference in satisfaction level of respondents of different genders

3.3. Ethical Considerations

Since ethical behavior is deemed to be one of the most important factors in this study, informed consent was obtained from each participant, including managers and restaurant employees. The subsequent actions were performed to guarantee informed consent. First, all research volunteers were given a thorough written and verbal explanation of every single component of the study, including the processes, goals, and planned use of the data. Participants were assurances that their involvement in the research was entirely voluntary and that they might withdraw from it at any point while the study was being conducted. Throughout the research process, their primary response, any involvement, and any personal information would all be kept private. Finally, all participants received informed consent and agreement to utilize participant's input forms which outlined the key points above. Before the survey was administered, each participant was asked to thoroughly read and sign.

CHAPTER 3 - SUMMARY

In Chapter 3, a thorough overview of The Ashima eateries is the main topic of discussion. This is intended to aid in a deeper comprehension of the business that is being researched. The chapter stresses how The Ashima Restaurants has improved despite the changes it has endured. It also outlines these adjustments. The chapter also describes the research processes, exploring the authors' quantitative research methodologies and providing an explanation for their choice in this particular study. In order to provide an objective viewpoint based on their reality experience at the restaurant, the writers also introduce the use of a SWOT model. In order to ascertain the factors that have the greatest impact on employee loyalty, this model is used to identify those factors. In the next chapter, it will be further integrated with survey research findings from the designated participant group.

CHAPTER 4 - DATA ANALYSIS AND RESEARCH RESULT

4.1. Research Results

4.1.1. Description Statistics of samples

The data collection process for the research was conducted from January 26, 2024, to March 10, 2024, spanning over a month. After the survey was released, 178 were collected. Among these, 164 were deemed valid responses, while 14 (7,86%) were identified as invalid.

The characteristics of F&B employees at The Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City, are described based on criteria such as age, gender, position, monthly income, type of contract, and working time, as follows:

		Frequency (Samples)	Percentage (%)
GENDER	Male	79	48,2
	Female	85	51,8
AGE	From 18 to 25 years old	105	64,0
	From 26 to 30 years old	49	29,9
	From 31 to 40 years old	8	4,9
	Over 41 years old	2	1,2
POSITION	Host/Hostess	21	12,8

	Waiter/Waitress	87	53,0
	Cashier	6	3,7
	Bartender	21	12,8
	Chef/ Kitchen Assistant	22	13,4
	Management (shift leader/supervisor/store manager,...)	7	4,3
CONTRACT	Official Contract	77	47,0
	Part-time Contract	87	53,0
WORKING TIME	Under 1 year	56	34,1
	From 1 to 3 years	87	53
	From 3 to 5 years	13	7,9
	Over 5 years	8	4,9
INCOME	Under 5 million VND	56	34,1

	From 5 to 10 million VND	89	54,3
	From 11 to 15 million VND	14	8,5
	From 16 to 20 million VND	1	0,6
	Over 20 million VND	4	2,4

Table 4.1. Personal Information

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

Based on the analysis results, it can be observed in terms of gender that there are 85 responses (51,8%) from female employees, which is a higher proportion than male employees with 79 responses (48,2%).

In terms of age, young employees (18 to 25 years old) working at restaurants had the highest rate, accounting for more than half of those surveyed, with 105 individuals participating in the survey for a rate of 64%. The age group of 26 to 30 years old had 49 responses, with 29,9% ranked second. The next group with 8 answers, accounting for 4,9%, is the age group from 31 to 40 years old. The age group with the lowest survey participation rate is over 41 years old, with 2 survey participants accounting for 1,2%. According to statistics, the majority of employees in the Ashima restaurants in Districts 1 and 3 are young employees.

Regarding job positions, the waiter/waitress job group had the highest survey participation rate of 53% with 87 responses. Next is the chef/chef group, with 22 responses at a rate of 13,4%. In addition, the two groups of bartenders and flight attendants/hostesses both had 21 responses and accounted for 12,8%. The management group (shift leader/supervisor/store

manager, etc.) had 7 responses and accounted for 4,3%. The cashier group accounted for the lowest percentage at 3,7%, with 6 responses from restaurant staff.

In terms of contract types, the group of employees working under part-time contracts at the Ashima restaurants participated in the survey with 87 responses, accounting for 53%, which is a higher proportion than the group of employees working under official contracts with 77 survey participants (47%).

Regarding working time, the group of employees who have worked at Ashima restaurants for 1 to 3 years participating in the survey accounted for the highest percentage, with more than half of the survey with 87 responses, accounting for 53%. The second is the group with employees who have worked for less than 1 year, accounting for 34,1% with 56 responses from participating employees. Next is the group of employees working from 3 to 5 years with 13 survey participants accounting for 7,9%. The lowest percentage of employees working over 5 years participating in the survey was 4,9% with 8 responses.

Furthermore, regarding income, in 164 surveys, the survey group with income under 5 to 10 million/month accounted for the largest proportion with 89 surveys, accounting for 54,3%. Next is the survey group with income under 5 million/month with 56 survey forms, accounting for 34,1%. Next is the survey group with incomes ranging from 11 to 15 million/month accounting for 8,5% of the 14 responses. Next is the survey group with income over 20 million/month with 4 surveys, accounting for 2,4%. Finally, there is the group with an income of 16 to 20 million/month with 1 survey, accounting for 0,6%. The author discovers significant disparities between surveys with various income levels.

	N	Minimum	Maximum	Average
Job Satisfaction	164	1	5	4,04
Career Development	164	1	5	3,908
Work Environment	164	1	5	4,238

Pay Satisfaction	164	1	5	3,982
Employee Engagement	164	1	5	4,422
Employee loyalty	164	1	5	4,305

Table 4.2. Average mean of variables

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

Table 4.2 shows the findings from computing the average mean value of six variables. When examining the factors based on the replies, the average mean value of employee engagement (EE) is the highest, with a mean value of 4,422, suggesting that the majority of respondents strongly agree with the feelings and desires of employees when working at Ashima restaurants. Second is the average mean of the work environment (WE), with 4,238, indicating that most restaurant employees are quite happy with the facilities, colleagues, and management. This is followed by the average mean values of job satisfaction (JS) and pay satisfaction (PS), which are 4,04 and 3,982, respectively, indicating that employees at Ashima restaurants are content with their jobs, as well as the compensation and bonus rules. Finally, the average mean for career development (CD) is the lowest, with a mean value of 3,908, indicating that employees who replied to the survey are happy with the restaurant's promotion route, training program, and career possibilities. However, many of them seem to agree with this variable, with an average mean value close to 4.

The dependent variable, employee loyalty (EL), has an average value of 4,305, indicating that the majority of employees at Ashima restaurants strongly agree that they wish to stay with the company for a long time.

4.1.2. Reliability Analysis (Cronbach's Alpha)

To evaluate the reliability of the scales designed for each variable in the study model, as well as to quantify response consistency. The authors used the Cronbach's Alpha coefficient, Corrected Item-Total Correlation, and Cronbach's Alpha if Item Deleted to assess the reliability of the official scale. The scale's reliability analysis yielded the following results:

	N of Items	Cronbach's Alpha	Corrected Item-Total Correlation (Smallest)	Cronbach's Alpha if Item Deleted(Smallest)
Job Satisfaction	5	0,810	0,575(JS2)	0,770(JS3)
Career Development	5	0,870	0,635(CD3)	0,832(CD4)
Work Environment	6	0,836	0,553(WE1)	0,794(WE6)
Pay Satisfaction	6	0,816	0,701(PS1)	0,876(PS2)
Employee Engagement	4	0,816	0,593(EE3)	0,751(EE4)
Employee loyalty	4	0,817	0,600(EL2)	0,757(EL1)

Table 4.3. Cronbach's Alpha reliability test results

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

The study found that the scale is highly reliable, as evidenced by Cronbach's alpha coefficients of more than 0.7 for all independent variables. Furthermore, the lowest corrected item-total correlation among the variables is greater than 0.3, indicating a substantial connection between the variables identified in the factor and the need to reinforce it. Furthermore, deleting an item results in a Cronbach's Alpha larger than 0.6. Based on these findings, the study concludes that the scales have good reliability and are useful for studying difficulties. However, to improve the accuracy of the assertion, the researchers did exploratory factor analysis (EFA).

4.1.3. Exploratory factor analysis (EFA)

4.1.3.1. Exploratory factor analysis of the independent variables

In exploratory factor analysis (EFA), the output contains various tables that are used to examine the EFA results. However, the authors' principal emphasis is on three essential result tables: the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test, Total Variance Explained, and Rotated Component Matrix. Using these three tables, the authors may properly assess the applicability of the EFA analysis results.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0,911
Bartlett's Test of Sphericity	0,000

Table 4.4. KMO and Bartlett's Test

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

A KMO coefficient of 0,911 which is larger than 0.5 but less than 1, shows that the observed variables are significantly correlated, making them acceptable for factor analysis.

With a sig of 0,000, which is smaller than 0,05, Bartlett's Test confirms that the extracted components are important, indicating a high correlation between the observed variables. Therefore, the use of exploratory factor analysis (EFA) is acceptable.

Component	Initial Eigenvalues	
	Total	Cumulative %
1	9,935	38,210
2	2,023	45,990
3	1,844	53,084
4	1,526	58,955
5	1,284	63,892

Table 4.5. Total Variance Explained

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

The extracted variance, which amounts to 68,892% more than 50%, indicates that 26 observable variables were effectively retrieved, representing 5 factors that influence employee loyalty according to the data. The 68,892% variance extraction implies that these 5 factors explain the data's volatility.

Furthermore, the extraction point value of 1,284, which is larger than one, demonstrates that the 5 factors successfully reflect the 26 observed variables.

	Component				
	1	2	3	4	5
PS2	0,821				
PS4	0,756				
PS1	0,748				
PS3	0,726				
PS6	0,725				
PS5	0,698				
CD4		0,846			
CD1		0,760			
CD2		0,743			
CD5		0,734			

CD3		0,585		
WE6			0,756	
WE3			0,731	
WE5			0,718	
WE2			0,667	
WE4			0,540	
WE1			0,523	
JS1				0,719
JS5				0,705
JS4				0,642
JS2				0,617
JS3				0,586

EE4					0,789
EE2					0,747
EE3					0,705
EE1					0,635

Table 4.6. Factors loading of independent variables

(Source: The authors calculated and extracted from SPSS software, see appendix 5)

Following Table 4.6, the rotation matrix findings show that all 26 observed variables can be efficiently classified into 5 different factors, with factor loading coefficients larger than 0.5. Importantly, there are no problematic factors, demonstrating the scale's high reliability.

Based on the findings, the study concluded that the scale is very reliable and may be utilized to investigate the elements influencing employee loyalty in the F&B service case at The Ashima restaurants, Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City. Furthermore, the scale from 5 original components (26 observed variables) after exploratory factor analysis is still recovered into 5 components with 26 observed variables, and the derived factors are reliable and value level.

4.1.3.2. Exploratory factor analysis of the dependent variable

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0,793	
Bartlett's Test of Sphericity	0,000	
Component	**Initial Eigenvalues**	
	Total	**Cumulative %**
1	2,592	64,795

Table 4.7. KMO and Bartlett's Test and Total Variance Explained of dependent factors

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

The KMO value of 0.793, which is above the threshold of 0.6 but is less than 1, shows that the observed variables are strongly correlated, making them appropriate for factor analysis. Furthermore, Bartlett's test with a significance level (sig) of 0.000, which is less than 0.05, demonstrates that the observed variables are connected.

Furthermore, the 64,795% explained variance, which exceeds the 50% threshold, demonstrates that the four variables retrieved by a single factor, in this case loyalty, are well aligned with the dataset. This variance extraction of 64,795% demonstrates that a single component may account for 64,795% of the data variation.

In addition, the fact that just one factor was extracted at an extraction point of 2,592, which is larger than 1, indicates that this single factor appropriately captures the four observable variables.

	Component
	1
EL1	0,828
EL4	0,823
EL3	0,795
EL2	0,772

Table 4.8. Factor loading of dependent variables

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

The authors desire to include a dependent variable in the study, and when using EFA, it is best to extract only one factor. This result implies that the scale remains unidimensional, and that the observed variables associated with the dependent variable show a high level of convergence.

The component matrix table shows that all observed variables had factor loading coefficients larger than 0.5. As a result, the scale may be considered extremely dependable.

4.1.4. Pearson Correlation Analysis

		JS	CD	WE	PS	EE
EL	**Pearson Correlation**	0,644	0,597	0,598	0,600	0,736
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000

Table 4.9. Correlations analysis results

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

The authors used Pearson Correlation and relied on the data shown in the Pearson Correlation table, which included the Pearson correlation coefficient (r) and Sig. (2-tailed). According to the research findings, the Sig. (2-tailed) values for the Pearson correlation tests between the 5 independent variables (JS, CD, WE, PS, EE) and the dependent variable (EL) are less than 0.05. As a result, there is a linear relationship between these independent factors and the dependent variable, demonstrating the model's applicability and supporting their inclusion in the model to account for variation in employee loyalty.

Specifically, variable EE has the highest correlation coefficient with the dependent variable (0.736), whereas variable CD has the lowest correlation coefficient (0.597). Although the correlations between the independent variables are not significant, they do exist. With these findings, all independent variables match the requirements for inclusion in regression analysis.

4.1.5. The impact of the variables by regression analysis

Model	Adjusted R Square	Durbin-Watson	Sig.
1	0,687	2,072	0,000

Table 4.10. Model Summary and ANOVA

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

The analysis results are based on the Adjusted R Square in the Model Summary table is 0.687, showing that the independent variables JS, CD, WE, PS, and EE effectively explain the dependent variable EL. Furthermore, the Durbin-Watson test result of 2,072, which is within 1.5 and 2.5, indicates that the First Serial Correlation assumption is not violated.

Furthermore, the data reveals that the ANOVA significance level (sig) is 0.000, which is less than 0.05, indicating that the regression model is relevant and reliable in this investigation.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	−0,340	0,265		-1,280	0,202		
	JS	0,148	0,070	0,130	2,111	0,036	0,505	1,980
	CD	0,176	0,054	0,187	3,282	0,001	0,593	1,686
	WE	0,168	0,076	0,130	2,204	0,029	0,549	1,822
	PS	0,147	0,053	0,160	2,798	0,006	0,589	1,699
	EE	0,466	0,059	0,445	7,969	0,000	0,615	1,626

Table 4.11. Coefficient result

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

Using linear regression analysis in SPSS, the statistical findings from the coefficients table show that the significance (sig) coefficients for the 5 components (JS, CD, WE, PS, and EE) are all less than 0.05. Based on the Beta of 5 components, all positive values indicate that all factors have a favorable impact on employee loyalty. Furthermore, the table findings reveal that the Employee Engagement component has the biggest influence on employee loyalty, with a value of 0.445, followed by the Career Development element at 0.187. The next component is Pay Satisfaction, which has a Beta of 0.160. The Beta has the lowest values is Job Satisfaction and Work Environment, both of which are 0.130 and have decreasingly valuable impacts.

Additionally, the tolerance coefficients for the 5 components (JS, CD, WE, PS, and EE) are all larger than 0.5, and the Variance Inflation Factor (VIF) is less than 2, suggesting that they are not multicollinear. As a result, it can be concluded that the regression coefficients for these 5 components and one component are consistently significant and have an impact on the employee loyalty factor.

Hypothesis	Result	Order of influence
H1: There is a positive relationship between job satisfaction and employee loyalty.	Accepted	5
H2: There is a positive relationship between career development and employee loyalty.	Accepted	2
H3: There is a positive and strong relationship between the work environment and employee loyalty.	Accepted	4
H4: There is a positive relationship between pay satisfaction and employee loyalty..	Accepted	3
H5: There is a positive relationship between employee engagement and employee loyalty.	Accepted	1

Table 4.12. Hypothesis Acceptance/Rejection Table

(Source: Synthesized by authors, 2024)

Based on the regression results, all variables have significance values (sig.) < 0.05, and the standardized β coefficients > 0. This indicates that the independent variables have a positive impact on the dependent variable. Furthermore, the authors developed a regression equation with standardized coefficients: EL = 0.445*EE + 0.187*CD + 0.160*PS + 0.130*WE +

0.130*JS. This equation depicts a diminishing influence from EE to JS on employee loyalty in F&B service. In other words, when the independent variables decrease, the dependent variable also decreases, and vice versa. Therefore, hypotheses H1, H2, H3, H4, and H5 proposed in Chapter 2 are accepted.

To compare the magnitude of the impact of independent variables on the dependent variable and determine which variables have stronger or weaker effects, the authors examined the standardized β coefficients. The independent variable with the largest |β| will have the strongest impact on the dependent variable, and conversely, the independent variable with the smallest |β| will have the weakest impact on the dependent variable. The order of influence from strong to weak is H5, H2, H4, H3, and H1 (Table 4.11; Table 4.12).

4.1.6. Analyze the difference in employee loyalty at The Ashima restaurants - Golden Gate Corporation, Districts 1 & 3, Ho Chi Minh City with different demographic characteristics

The author's study applies an independent T-test to evaluate differences in loyalty depending on the gender, and contract of various groups of employees. The evaluation findings are as follows:

		Levene's Test for Equality of Variances	t-test for Equality of Means			
		Sig.	df	Sig. (2-tailed)	95% Confidence Interval of the Difference	
					Lower	Upper
EL	Equal variances assumed	0,135	162	0,246	-0,27416	0,07073

Table 4.13. Independent Samples Test of Gender

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

Gender criteria: A T-test is used to compare employee loyalty between two groups: males and females. The Levene test findings indicate a significance level (sig) of 0,135, which is more than 0,05, showing that the loyalty variations between the two employee groups are similar. Furthermore, the t-test findings, with a sig value of 0,246 (which is larger than 0,05), show that there is no significant difference in loyalty between male and female employees.

		Levene's Test for Equality of Variances	t-test for Equality of Means			
					95% Confidence Interval of the Difference	
		Sig.	df	Sig. (2-tailed)	Lower	Upper
EL	Equal variances assumed	0,407	162	0,002	0,10041	0,43698

Table 4.14. Independent Samples Test of Contract

	CONTRACT	N	Mean	Std. Deviation	Std. Error Mean
EL	Official contract	87	4,4310	0,48777	0,05229
	Part-time contract	77	4,1623	0,60258	0,06867

Table 4.15. Group Statistics of Contract

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

Contract Criteria: A T-test is employed to assess employee loyalty across two groups: official contract and part-time contract. The Levene test results show a significance level (sig) of 0,407, greater than 0,05, indicating that the loyalty variances among the two employee groups

are homogeneous. Furthermore, the t-test results, with a sig value of 0,002 which is less than 0,05, reveal that there is a significant difference in loyalty between official contract and part-time contract employees.

Based on the result of Group Statistics Table 4.15, we have the descriptive parameters of each contract group. The average EL variable value of the two groups of official contracts and part-time contracts is 4.4310 and 4.1623, with significant differences. The official contracts employees have more loyalty than part-time employees.

CHAPTER 4 - SUMMARY

This chapter presents an overview of the research sample's characteristics, a general description of the sample's response results, and the outcomes of the measurement scale testing. The sample used in the study was accurately representative of the population under investigation. The Ashima Restaurants' employee loyalty is influenced by 5 factors, according to the findings of the scale testing that used both exploratory factor analysis (EFA) and Cronbach's Alpha. The factors that affect employee loyalty are as follows: (1) job satisfaction; (2) career development; (3) work environment; (4) pay satisfaction; and (5) employee engagement. The study was able to determine the effects of these factors on employee loyalty since most of the scales showed validity, reliability, and the regression coefficients were also dependable. Moreover, the results of the sample T-test showed that there were notable variations between the factor groups with regard to the individual characteristics of employees.

CHAPTER 5 - CONCLUSION AND IMPLICATIONS

5.1. Conclusion

The research was conducted with the goal of identifying factors that influence employee loyalty at Ashima restaurant in district 1&3. From there, identify issues that can affect employee loyalty and find ideas and solutions to help Ashima Restaurant increase employee loyalty. The results showed that the majority of interviewed employees agreed with the factors proposed by the author that affect employee loyalty at Ashima restaurant in district 1&3. The authors combined demographics with information from employees to build a questionnaire for official research, conducted a survey and received 164 valid samples to establish a database for the study. Cronbach's Alpha scale shows that the independent variable and dependent variable are both highly reliable. The EFA exploratory factor analysis step uses 26 variables including 5 independent variables and 4 observed variables of 1 dependent variable. Research results demonstrate that the employee engagement factor (0.445) has the greatest influence on employee loyalty, followed by the career development factor (0.187), salary satisfaction (0.160), and working environment factors (0.130) and job satisfaction (0.130) has a decreasing impact on employee loyalty. Besides, the regression coefficients are also reliable enough to determine the influence of these factors on employee loyalty in the Ashima Saigon restaurant environment. The study also looked at differences between survey groups based on age, income, and position. Sample T-test results indicate that contracts have a greater impact on employee loyalty in the F&B industry than gender characteristics. This is the order of influence results table based on the research results:

Hypothesis	Result	Order of influence
H5: There is a positive relationship between employee engagement and employee loyalty.	Accepted	1
H2: There is a positive relationship between career development and employee loyalty.	Accepted	2
H4: There is a positive relationship between pay satisfaction and employee loyalty	Accepted	3
H3: There is a positive and strong relationship between the work environment and employee loyalty.	Accepted	4
H1: There is a positive relationship between job satisfaction and employee loyalty.	Accepted	5

Table 5.1. Other Influence Hypotheses

(Source: The authors calculated and extracted from SPSS software, see Appendix 5)

5.2 Implications

The implications are arranged in ascending order of the degree of influence of the factors on employee loyalty based on the beta value discovered in chapter 4 (Table 4.11, Table 4.12).

5.2.1. Implications for Employee Engagement

The criteria "You always dedicate yourself to your work at The Ashima Restaurants" had the least agreement, according to the descriptive statistical data of employees' ratings of the Employee Engagement (EE) factor at The Ashima eateries, Districts 1 & 3, Ho Chi Minh City. However, the mean value of 4.34 also shows great agreement among employees about

their dedication and enthusiasm at work. What we need to do is maintain this enthusiasm and give them more opportunities to develop. Therefore, we propose an effective reception and training program. Employees will be able to learn a lot from their own work, and clearly understand the importance of their work. This is a time for employees to interact with managers, ask questions, give opinions, and voice any other concerns. However, if employees are determined and enforced based on detailed management, they will not have the time or motivation to be more engaged with their work. Therefore, encouraging employees to solve their own tasks, research and generate ideas, and bring those ideas to discussion should be emphasized. The Ashima Restaurants should let employees make their own decisions about how they complete their work. In addition, employees also know that they can contact their manager if any concerns or questions arise during work.

Ranked 2nd in agreement among the 4 criteria of Employee Engagement with a mean index of 4.43 is "You will stick with your job for a long time at The Ashima Restaurants.". This is a value that shows high agreement among employees about their desire to stay long-term with the business. To maintain and enhance this connection, restaurants need to give employees a clear direction for the future as well as recognition and gratitude for the present. When it comes to expressing gratitude, it doesn't mean restaurants have to praise everything employees do. What needs to be done here are polite sayings like "Hello", "Have a nice day," or "Thank you.". Regarding future goals, we need to give them a clear development path with specific standards, such as F&B attendants working for 6 months with good achievements (receiving a lot of good feedback from customers, employees of the month, etc.) being promoted to captain, and so on. And when employees put extra effort into their work, recognize them for it. Restaurants should express their appreciation when employees work wholeheartedly and diligently. Restaurants can set up TVs to promote achievements, anniversaries, birthdays, and more. It's also important to recognize employee achievements in monthly newsletters.

This is also evident in the criteria "You feel excited when participating in activities at The Ashima Restaurants." which has an average value of 4.46, ranking first among the observed variables of Employee Engagement (EE). To maintain and do better, The Ashima restaurant should organize internal communication events to create opportunities for employees to meet, interact, and connect with each other because current outdoor activities like team building at The Ashima restaurant are only carried out for management levels without any programs for employees. Familiar internal communication programs include company parties, company

trips, teambuilding, or competitions among employees, through which leaders can promote the bond between individuals to the collective within the organization. Especially on special occasions such as holidays, New Year, year-end, etc., the company should organize parties for all employees to participate in to create opportunities for them to chat and close the distance to bond employees. Along with parties, the company should prepare excellent employee rewards and gifts. The method not only helps internal cohesion but also motivates employees. Social networks are also an effective tool to support HR departments in designing and operating internal communication programs. Using internal social networks to announce information, update news, or launch competitions and entertainment activities is also a smart initiative.

At the same time, using the company's products in all activities is also a way to increase love and pride in the restaurant among employees, from which they will be more attached to the restaurant. With the value of 4.46 the mean of the observed variable is "You feel very honorable to work at The Ashima Restaurants." It also shows that employees are very proud of their current work, and we need to have solutions to maintain and enhance this. First, we should organize orientation sessions for new employees to show them the vision and values of Golden Gate and Ashima, thereby spreading key values to help new employees better understand the common goals of the restaurant. Ashima needs to clearly communicate what work means because that message gives employees a clearer view of how they fit into the company's mission. At Disney, for example, employees know that the customer experience is important, and they are recognized for creating a magical atmosphere. It keeps them connected and active with their work. When they understand the company's mission, employees will tend to work to achieve common goals, and it will help them be more motivated to work and stick with the restaurant. For example, at Sanofi Vietnam, the company's cohesion is always associated with the health values that the company focuses on serving. Each person is born with their own strengths and professional skills to contribute to the success of the organization. Make it clear to them what their work goals are and the results they need to achieve. However, when explaining it to employees, managers should not make it so important that employees panic. Next, managers need to monitor employee work progress. Arrange some time to chat, listen, give direction, and encourage employees to complete their work.

5.2.2. Implications for Career Development

Based on the research results, the authors found that improving career development is essential for The Ashima restaurants in districts 1 & 3 to attract and retain talent while promoting development and employee loyalty. Results of descriptive statistical analysis from employee assessments of career development factors at The Ashima restaurants in districts 1 & 3, the authors found that career development factors ranked second among the influencing factors that impact employee loyalty. The observed variable "Ashima Restaurant creates opportunities for you to gain work experience" has the lowest level of uniformity at 3.88. However, this is still a sign that Ashima restaurants in districts 1 & 3 still create opportunities for employees to gain experience during work but are not prioritized by other observed variables. To be able to increase the priority for this observed variable, the author suggests that Ashima Restaurant should provide a job rotation program so that employees can try different jobs more often. Another way is that you should provide educational support programs for knowledge as well as improving professional skills for employees. Besides, Ashima restaurant can also give employees a space to develop, when they can serve customers in their own way, of course in a positive and customer-friendly way, while still complying with restaurant standards. At the same time, the Ashima restaurant can also let employees perform new tasks under the guidance of management so that employees can be flexible and handle work in many situations. Additionally, Ashima restaurants can spark intentional conversations about employees' passions and dreams and how the restaurant can help them achieve them. Help employees become masters in their field of expertise and achieve certain successes.

Based on the research results, we see that there is one more observed variable with the lowest level of agreement at 3.88. This observed variable is "The Ashima Restaurant is ready to give you the opportunity to achieve your career goals". With this result, career goals are an important factor in career development variables. Career goals are what every ambitious employee always aims to achieve during their work at The Ashima restaurant. Therefore, to increase employee loyalty, restaurants need to create more opportunities for their employees to achieve their personal career goals. Management levels need to really observe and care about employees to know their career goals, thereby making changes and adjustments in their management style. If The Ashima's employees have long-term career goals of high positions in the restaurant, the author's possible suggestions are: empower employees and consider promotion. For example, employees can handle simple cases on their own without needing

the support of a shift incharge person. As for employees whose short-term career goal is to practice work skills, managers should focus on helping employees develop professional skills and share about work ethics as well as inspiring work with passion.

The second lowest level of agreement with 3.90 is " The Ashima restaurants always recognize your achievements and efforts at work". This result shows that the restaurant does not recognize the achievements and efforts of employees with practical actions. Ashima restaurants in districts 1&3 should have some policies on rewarding achievements to recognize employees' efforts at work. The restaurant should create an achievement recognition board that is hung where employees can see it every day as they pass by. The leaderboard will be updated every month based on customer reviews, working attitudes, and the hard work of each employee. The first ranked employee will receive 250,000 VND, the second will receive 150,000 VND, and the third will receive 100,000 VND as a bonus. At the end of the year, employees who are ranked higher will receive a more valuable gift. Although the rewards may not be big, they still help them do their best and have more achievements while they work at the restaurant.

The observed variable "Ashima Restaurant has a clear promotion path to help you develop your career potential" has an agreement level of 3.92. It can be seen that most of the employees at Ashima Restaurant agree with the promotion path Ashima Restaurant offers when they come to work. However, the level of agreement is not high, maybe because the restaurant has not provided employees with the time, position, and conditions that employees need to meet to advance. Ashima Restaurant should clear the promotion path for employees, such as part-time employees who work for more than 6 months who can become full-time employees. Regular employees who work for 6 months to 1 year will be considered for the position of team leader or supervisor, employees who have worked for 1 to 3 years can be promoted to shift leader or assistant manager. At the same time, restaurants should also build a promotion evaluation table based on working time, capacity, attitude, how to handle situations, teamwork ability, etc. From there, restaurants conduct assessments every quarter or every 6 months. Evaluation criteria and promotion paths should be announced to new employees at the HR interview or during the orientation session. A clear promotion path will help employees strive for their work and bring positive results.

The observed variable "The Ashima restaurants have a knowledge and skills training program for you" has the highest level of agreement at 3.96. That shows that Ashima restaurants in

districts 1&3 have knowledge and skills training programs for employees. The authors offer some suggestions to help restaurants improve their employee training programs in the future. First, increase employee knowledge through more training sessions. The training topic should not stop at restaurant knowledge but also cover other topics such as wine, cocktails, meats, mushrooms, food and drink combinations,... Secondly, restaurants should arrange for their employees to have skills practice sessions on serving wine and hot pot. In addition, the restaurant should have tasting sessions of dishes on the menu for employees so that they can clearly understand the characteristics of each dish and ingredients to best serve customers. Increasing the number of training sessions on knowledge to skills will help employees increase their knowledge and confidence when serving customers.

5.2.3. Implications for Pay Satisfaction

This study contends that pay satisfaction also has a crucial role in employee loyalty. PS1 : "You are satisfied with the salary you receive for your job at The Ashima Restaurants" The average value is 3.99 on scale 5 shows that employees are satisfied with the salary at Ashima restaurant. Therefore, the authors offer some suggestions to help restaurants increase salary satisfaction because improving pay satisfaction is essential for enhancing employee morale, engagement, and retention within an organization. The Ashima restaurant in District 1 should conduct regular salary reviews and ensure competitive pay rates are crucial. At the same time, salary policies for employees must be consistent with the market economy and the level of economic development. Design the scale system, graded salary schedule, and allowances on the basis of clearly identifying job positions corresponding to employee title standards, but they must be simple and clear. Wages for employees must be paid at the correct value of labor on the basis of calculation, the province has enough labor costs, ensuring living conditions above the average level of social workers, creating incentives to promote quality and efficiency in work, and increasing loyalty. It's important for organizations to benchmark their compensation packages against industry standards and adjust salaries accordingly. Employees are more likely to feel satisfied with their pay when they perceive it as fair and competitive compared to similar roles in the market. In addition, offering non-monetary benefits and perks can enhance pay satisfaction. PS4:"Are you satisfied with your benefits at The Ashima Restaurants (social insurance, health insurance, etc.)?" with the average value is 4,04. Benefits such as healthcare coverage, retirement plans, paid time off, and flexible work

arrangements contribute to employees' overall compensation package and improve their quality of life. Providing a comprehensive benefits package demonstrates that the organization values employees' well-being and contributes to their overall satisfaction. Additionally, promoting transparency and communication regarding pay policies and practices is essential. Employees should have a clear understanding of how their pay is determined, including factors such as performance evaluations, market rates, and salary scales. The restaurant needs to have communication with the staff and regular updates on pay-related matters help build trust and mitigate potential dissatisfaction or misunderstandings.

5.2.4. Implications for Work Environment

"The working environment at The Ashima Restaurant is fully comfortable and clean". With an average value of 4,18, it shows that employees participating in the survey felt satisfied with this working environment. More attention to the comfort in the room for employees with a workspace arrangement convenient for moving between customer tables faster as well as serving guests, so the room looks neater and supports employees in completing the work on time. Therefore, the authors suggest building a working environment associated with the 6C - 5S value system, which includes 6C: Commitment - sharing - care - improvement - initiative - professionalism, and 5S: Sort - Set in order - Shine - Standardize - Sustain. While 5S is set up to improve the working environment to help employees improve quality and work with higher productivity, 6C aims to be sincere, open, and promote creativity, which gives each employee motivation to work. Moreover, the better physical work environment that is provided to employees, such as improved security, will trigger them to always think positively in activities in the company that give a feeling of engagement, and employee loyalty is getting higher.

Building a transparent communication system between employees and management also promotes trust and engagement in the work environment, as employees can suggest ideas and provide constructive criticism, helping the company develop comprehensively. Transparent communication can also prevent unnecessary misunderstandings and friction that often occur in the workplace. Clearly communicate your job requirements and expectations from the beginning to ensure employees are aware of their responsibilities and what they need to do to complete assigned tasks. By combining elements of clarity, honesty, and openness in communication, companies can significantly reduce the mistakes that employees often make, contributing to creating a positive working environment.

5.2.5. Implications for Job Satisfaction

The results of research on the JS variable show that the average value is 3.9, approximately 4, which proves that the employees participating in the survey agree with job satisfaction at the restaurant. The present study strongly emphasizes that job satisfaction is the primary factor influencing employee loyalty. Specifically with JS5: "You are satisfied with the feedback and guidance you received while working at The Ashima Restaurants" has an average value of 4.04, which shows that the employee pays a lot of attention to reviews and instructions from superiors. Therefore, the authors encourage managers to listen actively and provide feedback, which helps build trust and fosters a sense of belonging among employees. Furthermore, with JS4:"You feel recognized in your work when working at The Ashima Restaurants" the mean value is 4.10. One of the factors that makes employees feel satisfied is that their opinions and shares are always listened to by management, so promoting open communication within the organization that allows employees to voice their opinions, concerns, and ideas freely is necessary. There are many employees who will choose to follow the direction and instructions of management, but there are also many employees who are always willing to contribute ideas to their superiors with the desire to improve the restaurant's efficiency. Although most employees have good intentions to help the brand develop, there are owners who will often "ignore" and refuse to listen to constructive ideas from the staff. Because they easily assume that employees will not be able to clearly understand the direction, their opinions are not consistent with the restaurant's direction. Therefore, if you want to increase job satisfaction, as a leader, take the time to listen to employees' opinions. Even though there will be shares that are not really suitable for the development direction, you should still spend time with them. You should then acknowledge these contributions but also clearly explain to employees why these shares may not be implemented. This helps employees feel that they are still respected, and that they are still willing to share ideas for improvement.

5.3. Limitations and future research

The first limitation of the study is that it was conducted on the biggest holiday of the year for Vietnamese people, the Lunar New Year. Conducting research near a major holiday can introduce bias. Employee satisfaction can be affected by stress, workload, or vacation-related expectations, making employees uncomfortable participating in surveys and increasing the risk of providing misleading information. In future studies, consider comparing results during holiday periods with non-holiday periods to assess any effects. The second is about the time

frame. The study only lasted 4 months. This short period of time may not capture long-term trends or seasonal variations in employee satisfaction. For example, employee experiences during the peak holiday season can differ significantly from other times of the year. To enhance validity and clarity, future studies should consider extending the study period to better understand employee satisfaction across different seasons. Third, the factors are limited due to only focusing on 5 factors (job satisfaction, work environment, career development, pay satisfaction, and employee engagement) and may overlook other important aspects that influence loyalty. Future research should apply other factors related to employee loyalty instead of the factors identified in this study to be able to know the connection and impact of these factors on employee loyalty. Finally, the authors suggest that future studies should spend more time examining other factors along with referring to a variety of models to be able to conduct confirmatory factor analysis (CFA). From there, the research offers practical and appropriate solutions to apply to many different research models. This will help clarify the impact of each factor on the employee experience and from there, more suitable solutions can be built.

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APPENDIX

Appendix 1: Preliminary Scale

Factors	Item	Statement
Job satisfaction	**1**	You are very satisfied with your job when working at The Ashima Restaurants.
	2	The job at The Ashima Restaurants meets your needs and desires.
	3	You feel happy at work when working at The Ashima Restaurants.
	4	You feel recognized in your work when working at The Ashima Restaurants.
	5	You are satisfied with the feedback and guidance you received while working at The Ashima Restaurants.
Career Development	**1**	The Ashima Restaurants has a clear promotion path to help you develop your career potential.
	2	The Ashima Restaurants has a knowledge and skills training program for you.
	3	The Ashima Restaurants create opportunities for you to gain work experience.
	4	The Ashima Restaurants always recognize your achievements and efforts at work.

	5	The Ashima Restaurants is ready to give you the opportunity to achieve your career goals.
Work Environment	**1**	The working environment at The Ashima Restaurants is fully comfortable and clean.
	2	The working environment at The Ashima Restaurants is safe and ensures your health.
	3	Colleagues at The Ashima Restaurants are happy, sociable and respect each other at work
	4	Colleagues at The Ashima Restaurants are ready to support and help each other at work.
	5	The management of The Ashima Restaurants always listens to your comments.
	6	You respect and follow the direction of management at The Ashima Restaurants.
Pay satisfaction	**1**	You are satisfied with the salary you receive for your job at The Ashima Restaurants.
	2	You receive a reasonable salary when compared to similar positions in other organizations.
	3	Are you satisfied with your benefits at The Ashima Restaurants (allowances, bonuses,...).
	4	Are you satisfied with your benefits at The Ashima Restaurants (social insurance, health insurance,...).

	5	The salary at The Ashima Restaurants is appropriate to your ability and position.
	6	You will be considered for salary and bonuses increases annually at The Ashima Restaurants.
Employee Engagement	**1**	You feel very honored to work at The Ashima Restaurants.
	2	You always dedicate yourself to your work at The Ashima Restaurants
	3	You feel excited when participating in activities at The Ashima Restaurants.
	4	You will stick with your job for a long time at The Ashima Restaurants.
Employee Loyalty	**1**	You would like to continue working at The Ashima Restaurants in the future.
	2	You will actively introduce The Ashima Restaurants to your friends and family.
	3	You will mention The Ashima Restaurant's strengths to others.
	4	You are willing to use The Ashima Restaurants as your first choice for future work.

Appendix 2: Group Discussion Questions

GROUP DISCUSSION QUESTIONS
PHIẾU XIN Ý KIẾN CHUYÊN GIA

FACTORS AFFECTING RESTAURANT AND FOOD & BEVERAGE SERVICE EMPLOYEES LOYALTY: CASE STUDY AT THE ASHIMA RESTAURANTS - GOLDEN GATE CORPORATION, DISTRICT 1 & 3, HO CHI MINH CITY.

NHỮNG NHÂN TỐ ẢNH HƯỞNG ĐẾN LÒNG TRUNG THÀNH CỦA NHÂN VIÊN NGÀNH NHÀ HÀNG VÀ DỊCH VỤ ĂN UỐNG: NGHIÊN CỨU TRƯỜNG HỢP TẠI HỆ THỐNG NHÀ HÀNG ASHIMA - TẬP ĐOÀN CỔNG VÀNG, TẠI QUẬN 1 & 3, THÀNH PHỐ HỒ CHÍ MINH.

Dear Sir/Madam,

We are a group of students from the Hotel Management Major - FPT University Ho Chi Minh City Campus. Currently, we are researching the topic " Factors affecting restaurant and food & beverage service employees loyalty: Case study at The Ashima restaurants - Golden Gate corporation, District 1 & 3, Ho Chi Minh City". This topic is carried out within the framework of our SPRING 2024 semester graduation project - FPT University Ho Chi Minh City Campus.

Your contribution in conducting the survey is a valuable source of data for the team to complete the research. We hope that this research will give you a deeper insight into the loyalty of restaurant and food service industry employees. Furthermore, we hope that this research can help The Ashima restaurant system come up with solutions to enhance and improve employee loyalty.

It only takes you a few minutes to complete the survey below. All information recorded by experts in the survey is conducted and stored anonymously, and is only used as data for the research project in the graduation project survey of the SPRING 2024 semester - University FPT Ho Chi Minh City Campus, our team is committed to not having any of your information leaked to the outside world.

Your comments in the survey will be a great contribution and the foundation for the success of this research. for our group. If you would like to receive the results of the study, please contact:

Research team representative:

Full name: Le Thi My Cam

Gmail: camltmss150265@fpt.edu.vn

This topic is guided and supervised by:

Mr. Nguyen Tuan Thanh (Department of Hotel and Restaurant Management - FPT University Ho Chi Minh City)

Kính chào quý anh/chị chuyên gia,

Chúng em là nhóm sinh viên đến từ Chuyên ngành Quản trị Nhà hàng và Khách sạn- Đại học FPT Cơ sở Thành phố Hồ Chí Minh. Hiện tại, chúng em đang thực hiện nghiên cứu về đề tài "Những nhân tố ảnh hưởng đến lòng trung thành của nhân viên ngành nhà hàng và dịch vụ ăn uống. Nghiên cứu trường hợp tại hệ thống nhà hàng Ashima - Tập đoàn Cổng Vàng, tại Quận 1 & 3, Thành phố Hồ Chí Minh". Đề tài này được thực hiện trong khuôn khổ đồ án tốt nghiệp học kỳ SPRING 2024 - Đại học FPT Cơ sở Thành phố Hồ Chí Minh của chúng em .

Sự đóng góp của quý anh/chị trong việc thực hiện khảo sát là nguồn dữ liệu quý giá để nhóm có thể hoàn thành nghiên cứu. Chúng em hy vọng rằng nghiên cứu này sẽ mang đến cho anh/chị cái nhìn sâu hơn về lòng trung thành của nhân viên ngành nhà hàng và dịch vụ ăn uống. Hơn thế nữa chúng em mong rằng nghiên cứu này có thể giúp hệ thống nhà hàng Ashima đưa ra những giải pháp nâng cao và cải thiện lòng trung thành của nhân viên.

Quý anh/chị chỉ mất khoảng vài phút để hoàn thành bảng khảo sát dưới đây. Mọi thông tin ghi nhận của quý chuyên gia trong bảng khảo sát đều được thực hiện và lưu trữ ẩn danh, và chỉ được sử dụng làm dữ liệu cho dự án nghiên cứu trong khảo sát đồ án tốt nghiệp học kỳ SPRING 2024 - Đại học FPT Cơ sở Thành phố Hồ Chí Minh, nhóm chúng em cam kết sẽ không có bất cứ thông tin của anh/chị bị rò rỉ ra bên ngoài.

Những ý kiến đóng góp của quý anh/chị trong bảng khảo sẽ là một sự đóng góp lớn lao và là nền tảng tạo nên sự thành công của nghiên cứu này cho nhóm chúng em. Nếu quý anh/chị muốn nhận kết quả của nghiên cứu xin vui lòng liên hệ:

Đại diện nhóm nghiên cứu:

Họ và tên: Lê Thị Mỹ Cầm

Gmail: camltmss150265@fpt.edu.vn

Đề tài này được hướng dẫn bởi:

Thầy Nguyễn Tuấn Thanh (Khoa Quản trị Nhà hàng Khách sạn - Đại học FPT TP.HCM)

I.   PERSONAL INFORMATION

XIN CÁC ANH/CHỊ CHUYÊN GIA VUI LÒNG CHO BIẾT:

1. **Please share your full name:**
   Họ và tên của quý chuyên gia:

……………………………………………………………………………………………

2. **Please share your where organization:**
   Nơi quý chuyên gia làm việc hiện tại :

……………………………………………………………………………………………
…………………………………………………………………………………………..

3. **Please share your position in organization:**
   Vị trí công việc của quý chuyên gia tại nơi làm việc hiện tại:

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II. SPECIALIZED SURVEY
KHẢO SÁT CHUYÊN SÂU

1. **Please share your opinion on the factors affecting "restaurant and food & beverage service employees loyalty" listed in this research paper by ticking The checkbox.**
Xin quý chuyên gia cho ý kiến về các nhân tố ảnh hưởng đến "lòng trung thành của nhân viên ngành nhà hàng và dịch vụ ăn uống " được liệt kê trong bài nghiên cứu này bằng cách đánh dấu vào ô trống.

FACTORS *Yếu tố*	AGREEMENT *Đồng tình*		ADJUSTMENT ĐIỀU CHỈNH
	Agree *Đồng ý*	Disagree *Không đồng ý*	
Job satisfaction *Mức độ hài lòng với công việc*			
Career Development *Phát triển nghề nghiệp*			
Work Environment *Môi trường làm việc*			
Pay satisfaction *Sự hài lòng về chi trả*			
Employee Engagement *Sự gắn kết của nhân viên*			

2. **Please share your opinion on the reason why you chose to disagree with The factor(s) affecting "restaurant and food & beverage service employees loyalty." (if any).**
Xin quý chuyên gia cho biết về lý do không đồng ý (nếu có):

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3. **Please share your opinion on the observed variables of the factors affecting "restaurant and food & beverage service employees loyalty" by ticking the checkbox.**
   Xin quý chuyên gia cho ý kiến về các biến quan sát của các nhân tố ảnh hưởng đến "lòng trung thành của nhân viên ngành nhà hàng và dịch vụ ăn uống" bằng cách đánh dấu vào ô trống.

FACTORS *Nhân tố*	STATEMENT *Luận điểm*	AGREEMENT Đồng tình		ADJUSTMENT ĐIỀU CHỈNH
		Agree *Đồng ý*	Disagree *Không đồng ý*	ADJUSTMENT
Job satisfaction *Mức độ hài lòng với công việc*	You are very satisfied with your job when working at The Ashima restaurants. *Anh/chị rất hài lòng với công việc của mình khi làm ở hệ thống nhà hàng Ashima.*			
	The job at The Ashima restaurants meets your needs and desires. *Công việc ở hệ thống nhà hàng Ashima đáp ứng được nhu cầu và mong muốn của anh/chị.*			
	You feel happy at work when working at The Ashima restaurants. *Anh/chị cảm thấy vui vẻ trong công việc khi làm ở hệ thống*			

	nhà hàng Ashima.			
	You feel recognized in your work when working at The Ashima restaurants. *Anh/chị cảm thấy được công nhận trong công việc khi làm ở hệ thống nhà hàng Ashima.*			
	You are satisfied with the feedback and guidance you received while working at The Ashima restaurants. *Anh/chị hài lòng với phản hồi và hướng dẫn mà anh/chị nhận được khi làm việc ở hệ thống nhà hàng Ashima.*			
Career Development *Phát triển nghề nghiệp*	The Ashima restaurants has a clear promotion path to help you develop your career potential. *Hệ thống nhà hàng Ashima có lộ trình thăng tiến rõ ràng giúp anh/chị phát huy tiềm năng nghề nghiệp của mình.*			
	The Ashima restaurants has a knowledge and skills training program for you. *Hệ thống nhà hàng Ashima có chương trình đào tạo kiến thức và kỹ năng dành cho anh/chị.*			
	The Ashima restaurants create opportunities for you to gain work experience. *Hệ thống nhà hàng Ashima tạo cơ hội cho anh/chị tích lũy kinh nghiệm làm việc.*			
	The Ashima restaurants always recognize your achievements and efforts at work. *Hệ thống nhà hàng Ashima luôn*			

	ghi nhận thành tích và nỗ lực của anh/chị trong công việc.			
	The Ashima restaurants is ready to give you the opportunity to achieve your career goals. *Hệ thống nhà hàng Ashima sẵn sàng trao cơ hội cho anh/chị để đạt được mục tiêu nghề nghiệp của mình.*			
Work Environment *Môi trường làm việc*	The working environment at The Ashima Restaurants is fully comfortable and clean. *Môi trường làm việc tại hệ thống nhà hàng Ashima đầy đủ tiện nghi và sạch sẽ.*			
	The working environment at The Ashima Restaurants is safe and ensures your health. *Môi trường làm việc tại hệ thống nhà hàng Ashima an toàn và đảm bảo sức khỏe cho anh/chị.*			
	Colleagues at The Ashima Restaurants are happy, sociable and respect each other at work *Đồng nghiệp tại hệ thống nhà hàng Ashima vui vẻ, hòa đồng và tôn trọng lẫn nhau trong công việc.*			
	Colleagues at The Ashima Restaurants are ready to support and help each other at work. *Đồng nghiệp tại hệ thống nhà hàng Ashima sẵn sàng hỗ trợ, giúp đỡ lẫn nhau trong công việc.*			

	The management of The Ashima Restaurants always listens to your comments. *Cấp quản lý của hệ thống nhà hàng Ashima luôn lắng nghe ý kiến đóng góp của anh/chị.*			
	You respect and follow the direction of management at The Ashima Restaurants *Anh/chị tôn trọng và tuân theo sự chỉ đạo của cấp quản lý tại hệ thống nhà hàng Ashima*			
Pay satisfaction *Sự hài lòng về các khoản chi trả*	You are satisfied with the salary you receive for your job at The Ashima Restaurants *Anh/chị hài lòng với tiền lương anh/chị nhận được cho công việc tại hệ thống nhà hàng Ashima.*			
	You receive a reasonable salary when compared to similar positions in others organizations *Anh/chị nhận được mức lương hợp lý khi so sánh với các vị trí tương tự ở các tổ chức khác.*			
	Are you satisfied with your benefits at The Ashima Restaurants (allowances, bonuses,...) *Anh/chị hài lòng với những phúc lợi của mình tại hệ thống nhà hàng Ashima (phụ cấp, thưởng,...).*			
	Are you satisfied with your benefits at The Ashima Restaurants (social insurance, health insurance,...) *Anh/chị hài lòng với những quyền lợi của mình tại hệ thống*			

	nhà hàng Ashima (BHXH, BHYT,...).			
	The salary at The Ashima Restaurants is appropriate to your ability and position *Mức lương tại hệ thống nhà hàng Ashima phù hợp với năng lực và vị trí của anh/chị.*			
	You will be considered for salary and bonuses increases annually at The Ashima Restaurants *Anh/chị được xem xét tăng lương, thưởng hàng năm tại hệ thống nhà hàng Ashima.*			
Employee Engagement ***Sự gắn kết của nhân viên***	You feel very honored to work at The Ashima Restaurants *Anh/chị cảm thấy rất vinh hạnh khi làm việc tại hệ thống nhà hàng Ashima.*			
	You always dedicate yourself to your work at The Ashima Restaurants *Anh/chị luôn cống hiến hết mình cho công việc tại hệ thống nhà hàng Ashima.*			
	You feel excited when participating in activities at The Ashima Restaurants *Anh/chị cảm thấy thích thú khi tham gia vào những hoạt động tại hệ thống nhà hàng Ashima.*			
	You will stick with your job for a long time at The Ashima Restaurants			

	Anh/chị sẽ gắn bó lâu dài với công việc tại hệ thống nhà hàng Ashima.			
Employee Loyalty *Lòng trung thành của nhân viên*	You would like to continue working at The Ashima restaurants in the future *Anh/chị muốn tiếp tục làm việc tại hệ thống nhà hàng Ashima trong tương lai.*			
	You will actively introduce The Ashima restaurants to your friends and family *Anh/chị sẽ tích cực giới thiệu cho bạn bè và gia đình về hệ thống nhà hàng Ashima.*			
	You will mention The Ashima restaurants strengths to others *Anh/chị sẽ đề cập đến điểm mạnh của công ty cho người khác.*			
	You are willing to use The Ashima restaurants as your first choice for future work *Anh/chị sẵn sàng sử dụng hệ thống nhà hàng Ashima làm lựa chọn đầu tiên cho công việc trong tương lai*			

4. **Please share your opinion on the reason why you choose to disagree with theobserved variable(s) affecting "restaurant and food & beverage service employees loyalty" (if any).**
   Xin quý chuyên gia cho biết về lý do không đồng ý (nếu có).
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5. **Please write down all other comments about the factors affecting "restaurant and food & beverage service employees loyalty."**

Xin quý chuyên gia chia sẻ các nhận xét khác về các yếu tố ảnh hưởng đến "lòng trung thành của nhân viên ngành nhà hàng và dịch vụ ăn uống" (nếu có)

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Appendix 3: List of discussion participants

No	Name	Organization	Position
01	Phan Phuong Hao	FPT University Ho Chi Minh City Campus	Lecturer-Researcher
02	Van Ngoc Quynh Nhu	FPT University Ho Chi Minh City Campus	Lecturer
03	Tran Thi Ngoc Huyen	FPT University Ho Chi Minh City Campus	Lecturer
04	Tran Thanh Son	Saigon- Phutho Hotel	General Manager
05	Luu Duc Khai	Pullman Phu Quoc Beach Resort	Restaurant Manager
06	Dang Ngoc Nhu Quynh	Pullman Phu Quoc Beach Resort	Senior F&B Supervisor
07	Tran Van Than	Hotel Nikko Saigon	Assistant Manager
08	Tran Thi Hong Tham	Hotel Nikko Saigon	Assistant Manager

Appendix 4: Survey Questionnaire

SURVEY QUESTIONNAIRE

PHIẾU KHẢO SÁT

FACTORS AFFECTING RESTAURANT AND FOOD & BEVERAGE SERVICE EMPLOYEES LOYALTY: CASE STUDY AT THE ASHIMA RESTAURANTS - GOLDEN GATE CORPORATION, DISTRICT 1 & 3, HO CHI MINH CITY.

NHỮNG NHÂN TỐ ẢNH HƯỞNG ĐẾN LÒNG TRUNG THÀNH CỦA NHÂN VIÊN NGÀNH NHÀ HÀNG VÀ DỊCH VỤ ĂN UỐNG: NGHIÊN CỨU TRƯỜNG HỢP TẠI HỆ THỐNG NHÀ HÀNG ASHIMA - TẬP ĐOÀN CỔNG VÀNG, TẠI QUẬN 1 & 3, THÀNH PHỐ HỒ CHÍ MINH.

Dear Sir/Madam/Friends,

We are a group of students from the Hotel Management Major - FPT University Ho Chi Minh City Campus. Currently, we are researching the topic " Factors affecting restaurant and food & beverage service employees loyalty: Case study at The Ashima restaurants - Golden Gate corporation, District 1 & 3, Ho Chi Minh City". This topic is carried out within the framework of our SPRING 2024 semester graduation project - FPT University Ho Chi Minh City Campus.

Your contribution in conducting the survey is a valuable source of data for the team to complete the research. We hope that this research will give you a deeper insight into the loyalty of restaurant and food service industry employees. Furthermore, we hope that this research can help The Ashima restaurant system come up with solutions to enhance and improve employee loyalty.

It only takes you a few minutes to complete the survey below. All information recorded by experts in the survey is conducted and stored anonymously, and is only used as data for the research project in the graduation project survey of the SPRING 2024 semester - University FPT Ho Chi Minh City Campus, our team is committed to not having any of your information leaked to the outside world.

Your comments in the survey will be a great contribution and the foundation for the success of this research. for our group. If you would like to receive the results of the study, please contact:

Research team representative:

Full name: Le Thi My Cam

Gmail: camltmss150265@fpt.edu.vn

This topic is guided and supervised by:

Mr. Nguyen Tuan Thanh (Department of Hotel and Restaurant Management - FPT University Ho Chi Minh City)

Kính chào quý anh/chị/các bạn,

Chúng em là nhóm sinh viên đến từ Chuyên ngành Quản trị Nhà hàng và Khách sạn- Đại học FPT Cơ sở Thành phố Hồ Chí Minh. Hiện tại, chúng em đang thực hiện nghiên cứu về đề tài "Những nhân tố ảnh hưởng đến lòng trung thành của nhân viên ngành nhà hàng và dịch vụ ăn uống. Nghiên cứu trường hợp tại hệ thống nhà hàng Ashima - Tập đoàn Cổng Vàng, tại Quận 1 & 3, Thành phố Hồ Chí Minh". Đề tài này được thực hiện trong khuôn khổ đồ án tốt nghiệp học kỳ SPRING 2024 - Đại học FPT Cơ sở Thành phố Hồ Chí Minh của chúng em .

Sự đóng góp của quý anh/chị/các bạn trong việc thực hiện khảo sát là nguồn dữ liệu quý giá để nhóm có thể hoàn thành nghiên cứu. Chúng em hy vọng rằng nghiên cứu này sẽ mang đến cho anh/chị/các bạn cái nhìn sâu hơn về lòng trung thành của nhân viên ngành nhà hàng và dịch vụ ăn uống. Hơn thế nữa chúng em mong rằng nghiên cứu này có thể giúp hệ thống nhà hàng Ashima đưa ra những giải pháp nâng cao và cải thiện lòng trung thành của nhân viên.

Quý anh/chị/các bạn chỉ mất khoảng vài phút để hoàn thành bảng khảo sát dưới đây. Mọi thông tin ghi nhận của quý chuyên gia trong bảng khảo sát đều được thực hiện và lưu trữ ẩn danh, và chỉ được sử dụng làm dữ liệu cho dự án nghiên cứu trong khảo sát đồ án tốt nghiệp học kỳ SPRING 2024 - Đại học FPT Cơ sở Thành phố Hồ Chí Minh, nhóm chúng em cam kết sẽ không có bất cứ thông tin của anh/chị/các bạn bị rò rỉ ra bên ngoài.

Những ý kiến đóng góp của quý anh/chị/các bạn trong bảng khảo sẽ là một sự đóng góp lớn lao và là nền tảng tạo nên sự thành công của nghiên cứu này cho nhóm chúng em. Nếu quý anh/chị/các bạn muốn nhận kết quả của nghiên cứu xin vui lòng liên hệ:

Đại diện nhóm nghiên cứu:

Họ và tên: Lê Thị Mỹ Cẩm

Gmail: camltmss150265@fpt.edu.vn

Đề tài này được hướng dẫn bởi:

Thầy Nguyễn Tuấn Thanh (Khoa Quản trị Nhà hàng Khách sạn - Đại học FPT TP.HCM)

I. PERSONAL FACTORS
CÁC YẾU TỐ CÁ NHÂN

1. **What is your gender?**
   Giới tính của anh/chị/các bạn:

A: Male

Nam

B: Female

Nữ

2. **How old are you?**
   Độ tuổi của anh/chị/các bạn:

A: From 18 to 25 years old

Từ 18 đến 25 tuổi

B: From 26 to 30 years old

Từ 26 tuổi đến 30 tuổi

C: From 31 to 40 years old

Từ 31 tuổi đến 40 tuổi

D: Over 41 years old

   Trên 41 tuổi

3. **How long have you worked at Ashima restaurant?**
Thời gian anh/chị/các bạn làm việc tại nhà hàng Ashima:
A: Under 1 year
   Dưới 1 năm
B: From 1 to 3 years
   Từ 1 đến 3 năm
C: Form 3 to 5 years
   Từ 3 đến 5 năm
D: Over 5 years
   Trên 5 năm

4. **What type of your labor contract?**
Loại hợp đồng lao động của anh/chị/các bạn là:
A:Official Contract
   Hợp đồng chính thức
B: Part-time Contract
   Hợp đồng thời

5. **What is your position?**
   Vị trí công việc của anh/chị/các bạn:
A: Host/Hostess
   Nhân viên lễ tân
B: Waiter/Waitress
   Nhân viên Phục vụ
C: Bartender
   Pha chế
D: Cashier
   Thu ngân
E: Chef/ Kitchen Assistant
   Đầu bếp/ Phụ bếp
F: Management (shift leader/supervisor/store manager,...)
   Quản lý (trưởng ca/ giám sát ca/ cửa hàng trưởng,...)
G:Vị trí
khác:...
Other
position:...

6. **What is your monthly income? (VND million)**
   Thu nhập mỗi tháng của anh/chị/các bạn: (Triệu đồng)

A: Under 5 milllion VND

   Dưới 5 triệu đồng

B: From 5 to 10 million VND

   Từ 5 đến 10 triệu đồng

C: From 11 to under 15 million VND

Từ 11 đến 15 triệu đồng

D: From 16 to 20 million VND

Từ 16 đến 20 triệu đồng

E: Over 20 million VND

Trên 20 triệu đồng

II. SPECIALISED SURVEY
KHẢO SÁT CHUYÊN SÂU

The research focuses on a deeper exploration of important factors such as job satisfaction, career development, work environment, pay satisfaction, and employee engagement and how they affect restaurant and food & beverage service employees loyalty: Case study at The Ashima restaurants - Golden Gate corporation, District 1 & 3, Ho Chi Minh City. Your contribution to these factors can provide important information about the factors that can influence the job engagement and enjoyment of restaurant and food service employees.

Please choose from 1 to 5 according to your level of agreement with each of the following statements.

1 = Completely disagree
2 = Disagree
3 = Normal
4 = Agree
5 = Completely agree

Nghiên cứu tập trung vào việc khám phá sâu hơn về những yếu tố quan trọng như mức độ hài lòng với công việc, phát triển sự nghiệp, Môi trường làm việc, sự hài lòng về chi trả, sự gắn kết của nhân viên và cách chúng ảnh hưởng đến lòng trung thành của nhân viên ngành nhà hàng và dịch vụ ăn uống tại hệ thống nhà hàng Ashima - Tập đoàn Cổng Vàng, tại Quận 1&3, Thành phố Hồ Chí Minh. Sự đóng góp của anh/chị về những yếu tố này có thể cung cấp thông tin quan trọng về những yếu tố có thể ảnh hưởng đến sự gắn bó và yêu thích trong công việc của nhân viên ngành nhà hàng và dịch vụ ăn uống.

Vui lòng chọn từ 1 đến 5 theo mức độ đồng ý của anh/chị với mỗi ý kiến sau.

1 = Hoàn toàn không đồng ý
2 = Không đồng ý
3 = Bình thường
4 = Đồng ý
5 = Hoàn toàn đồng ý

Factors	Statement	Level of Agreement Mức độ đồng ý

Nhân tố	Phát biểu	1	2	3	4	5
Job satisfaction *Mức độ hài lòng với công việc*	You are very satisfied with your job when working at The Ashima restaurants. *Anh/chị rất hài lòng với công việc của mình khi làm ở hệ thống nhà hàng Ashima.*					
	The job at The Ashima restaurants meets your needs and desires. *Công việc ở hệ thống nhà hàng Ashima đáp ứng được nhu cầu và mong muốn của anh/chị.*					
	You feel happy at work when working at The Ashima restaurants. *Anh/chị cảm thấy vui vẻ trong công việc khi làm ở hệ thống nhà hàng Ashima.*					
	You feel recognized in your work when working at The Ashima restaurants. *Anh/chị cảm thấy được công nhận trong công việc khi làm ở hệ thống nhà hàng Ashima.*					
	You are satisfied with the feedback and guidance you received while working at The Ashima restaurants. *Anh/chị hài lòng với phản hồi và hướng dẫn mà anh/chị nhận được khi làm việc ở hệ thống nhà hàng Ashima.*					
Career Development *Phát triển nghề nghiệp*	The Ashima restaurants has a clear promotion path to help you develop your career potential. *Hệ thống nhà hàng Ashima có lộ trình thăng tiến rõ ràng giúp anh/chị phát huy tiềm năng nghề nghiệp của mình.*					
	The Ashima restaurants has a knowledge and skills training program for you. *Hệ thống nhà hàng Ashima có chương trình đào tạo kiến thức và kỹ năng dành cho anh/chị.*					
	The Ashima restaurants create opportunities for you to gain work experience. *Hệ thống nhà hàng Ashima tạo cơ hội cho anh/chị tích lũy kinh nghiệm làm việc.*					
	The Ashima restaurants always recognize your achievements and efforts at work. *Hệ thống nhà hàng Ashima luôn ghi nhận thành tích và nỗ lực của anh/chị trong công việc.*					
	The Ashima restaurants is ready to give you the opportunity to achieve your career goals. *Hệ thống nhà hàng Ashima sẵn sàng trao cơ hội cho*					

	anh/chị để đạt được mục tiêu nghề nghiệp của mình.					
Work Environment *Môi trường làm việc*	The working environment at The Ashima Restaurants is fully comfortable and clean. *Môi trường làm việc tại Hệ thống nhà hàng Ashima đầy đủ tiện nghi và sạch sẽ.*					
	The working environment at The Ashima Restaurants is safe and ensures your health. *Môi trường làm việc tại Hệ thống nhà hàng Ashima an toàn và đảm bảo sức khỏe cho anh/chị.*					
	Colleagues at The Ashima Restaurants are happy, sociable and respect each other at work. *Đồng nghiệp tại Hệ thống nhà hàng Ashima vui vẻ, hòa đồng và tôn trọng lẫn nhau trong công việc.*					
	Colleagues at The Ashima Restaurants are ready to support and help each other at work. *Đồng nghiệp tại Hệ thống nhà hàng Ashima sẵn sàng hỗ trợ, giúp đỡ lẫn nhau trong công việc.*					
	The management of The Ashima Restaurants always listens to your comments. *Cấp quản lý của Hệ thống nhà hàng Ashima luôn lắng nghe ý kiến đóng góp của anh/chị.*					
	You respect and follow the direction of management at The Ashima Restaurants. *Anh/chị tôn trọng và tuân theo sự chỉ đạo của cấp quản lý tại Hệ thống nhà hàng Ashima.*					
Pay satisfaction *Sự hài lòng về các khoản chi trả*	You are satisfied with the salary you receive for your job at The Ashima Restaurants. *Anh/chị hài lòng với tiền lương anh/chị nhận được cho công việc tại hệ thống nhà hàng Ashima.*					
	You receive a reasonable salary when compared to similar positions in others organizations. *Anh/chị nhận được mức lương hợp lý khi so sánh với các vị trí tương tự ở các tổ chức khác.*					
	Are you satisfied with your benefits at The Ashima Restaurants (allowances, bonuses,...). *Anh/chị hài lòng với những phúc lợi của mình tại hệ thống nhà hàng Ashima (phụ cấp, thưởng,...).*					
	Are you satisfied with your benefits at The Ashima Restaurants (social insurance, health insurance,...). *Anh/chị hài lòng với những quyền lợi của mình tại hệ thống nhà hàng Ashima (BHXH, BHYT,...).*					

	The salary at The Ashima Restaurants is appropriate to your ability and position. *Mức lương tại hệ thống nhà hàng Ashima phù hợp với năng lực và vị trí của anh/chị.*					
	You will be considered for salary and bonuses increases annually at The Ashima Restaurants. *Anh/chị được xem xét tăng lương, thưởng hàng năm tại hệ thống nhà hàng Ashima.*					
Employee Engagement *Sự gắn kết của nhân viên*	I feel very honoured to work at The Ashima Restaurants. *Anh/chị cảm thấy rất vinh hạnh khi làm việc tại hệ thống nhà hàng Ashima.*					
	You always dedicate yourself to your work at The Ashima Restaurants. *Anh/chị luôn cố gắng hết mình cho công việc tại hệ thống nhà hàng Ashima.*					
	You feel excited when participating in activities at The Ashima Restaurants. *Anh/chị cảm thấy thích thú khi tham gia vào những hoạt động tại hệ thống nhà hàng Ashima.*					
	You will stick with your job for a long time at The Ashima Restaurants. *Anh/chị sẽ gắn bó lâu dài với công việc tại hệ thống nhà hàng Ashima.*					
Employee Loyalty *Lòng trung thành của nhân viên*	You would like to continue working at The Ashima restaurants in the future. *Anh/chị muốn tiếp tục làm việc tại hệ thống nhà hàng Ashima trong tương lai.*					
	You will actively introduce The Ashima restaurants to your friends and family. *Anh/chị sẽ tích cực giới thiệu cho bạn bè và gia đình về hệ thống nhà hàng Ashima.*					
	You are willing to recommend The Ashima restaurants as a good workplace. *Anh/chị sẵn sàng giới thiệu hệ thống nhà hàng Ashima là một nơi làm việc tốt.*					
	You find that your values and The Ashima restaurants values are very similar. *Anh/chị sthấy rằng các giá trị của anh/chị và và các giá trị của hệ thống nhà hàng Ashima là rất tương đồng.*					

Appendix 5: Official Result

1. Descriptive Statistics

JS

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
JS1	164	2	5	3,93	,598
JS2	164	2	5	4,08	,683
JS3	164	2	5	4,05	,658
JS4	164	2	5	4,10	,676
JS5	164	3	5	4,04	,654
Valid N (listwise)	164				

CD

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
CD1	164	1	5	3,92	,783
CD2	164	1	5	3,96	,746
CD3	164	1	5	3,88	,536
CD4	164	2	5	3,90	,720
CD5	164	1	5	3,88	,832
Valid N (listwise)	164				

WE

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
WE1	164	1	5	4,18	,564
WE2	164	1	5	4,30	,628
WE3	164	2	5	4,23	,571
WE4	164	1	5	4,25	,558
WE5	164	2	5	4,24	,585
WE6	164	1	5	4,23	,613
Valid N (listwise)	9,164				

PS

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PS1	164	1	5	3,99	,687
PS2	164	1	5	3,84	,783
PS3	164	1	5	4,01	,810
PS4	164	1	5	4,07	,714
PS5	164	2	5	3,99	,751
PS6	164	1	5	3,99	,714
Valid N (listwise)	164				

EE

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EE1	164	2	5	4,46	,668
EE2	164	2	5	4,34	,678
EE3	164	3	5	4,46	,630
EE4	164	2	5	4,43	,684
Valid N (listwise)	164				

EL

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EL1	164	2	5	4,37	,656
EL2	164	1	5	4,19	,723
EL3	164	1	5	4,35	,707
EL4	164	1	5	4,31	,697
Valid N (listwise)	164				

2. Personal Information

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	79	48,2	48,2	48,2
	Female	85	51,8	51,8	100,0
	Total	164	100,0	100,0	

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	From 18 to 25 years old	105	64,0	64,0	64,0
	From 26 to 30 years old	49	29,9	29,9	93,9
	From 31 to 40 years old	8	4,9	4,9	98,8
	Over 41 years old	2	1,2	1,2	100,0
	Total	164	100,0	100,0	

POSITION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bartender	21	12,8	12,8	12,8
	Cashier	6	3,7	3,7	16,5
	Chef/ Kitchen Assistant	22	13,4	13,4	29,9
	Host/Hostess	21	12,8	12,8	42,7
	Management (shift leader/supervisor/store manager,...)	7	4,3	4,3	47,0
	Waiter/Waitress	87	53,0	53,0	100,0
	Total	164	100,0	100,0	

WORKING TIME

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 1 year	56	34,1	34,1	34,1
	From 1 to 3 years	87	53,0	53,0	87,2
	From 3 to 5 years	13	7,9	7,9	95,1
	Over 5 years	8	4,9	4,9	100,0
	Total	164	100,0	100,0	

CONTRACT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Official Contract	77	47,0	47,0	47,0
	Part-time Contract	87	53,0	53,0	100,0
	Total	164	100,0	100,0	

INCOME

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	From 11 to 15 million VND	14	8,5	8,5	8,5
	From 16 to 20 million VND	1	,6	,6	9,1
	From 5 to 10 million VND	89	54,3	54,3	63,4
	Over 20 million VND	4	2,4	2,4	65,9
	Under 5 milllion VND	56	34,1	34,1	100,0
	Total	164	100,0	100,0	

3. Reliability Analysis (Cronbach's Alpha)

JS

Reliability Statistics

Cronbach's Alpha	N of Items
,810	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	16,27	4,271	,586	,777
JS2	16,12	4,034	,575	,780
JS3	16,15	4,040	,607	,770
JS4	16,10	4,044	,579	,778
JS5	16,16	3,979	,639	,759

CD

Reliability Statistics

Cronbach's Alpha	N of Items
,870	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CD1	15,63	5,487	,726	,834
CD2	15,59	5,728	,695	,842
CD3	15,66	6,715	,635	,861
CD4	15,65	5,715	,736	,832
CD5	15,66	5,316	,718	,838

WE

Reliability Statistics

Cronbach's Alpha	N of Items
,836	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WE1	21,25	5,097	,553	,821
WE2	21,13	4,726	,623	,807
WE3	21,20	4,931	,617	,808
WE4	21,18	5,104	,558	,820
WE5	21,19	4,866	,626	,807
WE6	21,20	4,637	,686	,794

PS

Reliability Statistics

Cronbach's Alpha	N of Items
,816	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PS1	19,90	9,819	,701	,887
PS2	20,05	9,071	,769	,876
PS3	19,89	9,129	,720	,885
PS4	19,82	9,594	,724	,883
PS5	19,91	9,396	,727	,883
PS6	19,90	9,549	,737	,881

EE

Reliability Statistics

Cronbach's Alpha	N of Items
,816	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EE1	13,23	2,682	,654	,759
EE2	13,35	2,707	,625	,774
EE3	13,23	2,891	,593	,787
EE4	13,26	2,609	,671	,751

EL

Reliability Statistics

Cronbach's Alpha	N of Items
,817	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EL1	12,85	3,046	,669	,757
EL2	13,03	2,987	,600	,789
EL3	12,87	2,976	,628	,775
EL4	12,91	2,943	,660	,760

4. Exploratory Factor Analysis (EFA)

Exploratory Factor Analysis for Independent Factors

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,911
Bartlett's Test of Sphericity	Approx. Chi-Square	2230,174
	df	325
	Sig.	,000

Total Variance Explained

Compon ent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulativ e %	Total	% of Variance	Cumulativ e %	Total	% of Variance	Cumulativ e %
1	9,935	38,210	38,210	9,935	38,210	38,210	4,014	15,439	15,439
2	2,023	7,780	45,990	2,023	7,780	45,990	3,400	13,077	28,516
3	1,844	7,094	53,084	1,844	7,094	53,084	3,360	12,923	41,439
4	1,526	5,871	58,955	1,526	5,871	58,955	3,095	11,905	53,344
5	1,284	4,937	63,892	1,284	4,937	63,892	2,743	10,548	63,892
6	,817	3,141	67,033						
7	,733	2,819	69,852						
8	,693	2,664	72,515						
9	,675	2,596	75,111						
10	,617	2,374	77,485						
11	,581	2,235	79,720						
12	,551	2,118	81,838						
13	,532	2,047	83,884						
14	,488	1,876	85,760						
15	,474	1,822	87,582						
16	,407	1,565	89,148						
17	,380	1,463	90,611						
18	,360	1,383	91,994						
19	,349	1,341	93,335						
20	,323	1,242	94,577						
21	,284	1,091	95,668						
22	,260	1,001	96,669						
23	,246	,946	97,615						
24	,228	,876	98,491						
25	,209	,803	99,294						
26	,183	,706	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component
	1	2	3	4	5
PS2	,821				
PS4	,756				
PS1	,748				
PS3	,726				
PS6	,725				
PS5	,698				
CD4		,846			
CD1		,760			
CD2		,743			
CD5		,734			
CD3		,585			
WE6			,756		
WE3			,731		
WE5			,718		
WE2			,667		
WE4			,540		
WE1			,523		
JS1				,719	
JS5				,705	
JS4				,642	
JS2				,617	
JS3				,586	
EE4					,789
EE2					,747
EE3					,705
EE1					,635

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Exploratory Factor Analysis for Dependent Factors

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,793
Bartlett's Test of Sphericity	Approx. Chi-Square	218,105
	df	6
	Sig.	,000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,592	64,795	64,795	2,592	64,795	64,795
2	,553	13,832	78,627			
3	,483	12,064	90,691			
4	,372	9,309	100,000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
EL1	,828
EL4	,823
EL3	,795
EL2	,772

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

5. Correlations Pearson Analysis

Correlations

		F_EL	F_JS	F_CD	F_WE	F_PS	F_EE
F_EL	Pearson Correlation	1	,644**	,597**	,598**	,600**	,736**
	Sig. (2-tailed)		,000	,000	,000	,000	,000
	N	164	164	164	164	164	164
F_JS	Pearson Correlation	,644**	1	,543**	,541**	,540**	,574**
	Sig. (2-tailed)	,000		,000	,000	,000	,000
	N	164	164	164	164	164	164
F_CD	Pearson Correlation	,597**	,543**	1	,555**	,473**	,430**
	Sig. (2-tailed)	,000	,000		,000	,000	,000
	N	164	164	164	164	164	164
F_WE	Pearson Correlation	,598**	,541**	,555**	1	,547**	,463**
	Sig. (2-tailed)	,000	,000	,000		,000	,000
	N	164	164	164	164	164	164
F_PS	Pearson Correlation	,600**	,540**	,473**	,547**	1	,473**
	Sig. (2-tailed)	,000	,000	,000	,000		,000
	N	164	164	164	164	164	164
F_EE	Pearson Correlation	,736**	,574**	,430**	,463**	,473**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	164	164	164	164	164	164

**. Correlation is significant at the 0.01 level (2-tailed).

6. Regression analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,835[a]	,697	,687	,31291	2,072

a. Predictors: (Constant), F_EE, F_CD, F_PS, F_WE, F_JS

b. Dependent Variable: F_EL

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35,535	5	7,107	72,584	,000[b]
	Residual	15,471	158	,098		
	Total	51,006	163			

a. Dependent Variable: F_EL

b. Predictors: (Constant), F_EE, F_CD, F_PS, F_WE, F_JS

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	-,340	,265		-1,280	,202		
	F_JS	,148	,070	,130	2,111	,036	,505	1,980
	F_CD	,176	,054	,187	3,282	,001	,593	1,686
	F_WE	,168	,076	,130	2,204	,029	,549	1,822
	F_PS	,147	,053	,160	2,798	,006	,589	1,699
	F_EE	,466	,059	,445	7,969	,000	,615	1,626

a. Dependent Variable: F_EL

7. Independent Sample T-Test

Gender

Independent Samples Test

		Levene's Test for Equality of Variances F	Levene's Test for Equality of Variances Sig.	t-test for Equality of Means t	t-test for Equality of Means df	t-test for Equality of Means Sig. (2-tailed)	t-test for Equality of Means Mean Difference	t-test for Equality of Means Std. Error Difference	95% Confidence Interval of the Difference Lower	95% Confidence Interval of the Difference Upper
F_EL	Equal variances assumed	2,254	,135	-1,165	162	,246	-,10171	,08733	-,27416	,07073
	Equal variances not assumed			-1,175	158,030	,242	-,10171	,08659	-,27273	,06931

Contract

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
							Mean Differenc e	Std. Error Differenc e	95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)			Lower	Upper
A_EL	Equal variances assumed	,692	,407	3,153	162	,002	,26870	,08522	,10041	,43698
	Equal variances not assumed			3,113	146,244	,002	,26870	,08632	,09811	,43928

Group Statistics

	CONTRACT	N	Mean	Std. Deviation	Std. Error Mean
A_EL	Official Contract	87	4,4310	,48777	,05229
	Part-time Contract	77	4,1623	,60258	,06867