



# **The Effects of Customer Feedback on the Intrinsic Motivation of Employees within the Restaurant Industry.**

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Bachelor of Science

International Management

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## **Affidavit**

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

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## **Abstract**

This undergraduate paper investigates the correlation between customer feedback and the dimensions of intrinsic motivation, job satisfaction and employee loyalty within the restaurant industry. Furthermore, the objective of the study was to examine the impact of employee motivation and job tenure on the correlation between customer feedback and job satisfaction, as well as employee loyalty, in the setting of restaurant employees. This study employed a quantitative deductive approach and used a survey questionnaire to investigate the existence and strength of the aforementioned relationships. The findings support the existence of a positive correlation between constructive customer feedback and job satisfaction and employee loyalty, reinforcing current literature. Conversely, destructive feedback has an adverse impact on both. However, results demonstrated that job tenure and motivation do not moderate the relationships between customer feedback and job satisfaction, as well as employee loyalty, with the exception of motivation being externally regulated. Managerial implications suggest strategies such as implementing effective feedback systems, providing training programs and counseling services, recognizing, and incentivizing employees, and assessing job satisfaction regularly. The study acknowledges limitations in terms of industry specific focus and data availability, and future research is recommended to bridge these gaps and explore additional factors affecting the relationship between customer feedback, job satisfaction, and employee loyalty.

Keywords: Intrinsic motivation, extrinsic motivation, constructive customer feedback, destructive customer feedback, job satisfaction, employee loyalty, job tenure

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## **1 Introduction**

According to Kuhn, Benetti, Anjos and Limberger (2018), the restaurant industry is a vital component of the hospitality sector, serving to fulfill basic physiological requirements while also offering an opportunity for tourists to enjoy a unique dining experience. Consuming food helps travellers to engage with the local surroundings, society, and culture intimately, which improves their trip impression and overall wellbeing (Lund-Durlacher et al., 2016). Chou and their colleagues (2020) highlighted the significance of the skills of personnel in the workforce of the restaurant industry, asserting that it surpasses physical product quality as an essential component. The authors further contend that the optimal utilization of these skills offers a larger benefit in enhancing restaurants' overall performance and allows a greater experience of consuming food. It is important that this experience is catered by restaurant employees who are satisfied and have little to no intentions to quit their jobs, in order to ensure success for the restaurant (Alserhan, Al-Adamat A., Al-Adamat O., 2021). Yet despite this importance of experiencing food, there have been many studies and research that found that both job satisfaction (Bodescu, Robu, Jităreanu, Puiu, Gafencu, Lipşa, 2022; Hancer & George, 2003) and employee loyalty and retention (Perez & Mirabella, 2013; Smith, 2018) are extremely low with regard to employees in the restaurant industry. Employment satisfaction describes the overall disposition that a person develops toward their job (Meier & Spector, 2015). Employee loyalty is the belief in, relationship with, commitment to, participation in, and affinity with a company that an individual has in order to optimize that firm's performance (Guillon & Cezanne, 2014).



This has been shown by a number of studies to be the case everywhere across the world. For instance, the study on job satisfaction of restaurant employees in Romania conducted by Bodescu et al. (2022) found that on a scale of 100, the weighted average of job satisfaction resulted in a low 27.4. Another study conducted by Hancer & George (2003) found that at least half of their respondents indicated a low level of job satisfaction. A more recent study conducted by Romero, Rio and Casas-Rosal (2018) show that the assertion of low job satisfaction persists in the contemporary restaurant industry. Regarding employee loyalty and retention, Alserhan et al. (2021) express that it is essential for organizations to retain employee happiness to reduce their intent to leave and lower employee turnover. Staff loyalty also decreases the expense of staff turnover, leads to better performance, and produces high profits for the company (Ganesh, Arnold, & Reynolds, 2000). Both job satisfaction and employee loyalty are influenced by intrinsic and extrinsic factors and can be seen as elements of intrinsic motivation (Tausif, 2012; Bilal, Ahmad & Bibi, 2021). Intrinsic motivation is a complex phenomenon but can be simply referred to as being prompted by internal enjoyment rather than a subsequent reward (Ryan & Deci, 2000). There are multiple factors that can influence the intrinsic motivation of an individual. Arnold (1976) explains that feedback on performance has a great effect on intrinsic motivation with consideration of the procedures for providing feedback. These can be constructive, which is positive in nature, or destructive, which is negative in nature (Hamid & Mahmood, 2010). Receiving constructive feedback would increase a restaurant employee's intrinsic motivation, whereas receiving destructive feedback would decrease it. This is because both types of feedback impact an individual's level of competence, which ties directly into intrinsic motivation (Richards, 1990). There is a gap in research and knowledge, however, on whether

feedback that is provided by customers, be they constructive or destructive, have a significant relationship with these two intrinsic facets, in particular within the restaurant industry. For the purpose of this research paper, the focus is emphasized on the two facets of intrinsic motivation where job satisfaction (Tausif, 2012) and employee loyalty (Bilal et al., 2021) are concerned. Feedback can also be perceived differently based on the individual's job tenure, which is described as the length of time where the employee is in a singular job position (Ng & Feldman (2013). This perception is known as feedback orientation (London & Smither, 2002). Although there are current studies that reveal a strong correlation between feedback orientation and job tenure (Gregory & Levy, 2012), little is known about the effects of the latter on the former in the restaurant industry. This research paper also focuses on the interactive effects of propensity for either motivational inclination, contextually termed as intrinsically motivated and externally regulated, that could affect the relationship between the facets of intrinsic motivation and the feedback from customers.

The aim of this study is to determine the strength of the relationships between the independent variable, effect of customer feedback, and dependent variables, job satisfaction and employee loyalty. Simultaneously, this study attempts to determine how the degree of an employee's current motivation influences the relationship between customer feedback and the dependent variables. And lastly, this paper attempts to discover the relationship between an employee's job tenure and their perception of feedback. Therefore, the following research questions were developed.

1. How does employee motivation influence the relationship between customer feedback and job satisfaction?

2. How does employee motivation influence the relationship between customer feedback and employee loyalty?
3. How does job tenure affect the perception of customer feedback on restaurant employees?
4. What influence do constructive and destructive feedback from customers have on the job satisfaction of restaurant employees?
5. What influence do constructive and destructive feedback from customers have on the employee loyalty of restaurant employees?

## **2 Literature Review**

With the research questions in mind, the following literature review discusses and elaborates on the relevant constructs regarding motivations, job tenure and its influence on the orientation of feedback, customer feedback and their effects on job satisfaction and employee loyalty based on the motivation of restaurant employees.

### **2.1 Motivation**

The psychological concept of motivation, which was developed to reflect the process through which individuals and communities decide to engage in a certain behavior, has a long history across all societies (McInerney, 2019). Motivation is derived from the combination of conscious and unconscious elements, such as the magnitude of demand or want, the significance of the objective as an inducement or payoff, and the person's and their peers' expectations (Ganta, 2014). Every facet of daily life, including the work environment (Vo et al., 2022), is influenced by motivation (Sundberg, 2013). It influences how individuals behave, motivating them to take action in support

of their ambitions and goals. Employee engagement (Almawali et al., 2021), job satisfaction (Catharina & Victoria, 2015), and performance (Paais & Pattiruhu, 2020) are all strongly influenced by motivation in the workplace. Employees that are highly motivated frequently exhibit more productivity, creativity, and dedication to their jobs, whereas those who lack motivation may find it difficult to live up to demands or continue to be involved in their positions. In order to create a pleasant workplace climate and achieve organizational success, motivation must be understood and fostered (Vo et al., 2022). The two fundamental types of motivation are coined intrinsic and extrinsic motivation (Legault, 2016).

### **2.1.1 Definitions of Extrinsic and Intrinsic Motivation**

Extrinsic motivation is a type of motivation that involves actions or behavior to achieve a distinct goal independent from one's inherent desires (Ryan & Deci, 1985). This entails that an individual is prompted to carry out a specific activity or task because they will either earn some kind of exogenous gain or avoid receiving a repercussion, rather than because they find it to be constitutionally intriguing or pleasurable (Ryan & Deci, 1985). Intrinsic motivation is the behavior of engaging in an undertaking for its own internal enjoyment rather than solely for a secondary benefit or external factor. When an individual is intrinsically driven, they are inspired to engage by the enjoyment or struggle involved as opposed to external demands or incentives (Ryan & Deci, 2000). Actions driven by intrinsic motivation are not dependent on any results that are independent of the behavior itself. Instead, the intended process of performing an action and the outcome are of equal importance (Legault, 2016).

### **2.1.2 Theories Surrounding Extrinsic and Intrinsic Motivation**

B.F. Skinner (1953) laid out one of the early ideas of extrinsic motivation, contending that actions are influenced by the results they produce. Based on Skinner's 'operant theory', positive affirmation, such as gifts or commend, can make an act more likely to be reiterated, whereas negative affirmation, such as reprimand or condemnation, can make a behaviour less likely to be repeated. Another pivotal psychologist, C. L. Hull (1943;1952), theorised the drive-theory, which posits that people feel compelled to indulge in actions that mitigate physiological imbalances, commonly referred to as "drives," within their bodies. An individual experiencing hunger would be driven to increase food consumption as a means of reducing their hunger drive, just as an individual feeling lust would seek out a partner. The theory suggests that individuals experience a perpetual state of tension, that they attempt to relieve by practicing behaviours that fulfil their physiological requirements. Contemporary theories regarding motivation have broadened their scope beyond physiological elements posited by preceding theories, such as the aforementioned theory, towards theories more akin to Skinner's. Contemporary research in the field of psychology and motivation places greater emphasis on the examination of cognitive and social determinants that impact human extrinsic and intrinsic motivation, such as the Self-Determination theory (SDT) developed by psychologists Richard Ryan and Edward Deci (1985).

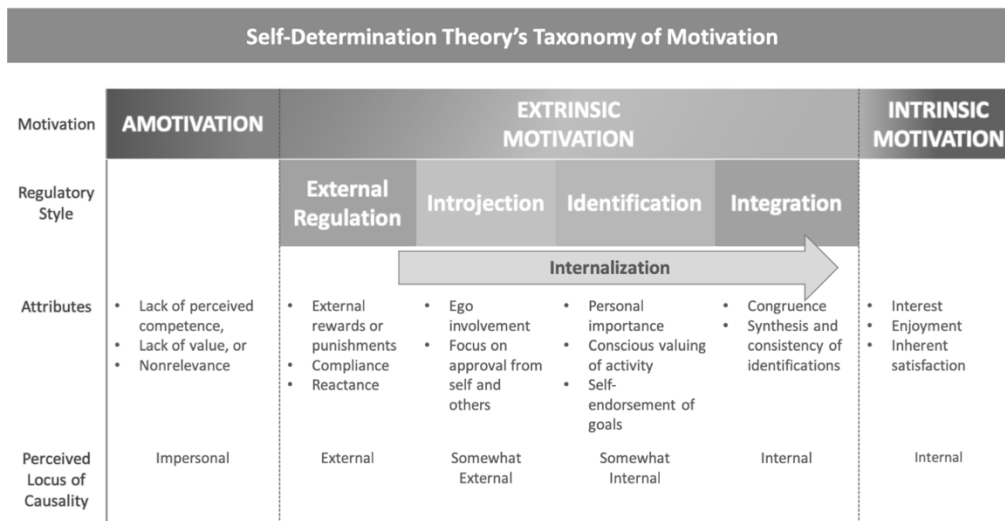


Figure 1: The Self-Determination Theory

retrieved from “Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions” by Ryan and Deci (2020).

Figure 1 is an illustration of the SDT as seen in the work of Ryan and Deci (2020). The SDT is a theoretical paradigm in psychology that elucidates the impact of environmental and cognitive factors on the persons intrinsic and extrinsic motivation, positing that the fundamental drivers of human motivation and overall wellness are rooted in three psychological needs, namely relatedness, autonomy and competence. The concept of relatedness pertains to the human desire for interpersonal connections, a sense of belongingness, and significant social engagements. Autonomy pertains to the necessity of attaining a perception of volition and dominance over one's conduct and surroundings. Competence pertains to the necessity of experiencing a sense of efficacy and proficiency in one's endeavors and undertakings. Ryan and Deci (1985) explain that the nature of a person's motivation is contingent upon the degree to which their three psychological needs are satisfied or disrupted. The theory categorizes an individual's motivation as intrinsic/extrinsic motivation and amotivation, which is defined

as a state of being devoid of motivation and exhibiting feelings of helplessness or disinterest towards the task at hand. The theory suggests the existence of varying degrees of self-determination, which can be classified into distinct levels. The highest stage of self-determination is characterized by integrated regulation, wherein an individual wholeheartedly adopts and incorporates a conduct into their beliefs and identity. The second tier of self-determination theory is recognized as identified regulation, wherein an individual acknowledges and assimilates the significance of a particular behavior, notwithstanding the absence of inherent enjoyment. The subsequent stage is characterized as introjected regulation, whereby an individual partakes in a particular behavior with the purpose of evading feelings of culpability or acquiring endorsement from others. Finally, external regulation represents the lowest level of self-determination, whereby an individual's actions are regulated by external factors, such as incentives or penalties. This research paper uses external regulation as a measurement item to provide a level of inclination towards extrinsic motivation in participants, thus external regulation will be further elaborated. Other noteworthy theories that provide more insight into motivation are Equity theory (Adams, 1963) Goal-Setting theory (Locke & Latham, 1990) and the Expectancy theory (Vroom, 1964). The Equity theory proposes that individuals are inclined to be driven when they view that the rewards they receive are commensurate with or exceed the efforts they contributed, relative to their peers i.e., individuals exhibit motivation when they perceive equitable treatment. Goal-Setting theory claims that individuals are incentivized by objectives that are both demanding and distinctive in nature. The establishment of goals can furnish people an awareness of direction and intentionality, and advancement towards these objectives has the potential to amplify motivation and involvement. The Expectancy theory posits that individuals are inclined to

experience motivation when they hold the belief that their endeavors will culminate in successful performance, and that such successful performance will be acknowledged and rewarded.

### **2.1.3 Empirical Studies on the Effects of Motivation**

Various research have explored the impact of external motivation on outcomes across diverse fields, including athletics, education, and work. Deci, Koestner, and Ryan (1999) conducted a study which revealed that providing financial incentives for task engagement can have a negative impact on intrinsic motivation and ingenuity, particularly in situations where the task is intricate and necessitates innovative problem-solving elements. In a comparable direction, Eisenberger, Pierce, and Cameron (1999) discovered that workers who were given money in exchange for their efforts indicated a decreased degree of satisfaction with their job and intrinsic motivation in comparison to workers who received non-monetary rewards like social status or professional development opportunities.

In reference to the SDT framework, there have been various results on external regulation. According to research conducted by Vallerand and Reid (1984), the provision of external regulation can have a detrimental effect on intrinsic motivation. The study revealed that individuals who received extrinsic rewards for participating in a task were less inclined to stay involved in the activity after the incentive was eliminated, as opposed to those who did not receive any sort of incentive. To similar effect, Deci et al. (1999) indicated that individuals who were subject to external regulation in performing a task, such as preparing for a test, were more prone to experiencing adverse effects and decreased productivity as opposed to those who felt intrinsically driven by the task. Conversely, extant research has indicated that extrinsic incentives may yield a



favourable impact on both motivation and performance under specific circumstances. Hulleman and Harackiewicz (2009) conducted research which revealed that presenting students with a justification for the significance of a given task, in conjunction with an external incentive, has the potential to enhance their engagement and inherent drive to complete the task.

The effects of intrinsic motivation were also studied intricately by Ryan and Deci (1985). Their studies revealed that athletes who were intrinsically motivated by their passion for the sport and personal aspirations exhibited superior performance compared to those who were extrinsically motivated by external incentives, such as monetary compensation or commendation. Comparably, Csikszentmihalyi (1990) discovered that people who had an intrinsic desire to participate in creative endeavours, such as writing or artistic expression, were more prone to experiencing "flow," a state of intensified concentration and pleasure, compared to those who were motivated by extrinsic incentives. In an adverse effect, Gagne and Deci (2005) explained that intrinsic motivation can have the opposite outcome on performance in certain situations, such as when students who exhibited intrinsic motivation towards learning a foreign language were more vulnerable to withdrawing from the course, in contrast to those who were driven by extrinsic factors such as the anticipation of positive grades or potential career prospects. Intrinsic and extrinsic motivation are closely associated and can possibly blend in the factors that lead to each based on individual levels of motivation, therefore extrinsic could possibly influence intrinsic motivation and vice versa (Amabile et al., 1994). However, a study conducted by Putra, Cho and Liu (2017), concluded that the involvement of extrinsic motivation did not diminish the level of intrinsic motivation and thus, acts independently in affecting behaviors. Nevertheless, with these contrasting results in the effects of intrinsic and

extrinsic motivation, it is imperative to take context and individualism into consideration.

#### **2.1.4 Motivation in the Workplace and Restaurant Industry**

Intrinsic and extrinsic motivation are pivotal in shaping employee behavior and performance in the workplace (Gagne & Deci, 2005). Within the workplace, equilibrium in intrinsic and extrinsic motivation has the potential to influence the level of satisfaction with work and productivity of employees. According to Amabile, DeJong, and Lepper's (1976) research conducted, maintaining the equilibrium between the two types of motivations can result in increased levels of job satisfaction and performance. Regarding the effects of extrinsic motivation independent from intrinsic motivation, Stajkovic and Luthans (2003) conducted a study that also demonstrated the efficacy of financial incentives in enhancing employee performance in situations where the assignment is uncomplicated and monotonous, and the incentive is closely linked to the assignment's performance. With respect to intrinsic motivation, employee sentiments including performance (Qaiser Danish et al., 2015), work interaction (Victor & Hoole, 2017) and employee satisfaction (Tausif, 2012) are all positively impacted by internal incentives related to intrinsic motivation. Additionally, the findings of the research carried out by Bilal, Ahmad and Bibi (2021) supported the existence of a favorable and substantial link between intrinsic motivations and restaurant workers' loyalty, thus revealing employee loyalty as a facet of intrinsic motivation.

This research paper will focus on the facets of intrinsic motivation and narrows down the attitudes of intrinsic motivation to job satisfaction and employee loyalty as measurable items that are potentially influenced by customer feedback, however will consider the propensity for both intrinsic motivation

and external regulation as interactive effects of the relationships between predictors and dependent variables.

## **2.2 Customer Feedback**

Feedback is details about one's competence or comprehension given by an individual that has reviewed the efforts of the receiving individual (Hattie & Timperley, 2007), and feedback involving customer interaction regarding goods or services is known as customer feedback (Erickson & Eckrich, 2001). Feedback procedures can be either constructive (positive) or destructive (negative) (Hamid & Mahmood, 2010). Sampson (1996) asserts that customer opinions may be requested or unprompted and companies promote invited input by using instruments like focus groups and questionnaires that ask for consumers' opinions. Unwanted customer feedback, on the other hand, is dependent on the consumer's own motivations and willingness to share their impressions.

### **2.2.1 Constructive and Destructive Feedback**

Positive criticism that is provided to people in order to assist them to find resolutions to potential points of deficiency is known as constructive feedback. Thus, it has genuine motives and serves as a helpful communication method to tackle certain difficulties or complaints (Omer & Abdularhim, 2017). Constructive criticism could be applied as a technique for elevated and consisted training, in addition to being beneficial for the individual's personal development when there is a discrepancy between their current and expected output (Hamid & Mahmood, 2010). Negative feedback that is disrespectful in

tone and subject, which occurs when behavioral feedback and relational abuse are combined, is known as destructive feedback (Raver et al., 2012).

Directly opposed to destructive feedback, constructive feedback has the capability to transform criticism into outputs and actions regarded positive. It enables solving of issues without antagonizing the receiving individual, shifts attitudes into the position of optimism, endorses and incentivizes progress, implies remedial action, and offers valuable input and direction based on logic (Hamid & Mahmood, 2010). Baron (1988) established a distinction amongst constructive and destructive criticism, that explains constructive criticism is particular, courteous, and links lacking productivity to exogenous variables, such as uncontrollable situational factors. Constructive criticism also accredits successful output to the individual and is attributed to internal variables, such as the receiver's endeavor and aptitude. Oppositely, destructive feedback could include warnings, general remarks about performance with an impolite tone while blaming bad performance on the individual's internal variables. According to Baron (1988), in multiple study investigations, individuals who received negative feedback had worse self-efficacy on following deliverables than those who received positive feedback. Individuals who received destructive feedback also stated that it made them feel more irate and tense, expressing that they may approach future conflicts with the provider of the criticism differently by choosing defiance and aversion over cooperation and accommodation. Furthermore, the research revealed that individuals thought that negative criticism was a bigger contributor of friction than other issues like rivalry or disagreements over sovereignty.

### **2.2.2 Effects of Feedback on Intrinsic Motivation**

Feedback serves as a tool for enhancing employee engagement, personal growth, and development, where positive feedback acknowledges and reinforces desired behaviors, while constructive feedback provides suggestions for improvement (Gnepp, 2020). Receiving constructive feedback, which is positive in nature, would increase a restaurant employee's degree of intrinsic motivation and receiving destructive feedback, which is negative in nature, would decrease it, because both types of feedback impact an individual's level of competence, which ties directly into intrinsic motivation (Richards, 1990). This is presented in a study conducted by Burgers, Eden, van Engelenburg and Buningh (2015), which studied the effects of feedback in games with the intent to train the brain. Albeit different research fields, the underlying notion of the findings can be accepted. Burgers et al. (2015) found that an individual's perceived competence increases through positive feedback and thus, increase intrinsic motivation. A study conducted by Fong, Patall, Vasquez and Stautberg (2019) found that negative feedback, lessened intrinsic motivation. Although these findings are conclusive in their respective fields, evidence of the effects of feedback on intrinsic motivation are unclear in the restaurant industry. Another study conducted by (Ling & Soon, 2019) demonstrated that there is a significant positive relationship between constructive feedback, among multiple elements of feedback, and intrinsic motivation, further enforcing the importance of feedback on intrinsic motivations.

Having reviewed feedback in conjunction with motivation, the following hypotheses were developed to test the relationships between an individual's level of intrinsic and extrinsic motivation and the influence that customer feedback bears on the facets of intrinsic motivation, job satisfaction and employee loyalty, of restaurant employees. The purpose is to reveal if the

determined degree of motivation moderates the relationship between the variables customer feedback and job satisfaction as well as customer feedback and employee loyalty.

H1a: There is a significant relationship between a restaurant employee's degree of motivation and the influence of constructive customer feedback on job satisfaction.

H1b: There is a significant relationship between a restaurant employee's degree of motivation and the influence of destructive customer feedback on job satisfaction.

H2a: There is a significant relationship between a restaurant employee's degree of motivation and the influence of constructive customer feedback on employee loyalty.

H2b: There is a significant relationship between a restaurant employee's degree of motivation and the influence of destructive customer feedback on employee loyalty.

### **2.2.3 Feedback Orientation and Job Tenure**

Feedback orientation is a construct that pertains to an individual's general inclination towards receiving feedback. This encompasses their level of willingness with receiving feedback, inclination to actively seek and thoughtfully process feedback, and probability of utilizing feedback to facilitate behavioral and performance enhancements (London & Smither, 2002). It is considered a crucial component for effective management of customer feedback within the restaurant industry (Paswan et al., 2005). Employees who possess a lower desire towards seeking feedback may exhibit negative emotions towards it and may even exhibit a tendency to disregard it (Paswan

et al., 2005). However, this can be tackled or alleviated if the context of feedback were to be provided and improved according to a study by Dahling, Chau and O'Malley (2012). Dahling et al. (2012) also found that a higher orientation towards feedback has a significant impact on the performance quality of employees and the performance management process in whole. The research findings indicate that employees who demonstrate openness to feedback are more inclined to utilize such feedback to enhance the quality of output.

Another important factor to consider when discussing feedback is an employee's job tenure. Job tenure is characterized as the length of time in a singular position (Ng & Feldman (2013). Although existing literature on job design posits that with a higher employment longevity employees tend to experience a decline in motivation and a rise in boredom while on the job (Ng & Feldman (2013), literature on job tenure and feedback orientation present a strong correlation between the two and suggest they are major factors in employee performance improvement (Gregory & Levy, 2012; Rasheed et al., 2015), as the aforementioned studies also claim. There is, however, a gap in research whether the job tenure of restaurant employees would affect the perception of feedback from customers.

Having considered job tenure and feedback orientation, the following hypotheses were developed to determine if job tenure has an effect on the customer feedback perceived by restaurant employees. The purpose is to reveal if job tenure moderates the relationship between the variables customer feedback and job satisfaction as well as customer feedback and employee loyalty for employees within the restaurant industry.

H3a: There is a significant relationship between a restaurant employee's job tenure and the orientation of constructive customer feedback on job satisfaction.

H3b: There is a significant relationship between a restaurant employee's job tenure and the orientation of destructive customer feedback on job satisfaction.

H3c: There is a significant relationship between a restaurant employee's job tenure and the orientation of constructive customer feedback on employee loyalty.

H3d: There is a significant relationship between a restaurant employee's job tenure and the orientation of destructive feedback on employee loyalty.

### **2.3 Job Satisfaction**

Job satisfaction is the overarching opinion an individual has of their employment, referring to the overall contentment and positive emotional state experienced by employees. It entails how a person feels about their work, and therefore includes emotions, thoughts, and behavioral patterns (Meier & Spector, 2015). According to Mira, Choong and Thim (2019), having employees who are satisfied with their jobs is a crucial precondition for companies, where good human resource management procedures are essential to building positive relationships between the organization and its staff. This is because a variety of employee views related to job satisfaction have a great influence on the manner in which they act and behave at work, which in turn affects how committed they are to their jobs. Companies may encourage workers to do their best work by guaranteeing high levels of job satisfaction, which will push them towards achieving the company's goals



(Mira et al., 2019). Within the restaurant industry, Hancer and George (2003) found in their study that at least 50% of their respondents expressed low job satisfaction as restaurant employees of non-management positions, where age, gender, job role and tenure played a role in the level of job satisfaction. Similarly, a more current study conducted by Romero et al. (2018) found that, with respect to the traits identified within the restaurant industry, the degree of job satisfaction with their working circumstances is much lower in the restaurant industry compared to other EU industries.

### **2.3.1 Job satisfaction and Motivation**

The Two-Factor Theory or Motivation-Hygiene Theory, commonly referred to as Herzberg's theory of job satisfaction, was introduced by Herzberg, Mausner and Synderman during the 1950s (1959). Herzberg et al. posit that there exist two distinct categories of factors, hygiene and motivational, that have an impact on job satisfaction and dissatisfaction within the work environment. Hygiene factors are related to the work environment and are considered extrinsic to the actual job itself. They include aspects such as workplace regulations, management, salary, peers, working environment, and job security. While their existence alone does not guarantee work satisfaction, when these elements are present and sufficient, they help to avoid job dissatisfaction. Motivational factors are inherent to the job and are closely tied to the work itself. They consist of accomplishment, acclaim, the occupation itself, accountability, chances for development, and progress. Job satisfaction, motivation, and greater degrees of performance are all linked to motivational factors. They include the inherently satisfying benefits and feelings of pleasure that people get from their employment (Herzberg et al., 1959).

### **2.3.2 The Effects of Feedback on Job Satisfaction**

Constructive feedback is an essential factor when it comes to job satisfaction. This is evident through the study conducted by (Putra et al., 2017), which discovered that intrinsic motivation, paired with constructive feedback, contributed a great amount when considering the engagement of an employee and thus, job satisfaction. Kumari (2011) also found that as a facet of working conditions, among other factors, constructive feedback should be given and taken to achieve job satisfaction within employees. Due to the fact that constructive feedback can be perceived to possess a minor role when considering job satisfaction in totality as apparent in Kumari's (2011) study, Ledimo (2016) argues against this notion by stating that constructive feedback is necessary for job satisfaction. This argument however, stems from research that measured constructive feedback from employers, which could be perceived differently by employees as opposed to feedback received from customers. Tsai (2018) concluded that there are relations between positive customer feedback and job satisfaction within the hospitality industry, however more so from managers. There is a gap in information on the effects of feedback on job satisfaction within the parameters of the restaurant industry.

Having considered job satisfaction and customer feedback, the following hypotheses were developed to determine if constructive and destructive customer feedback affect job satisfaction. The purpose is to reveal if customer feedback should be taken into consideration if there is a need or desire to increase job satisfaction for employees within the restaurant industry.

H4a: There is a significant positive relationship between constructive customer feedback and a restaurant employee's job satisfaction.

H4b: There is a significant negative relationship between destructive customer feedback and a restaurant employee's job satisfaction.

## **2.4 Employee Loyalty**

Employee loyalty refers to an individual's confidence in, association with, dedication to, collaboration in, and affiliation to a company in order to maximize its function (Guillon & Cezanne, 2014). Allen and Meyer (1990) describe employee loyalty as an affective commitment, which refers to a worker's intention to maintain a relationship with a particular company because they appreciate the relationship, away from its practical value, along with perceiving a feeling of devotion and affiliation. Employee loyalty is an important consideration for firms (Vinerean, 2015) because it may increase an organization's performance in a number of ways, such as by generally improving a firm's ability to operate efficiently, decreasing personnel resignation rates, raising retained earnings, and establishing trustworthiness (Guillon & Cezanne, 2014). According to Reichheld's (2006) research, a number of variables, including perks and salary, the environment of the workplace, satisfaction of the job, and customers, could have an impact on a person's loyalty if they intend to remain with a company for the duration of minimum two years. Employers must prioritize employee loyalty since high employee turnover costs might be prohibitive. It is important to note that albeit customer feedback is the chosen variable to determine the degree of employee loyalty, the other external variables mentioned in Reichheld's study should not be ignored when considering the effect on employee loyalty in its entirety.

#### **2.4.1 Employee Loyalty and Motivation**

Employee loyalty and motivation are two crucial factors that significantly impact the success and productivity of organizations (Angayarkanni & Shbana, 2020). Several studies have explored the relationship between employee loyalty and motivation. One such study conducted by Meyer and Allen (1997) proposed the Three-Component Model of Commitment, which consists of affective, continuance, and normative commitment. Affective commitment pertains to the emotional bond that an employee has with the organization, whereas continuance commitment is concerned with the perceived expenses linked with separating from the organization. Normative commitment refers to the sense of duty or responsibility that an individual feels towards staying with an organization, which is driven by moral or ethical considerations. These commitments have been found to affect loyalty and job satisfaction positively. The aforementioned Goal-Setting Theory by Locke and Latham (1990) is inclusive of employee loyalty, in that it emphasizes the role of challenging goals in enhancing employee motivation and loyalty, positing that when employees have clear objectives and receive feedback on their progress, they experience a higher level of motivation and are more likely to remain loyal to the organization.

#### **2.4.2 The Influence of Job Satisfaction on Employee**

Research conducted by Meyer, Stanley, Herscovitch, and Topolnytsky (2002) investigated the relationship between job satisfaction and employee loyalty and identified a strong positive correlation between the two variables, indicating that satisfied employees are more likely to remain loyal, or affectively committed, to their organization. In addition, Judge, Thoresen,

Bono, and Patton (2001) conducted a review to investigate the influence of job satisfaction on diverse work-related consequences. The results of the study revealed that employees who reported being satisfied with their job demonstrated elevated levels of motivation, engagement, and loyalty. Greater levels of job satisfaction exerted a favorable impact on the employees' job and organizational perceptions, thereby resulting in additional commitment and diminished turnover intentions. The level of job satisfaction plays a crucial role in shaping employee loyalty by strengthening their dedication and decreasing their inclination to leave the organization. Comprehending and cultivating these elements are imperative for enterprises to cultivate a committed and driven staff (Trimble, 2006).

Having considered employee loyalty and customer feedback, the following hypotheses were developed to determine if constructive and destructive customer feedback affect employee loyalty. The purpose is to reveal if customer feedback should be taken into consideration if there is a need or desire to increase employee loyalty and reduce turnover amongst employees within the restaurant industry.

H5a: There is a significant positive relationship between constructive customer feedback and a restaurant employee's loyalty.

H5b: There is a significant negative relationship between destructive customer feedback and a restaurant employee's loyalty.

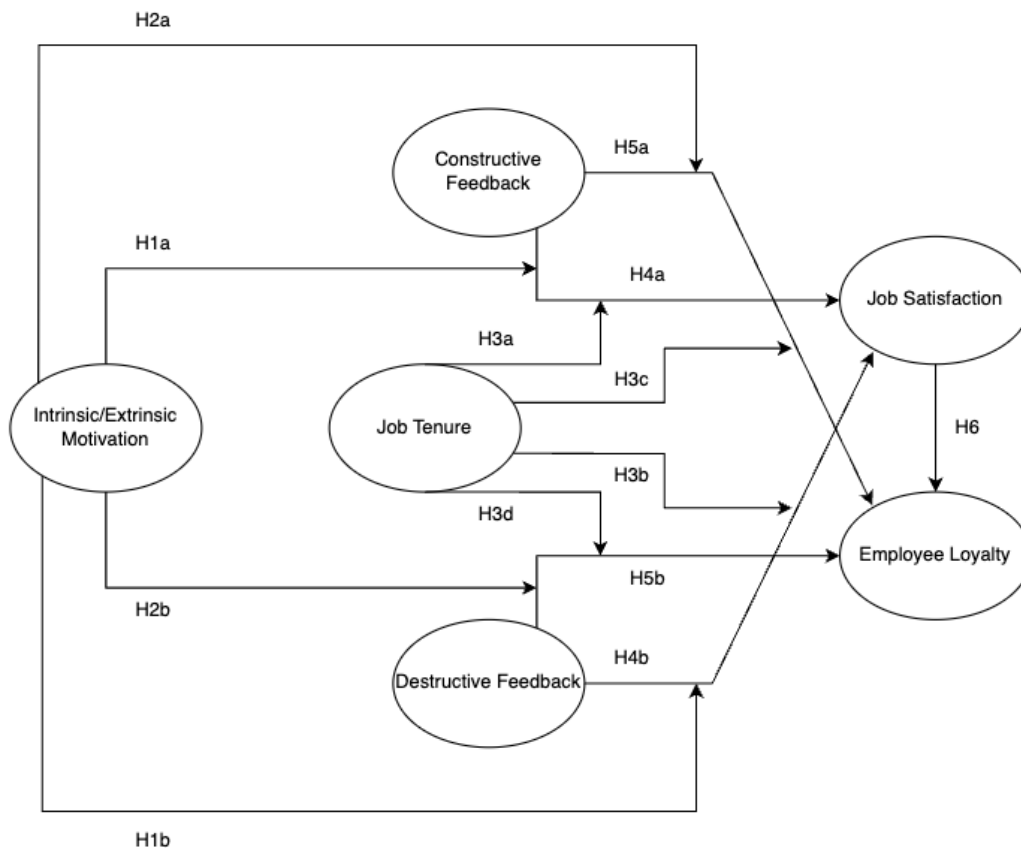
The following hypothesis was developed to reveal if there is a relationship between a restaurant employee's job satisfaction and their loyalty.

Determining the correlation between the two will help clarify the approach of decision making to increase either.

H6: There is a significant positive relationship between a restaurant employee's job satisfaction and employee loyalty.

## 2.5 Research Model and Hypotheses

To visualize the hypotheses and how the variables interrelate, the following research model was created.



*Figure 2 Research model of motivation, feedback and job tenure constructs and their related hypotheses.*

The hypotheses summarized are as follows:

H1a: There is a significant relationship between a restaurant employee's degree of motivation and the influence of constructive customer feedback on job satisfaction.

H1b: There is a significant relationship between a restaurant employee's degree of motivation and the influence of destructive customer feedback on job satisfaction.

H2a: There is a significant relationship between a restaurant employee's degree of motivation and the influence of constructive customer feedback on employee loyalty.

H2b: There is a significant relationship between a restaurant employee's degree of motivation and the influence of destructive customer feedback on employee loyalty.

H3a: There is a significant relationship between a restaurant employee's job tenure and the orientation of constructive customer feedback on job satisfaction.

H3b: There is a significant relationship between a restaurant employee's job tenure and the orientation of destructive customer feedback on job satisfaction.

H3c: There is a significant relationship between a restaurant employee's job tenure and the orientation of constructive customer feedback on employee loyalty.

H3d: There is a significant relationship between a restaurant employee's job tenure and the orientation of destructive feedback on employee loyalty.

H4a: There is a significant positive relationship between constructive customer feedback and a restaurant employee's job satisfaction.

H4b: There is a significant negative relationship between destructive customer feedback and a restaurant employee's job satisfaction.

H5a: There is a significant positive relationship between constructive customer feedback and a restaurant employee's loyalty.

H5b: There is a significant negative relationship between destructive customer feedback and a restaurant employee's loyalty.

H6: There is a significant positive relationship between a restaurant employee's job satisfaction and employee loyalty.

### **3 Methodology**

In order to advance the understanding of the impact of customer feedback on intrinsic motivation, an empirical investigation is conducted to test and subsequently validate or refute the hypotheses outlined in the literature review. Hence, it is imperative to define the boundaries of the study, encompassing the determination of the number of respondents, the methodology and design to be utilized, research constraints, and ethical issues to be addressed. Subsequently, the information will be collected and assessed as an integral component of the process.

#### **3.1 Study design**

As the aim of this research paper is to uncover the relationships between the independent variable, effect of customer reviews, and dependent variables,



job satisfaction and employee loyalty, a quantitative and explanatory research approach will be applied to provide results for such. This entails a deductive approach to data collection and hypothesis testing, which allows for generalizations and conclusion drawing of the population through the data collected. A quantitative approach additionally supports the use of comprehensive statistical analysis to investigate the link between quantifiable factors (Creswell, 2014). Understanding cause - effect between predictor and independent variables and employing explanatory methodological approaches are essential for research. This facilitates the forecast of the results that will be mirrored in a shift in the significance of a dependent variable if a related independent variable is changed (Gabor, 2010).

### **3.2 Data Collection**

Convenience sampling, a non-probability sampling method commonly employed in research studies, was used to reach and obtain respondents to participate in the survey. As per Etikan's (2016) analysis, convenience sampling refers to the process of opting for study participants or respondents depending on their facile availability and accessibility to the researcher, thus the selection of participants is based on convenience rather than a random or systematic approach. Convenience sampling is a frequently utilized method by researchers when there are time constraints, budgetary limitations, or restricted access to the target population (Etikan, 2016). Convenience sampling, however, makes it difficult for researchers to generalize their results to a wider population. The generalizability of the findings is limited to the study respondents, thereby posing challenges in drawing conclusive or inferential statements about the broader target population (Stratton, 2021). Convenience

sampling may also introduce different types of bias

into the study. Since the selection of participants is based on their availability or accessibility, the result may lead to a sample that is not accurately representative. The phenomenon of motivation bias can potentially impact participation rates, as individuals who possess particular interests or viewpoints may exhibit a greater propensity to engage (Stratton, 2021).

The target population of this study consists exclusively of presently employed individuals within the restaurant industry, who have the ability to interpret and comprehend written materials of the English language. To gather primary data an online survey using a questionnaire developed via a survey platform known as ScoSci will be carried out to ascertain the extent to which motivation influences feedback, job tenure impacts feedback orientation, and customer feedback affect staff loyalty and work satisfaction. The online survey will open with an introduction paragraph that states that the survey's aim is to collect pertinent information for the bachelor thesis and that this information would solely be used for academic purposes whilst remaining strictly anonymous. Participants will then have the option to consent to survey questioning. If the participant does not give consent, they will be sent to the end page. After giving consent, the participant will answer the screening question to determine if they currently work in the restaurant industry. Should the participant answer "no" or "I prefer not to answer." to the screening question, they will be led to the end page. If the participant answers "yes" to the screening question, the questionnaire will proceed with the items mentioned in table 1 and will be answered through the corresponding scales and options. At the end, the participant will be asked to answer demographic questions, after which they will proceed to the end page to thank the participant for participating in the survey.

The primary demographic and sampling frame for this study are current restaurant employees, with a sample size of n=95. The dissemination of the questionnaire was performed through social media platforms Reddit, Instagram, and Facebook on April 16<sup>th</sup>, 2023. The questionnaire was uploaded onto subreddits, subforums for specific topics, namely 'r/SurveyExchange', 'r/takemysurvey' and 'r/SurveyCircle' periodically every three days for consistent exposure of the survey.

### **3.3 Measures**

Multiple scale measures will be used to measure the items in the survey. A five-point Likert scale with the options "strongly disagree," "disagree," "neither agree nor disagree," "agree," and "strongly agree" each represented by a number from 1 to 5 respectively will be used by survey respondents to convey their expressions on intrinsic motivation, job satisfaction and employee loyalty. A frequency scale with the options "never," "rarely," "sometimes," "often," and "almost always" each represented by a number from 1 to 5 respectively will be used to measure how often a respondent has experienced positive as well as negative oral and written feedback. Additionally, an extra option, "n/a" and "I prefer not to answer." will be included in the questionnaire for all items related to constructs and demographic/screening questions respectively, to minimize bias if a respondent chooses not to relate to the construct, does not feel comfortable answering the question, or thought it was altogether unimportant or irrelevant. The assessment on an ordinal scale is made possible by the application of Likert and frequency scales. Each question, with the exception of the item concerning customer feedback, was chosen and taken via peer-reviewed academic publications, which are included in table 1, to verify the legitimacy of the survey questions. Response options for customer

feedback were created by the researcher with the approval of the thesis supervisor.

The screening question provided options of 'yes' and 'no'. Demographic questions for gender and location were labelled nominally. The demographic question for age was labelled with age ranges.

The survey questionnaire in its entirety and presented form can be viewed under the appendix.

**Table 1: Constructs and Questionnaire Items**

Constructs, prompts and measurements	Survey Items	Sources
<p><b>Job Tenure</b></p> <p><i>“How long have you worked in the restaurant industry?”</i></p> <p>Measured with six-point ranged frequency scale:</p>	<ol style="list-style-type: none"> <li>1. Less than 3 months</li> <li>2. 3 months to less than 1 year</li> <li>3. 1-2 years</li> <li>4. 2-5 years</li> <li>5. 5-10 years</li> <li>6. 10 years or more</li> <li>7. I prefer not to answer.</li> </ol>	<p>Hancer &amp; George (2003)</p>
<p><b>Intrinsic Motivation</b></p> <p><i>“Using the scale below, please indicate how much you agree with the following statements as to why you are currently working for your restaurant:</i></p> <p><i>I am currently working for my restaurant...”</i></p> <p>Measured with five-point Likert scale:</p> <ol style="list-style-type: none"> <li>1. Strongly disagree</li> <li>2. Disagree</li> <li>3. Neither agree nor disagree</li> <li>4. Agree</li> <li>5. Strongly agree</li> <li>6. n/a</li> </ol>	<p>Because I derive much pleasure from learning new things.</p> <hr/> <p>For the satisfaction I experience from taking on interesting challenges.</p> <hr/> <p>For the satisfaction I experience when I am successful at doing difficult tasks.</p>	<p>Tremblay et al. (2009)</p>
<p><b>External Regulation</b></p> <p><i>“Using the scale below, please indicate how much you agree with the following statements as to why you</i></p>	<p>For the income it provides me.</p>	

<p>are currently working for your restaurant:</p> <p><i>I am currently working for my restaurant..."</i></p> <p>Measured with five-point Likert scale:</p> <p>7. Strongly disagree 8. Disagree 9. Neither agree nor disagree 10. Agree 11. Strongly agree 12. n/a</p>	<p>Because it allows me to earn money.</p>	
<p><b>Customer Feedback</b></p> <p><i>"Constructive feedback is a response given with the purpose of helping you improve your performance by recognising your strengths and weaknesses.</i></p> <p><i>Destructive feedback is a response given with the purpose of insulting or embarrassing you.</i></p> <p><i>Using the scale below, please indicate how frequently you receive the following types of feedback from customers on your current job:"</i></p> <p>Measured with five-point frequency scale:</p> <p>1. Never 2. Rarely 3. Sometimes 4. Often 5. Almost always 6. n/a</p>	<p>Constructive face to face feedback.</p>	<p>Self-made</p>
<p>Constructive written feedback. (This can be online and offline)</p>		
<p>Destructive face to face feedback.</p>		
<p>Destructive written feedback. (This can be online and offline)</p>		

<p><b>Employee Loyalty</b></p> <p><i>“Using the scale below, please indicate how much you agree with the following statements:”</i></p> <p>Measured with five-point Likert scale:</p> <ol style="list-style-type: none"> <li>1. Strongly disagree</li> <li>2. Disagree</li> <li>3. Neither agree nor disagree</li> <li>4. Agree</li> <li>5. Strongly agree</li> <li>6. n/a</li> </ol>	I will mention my restaurant’s strengths to others.	Chen et al. (2022)
	I would like to continue working at my restaurant in the future.	
	I would very much like to spend my entire career in my current restaurant.	
<p><b>Job Satisfaction</b></p> <p><i>“Using the scale below, please indicate how much you agree with the following statements:”</i></p> <p>Measured with five-point Likert scale:</p> <ol style="list-style-type: none"> <li>1. Strongly disagree</li> <li>2. Disagree</li> <li>3. Neither agree nor disagree</li> <li>4. Agree</li> <li>5. Strongly agree</li> <li>6. n/a</li> </ol>	I am satisfied with my position.	Daskin (2019)
	I definitely dislike my job.	
	I find real enjoyment in my work.	

### **3.4 Research Method Limitations**

Recognizing and comprehending the limitations inherent in research methods is imperative in order to fully understand their statistical robustness and applicability.

#### **3.4.1 Limited Sample Size**

It is crucial to acknowledge and address the potential drawbacks that can emerge from a comparatively small sample size, as exemplified in this study involving a mere 95 participants. The limited sample size may impede the ability to detect significant patterns or correlations within the gathered data and the accuracy and applicability of the findings are diminished as it may not encompass the full range of variability observed among restaurant employees in the larger population.

#### **3.4.2 Specific Demographic Composition**

The demographic composition of users on the social media platforms Reddit, Facebook and Instagram is inclined towards specific groups that are more engaging in these social medias, potentially leading to an inadequate representation of the broader population. This bias could manifest as an over- or underrepresentation of certain age cohorts or socioeconomic backgrounds, thus compromising the external validity of the research.



### **3.4.3 Self-Selection Bias**

The use of voluntary participation in online surveys can result in self-selection bias, wherein the attributes and viewpoints of participants who willingly choose to take part may differ from those who decline to participate. As a result, the generalizability of research findings may be constrained due to potential inaccuracies in the representation of the wider population of interest by the sample.

### **3.4.4 Exclusive Use of Quantitative and Observational Approach**

Convenience sampling and online surveys primarily rely on observational approaches, posing challenges in establishing causal relationships between variables. The absence of qualitative intervention hinders the ability to ascertain causal links between variables. The lack of qualitative measures, such as interviews, over confounding variables, including the assessment of feedback quality beyond mere frequency, also further adds complexity to the determination of causality in the research analysis.

## **3.5 Research Ethics**

The questionnaire includes an informed consent statement to ensure that respondents are aware that the purpose of the survey is to collect data on restaurant employee's behavior for an undergraduate bachelor thesis, how their data will be used, and any potential risks associated with participation. The statement also explains that the data collected will remain anonymous and untraceable to the respondent's person and voluntary participation is made clear to the participant, as well as their option to opt out at any time. Contact information of the researcher and the thesis supervisor was provided in case

any issues or questions should occur. The data collected has not been tampered with, besides omission of nonviable responses, to ensure research and data integrity and quality.

## **4 Results**

The results section of the study will elucidate the methodologies employed for data processing, encompass descriptive analysis, hypothesis testing, and provide an overall analysis of the hypotheses under examination.

### **4.1 Data processing**

#### **4.1.1 Data Cleansing**

Data processing and analysis for this study were conducted using the statistical software tool called Jamovi and the survey platform SoSci. Responses that revealed the participant was not working in the restaurant industry within the period of data collection were omitted for data processing and analysis. SoSci provides additional information on response quality regarding time of completion. Based on the TIME\_RSI parameter, which is extensively described in the article "Too Fast, too Straight, too Weird" by Leiner (2019), responses with a value of 2.0 or higher should be treated with caution and subjected to critical evaluation. This resulted in the omission of five additional responses, which all exceeded the 2.0 cut off point of quality, yielding a total number of 95 responses.

One response did not answer the demographic question about the location of the restaurant, however, was still used for analysis due to the useful inferential data that it provides and the already lacking number of responses.

#### **4.1.2 Descriptive Statistics**

Regarding the research demographic, frequencies of demographic was used as this provides the most insight into population data. The descriptive statistics of composite variables were used for dependant variables, job satisfaction and employee loyalty, and predictors, constructive and destructive customer feedback. The descriptive statistic for measuring motivation involved combining the average scores of all intrinsic motivation and external regulation items, and then comparing the resulting mean. Responses exhibiting high levels of intrinsic motivation were assigned a value of 2, while those who displayed external regulation were assigned a value of 1. For responses that had an equal mean score for both intrinsic motivation and external regulation, a value of 0 was assigned.

#### **4.1.3 Cronbach's Alpha**

To ensure the reliability and internal consistency of the variables used in the study, Chronbach's Alpha was employed. This statistical technique allows for the evaluation of interrelatedness among a set of variables (Collins, 2007). The two items regarding constructive feedback yielded a Chronbach's Alpha of 0.508. Due to this low value, one of the items was deemed inconsistent with the construct and subsequently dropped from the analysis. Chronbach's Alpha for the items related to destructive feedback was calculated to be 0.760, indicating good internal consistency among the items. The Cronbach's Alpha

for the intrinsic motivation construct was found to be 0.879, indicating high internal consistency and reliability of the items. The Cronbach's Alpha for the external regulation construct was determined to be 0.747, indicating satisfactory internal consistency among the items. The Cronbach's Alpha for the employee loyalty construct was computed to be 0.696, suggesting acceptable internal consistency of the items. Initially, the Cronbach's Alpha for the job satisfaction construct was calculated to be -1.09. However, upon reversing the item 'I definitely dislike my job', which had an inverse scoring, the revised Cronbach's Alpha improved to 0.820, indicating good internal consistency and reliability of the items.

#### **4.1.4 Composite Variables**

Composite variables were created to capture broader constructs within the dataset. Due to the low Cronbach's Alpha 0.508 obtained for the two items related to constructive feedback, only the item 'constructive face to face feedback' was retained for further analysis. This decision ensured greater consistency and reliability in measuring the construct of constructive feedback. In order to maintain responses within the scale of frequency, the mean of the three items pertaining to destructive feedback was calculated. This approach ensured that the responses remained within a meaningful range while providing an overall measure of the frequency of destructive feedback. The three items measuring job satisfaction underwent a transformation process. On the Likert scale, responses that selected options 1 to 3 were coded as 0, indicating the absence of job satisfaction, while responses selecting options 4 and 5 were coded as 1, indicating the presence of job satisfaction. Following the transformation, the sum of the three items was calculated, resulting in a job satisfaction score ranging from 0 to 3. This composite variable provided a

consolidated measure of job satisfaction. Similar to job satisfaction, the three items assessing employee loyalty also underwent a transformation process. Responses selecting options 1 to 3 were coded as 0, indicating no employee loyalty, while responses choosing options 4 and 5 were coded as 1, indicating the presence of employee loyalty. The sum of the three items was then calculated, resulting in an employee loyalty score ranging from 0 to 3.

#### **4.1.5 Moderating Variables**

Moderating variables were introduced to explore potential influences on the relationship between other variables. Specifically, three moderating variables were considered: Intrinsic motivation, external regulation and job tenure. The moderating variable of job tenure was not subjected to any additional processing. It was retained in its original form, as it was collected, without any transformation or aggregation. Regarding intrinsic motivation and external regulation, the data processing procedure of these moderating variables involved computing the mean for the three items related to each construct. The mean was calculated for the three items assessing intrinsic motivation. This process involved summing the responses to the three items and dividing the sum by three, resulting in a mean score that represented the level of intrinsic motivation reported by the participants. Similarly, the mean was calculated for the three items measuring external regulation. The responses to the three items were summed and divided by three, yielding a mean score that indicated the level of external regulation experienced by the participants. By computing the mean scores for these moderating variables, single representative values were obtained that captured the overall levels of intrinsic motivation and external regulation reported by the participants. For

responses that had an equal mean score for both intrinsic motivation and external regulation, a value of 0 was assigned.

To further process the moderating variables of intrinsic motivation and external regulation, a comparison was made between their respective means. This comparison aimed to determine whether participants reported higher levels of intrinsic motivation or external regulation and a comparative computation was performed for both constructs. For intrinsic motivation, if the mean score for intrinsic motivation was higher than the mean score for external regulation, it was noted as 1, indicating a higher level of intrinsic motivation. Conversely, if the mean score for external regulation was higher than the mean score for intrinsic motivation, it was noted as 0, suggesting a higher level of external regulation. Similarly, for external regulation, the reverse computation was conducted. If the mean score for external regulation was higher than the mean score for intrinsic motivation, it was recorded as 1, indicating a higher level of external regulation. Conversely, if the mean score for intrinsic motivation was higher than the mean score for external regulation, it was recorded as 0, indicating a higher level of intrinsic motivation. These computations allowed for the classification of participants based on their dominant motivational orientation, either intrinsic motivation or external regulation. Using the "medmod" module in jamovi, statistical values for significance were determined to explore the moderating variables' effects on the dependent variables and predictors. The module does this by multiplying the moderating variables ('Intrinsically Motivated', 'Externally Regulated', 'Job Tenure') with the predictors ('Constructive Feedback', 'Destructive Feedback').

#### 4.1.6 Shapiro-Wilk Normality Test

The Shapiro-Wilk normality test was employed in order to determine the appropriate statistical test for examining the hypothesis concerning the association between the composite variables. The results of the Shapiro-Wilk test indicated statistical significance across all composite variables, thus necessitating the use of Spearman's rho to evaluate the relationship between the predictors and the dependent variables.

## 4.2 Descriptive Analysis

### 4.2.1 Descriptive Statistics of Sample

Table 2: Frequencies of Age Demographic

Age	Counts	% of Total	Cumulative %
18-24	62	65.3 %	65.3 %
25-34	25	26.3 %	91.6 %
35-44	6	6.3 %	97.9 %
45-54	2	2.1 %	100.0 %

Table 2 shows that that the respondents are primarily composed of younger individuals, with the 18-24 age range being the largest group at 65.3% of the total. The 25-34 age range also represents a significant portion at 26.3%. The participation rates decrease as the age ranges get older, with the 35-44 age range comprising 6.3% and the 45-54 age range comprising 2.1% of the total participants. One reason for this could be the composition of a demographic

that uses the chosen social media platforms, which is predominantly used by younger individuals.

**Table 3: Frequencies of Gender Demographic**

<b>Gender</b>	<b>Counts</b>	<b>% of Total</b>	<b>Cumulative %</b>
Male	48	50.5 %	50.5 %
Female	44	46.3 %	96.8 %
Non-binary	2	2.1 %	98.9 %
Agender	1	1.1 %	100.0 %

It can be observed in table 3 that the research demographic consists of primarily Male and Female participants, with Males slightly outnumbering Females. Non-binary individuals make up a smaller portion at 2.1%, and Agender individuals represent 1.1% of the total participants.



**Table 4: Frequencies of Location Demographic**

<b>Location</b>	<b>Counts</b>	<b>% of Total</b>	<b>Cumulative %</b>
Austria	28	29.8 %	29.8 %
Belgium	1	1.1 %	30.9 %
Brazil	1	1.1 %	31.9 %
Canada	2	2.1 %	34.0 %
China	2	2.1 %	36.2 %
France	1	1.1 %	37.2 %
Germany	5	5.3 %	42.6 %
India	2	2.1 %	44.7 %
Netherlands	7	7.4 %	52.1 %
New Zealand	2	2.1 %	54.3 %
South Korea	1	1.1 %	55.3 %
Spain	1	1.1 %	56.4 %
Switzerland	3	3.2 %	59.6 %
United Kingdom	3	3.2 %	62.8 %
United States	21	22.3 %	85.1 %
Hong Kong	12	12.8 %	97.9 %
Greece	1	1.1 %	98.9 %
Thailand	1	1.1 %	100.0 %

As seen in table 4, the distribution of participants across different locations. The majority of participants are from the United States, comprising 22.3% of the total. Other notable locations include Hong Kong (12.8%), Netherlands (7.4%), and Germany (5.3%). The remaining locations have smaller representation, each accounting for less than 5% individually.

#### 4.2.2 Descriptive Statistics of Composite Variables

Table 5: Descriptive of Variables

	Mean	SD	Minimum	Maximum
Job Satisfaction	1.400	1.224	0	3
Employee Loyalty	1.032	0.844	0	3
Constructive Feedback	2.979	1.130	1	5
Destructive Feedback	2.695	1.142	1	5

^ Job Satisfaction and Employee Loyalty are ranged 0-3  
See 'Data Processing' section for further explanation

Table 5 presents the descriptive data of the dependent and independent variables of this study. The mean job satisfaction score of the participants is 1.400, suggesting a moderate degree of job satisfaction within the restaurant industry. The calculated standard deviation of 1.224 indicates a notable degree of dispersion in responses, implying significant variability in job satisfaction levels among the sample population. Based on the data collected, it can be inferred that the mean score for employee loyalty is 1.032, which suggests that the level of loyalty demonstrated by the participants is relatively low within the restaurant industry. The computed standard deviation of 0.844 indicates the presence of variability in the loyalty responses, albeit at a comparatively lower level in contrast to the job satisfaction. The mean value for the reception of constructive feedback is 2.979, which suggests that the feedback provided is generally of a high constructive nature. Based on the data collected, it can be

inferred that the mean score for the reception of destructive feedback among the participants is 2.695, which suggests a moderate level of such feedback being received. The results indicate that the mode score for the degree of motivation response is 1, suggesting that the majority of the responses are attributed to external regulation.

### **4.3 Hypothesis Testing and Analysis**

Cutoff for significance testing is at the conventional p-value of 0.05. Tables containing statistical results with both significant and non-significant p-values related to the crucial elements of the hypotheses are included in this section. These tables provide a comprehensive overview of the statistical analyses conducted to evaluate the primary aspects outlined in the hypotheses and the inclusion of both significance outcomes allows for a thorough examination of the data, facilitating a comprehensive understanding of the study's findings and their implications. The Spearman's rho rank correlation test and results thereof is used for hypothesis testing of the composite variables, as these hypotheses are tested for the dependent variables without distinction of degree of motivation. Regarding the moderating variables,

### 4.3.1 Hypothesis H1a

Table 6: Moderation of Motivation on the Effects of Constructive Customer Feedback on Job Satisfaction for H1a

<b>Moderation Estimates of Intrinsically Motivated Responses</b>	<b>Estimate</b>	<b>SE</b>	<b>Z</b>	<b>p</b>
Constructive Feedback	0.134	0.100	1.33	0.183
Intrinsically Motivated	1.303	0.287	4.53	< .001
Constructive Feedback * Intrinsically Motivated	-0.386	0.254	-1.52	0.128
<b>Moderation Estimates of Externally Regulated Responses</b>				
Constructive Feedback	0.0741	0.0913	0.812	0.417
Externally Regulated	-1.4784	0.2203	-6.710	< .001
Constructive Feedback * Externally Regulated	0.2655	0.2012	1.320	0.187

H1a: There is a significant relationship between a restaurant employee's degree of motivation and the influence of constructive customer feedback on job satisfaction.

Table 6 presents the results for hypothesis H1a. Based on the statistical analysis, hypothesis H1a is not accepted.

For intrinsically motivated responses, the p-value of 0.128 for the interaction effect between constructive feedback and intrinsic motivation is greater than the conventional threshold of 0.05. This suggests that there is not enough

evidence to support a significant moderation effect

for intrinsically motivated individuals. For externally regulated responses, the p-value of 0.187 for the interaction effect between constructive feedback and external regulation is also greater than 0.05. Therefore, there is not enough evidence to support a significant moderation effect for externally regulated individuals. There is insufficient evidence to suggest a significant moderation effect of motivation, whether intrinsic or external, on the relationship between constructive feedback and job satisfaction among restaurant employees.

#### 4.3.2 Hypothesis H1b

Table 7: Moderation of Motivation on the Effects of Destructive Customer Feedback on Job Satisfaction for H1b

<b>Moderation Estimates of Intrinsically Motivated Responses</b>	<b>Estimate</b>	<b>SE</b>	<b>Z</b>	<b>p</b>
Destructive Feedback	-0.3026	0.0961	-3.148	0.002
Intrinsically Motivated	1.1948	0.2788	4.286	< .001
Destructive Feedback * Intrinsically Motivated	0.0936	0.2448	0.382	0.702
<b>Moderation Estimates of Externally Regulated Responses</b>				
Destructive Feedback	-0.249	0.0876	-2.85	0.004
Externally Regulated	-1.406	0.2132	-6.60	< .001
Destructive Feedback * Externally Regulated	-0.225	0.1830	-1.23	0.219

H1b: There is a significant relationship between a restaurant employee's degree of motivation and the influence of destructive customer feedback on job satisfaction.

Based on the results shown in table 7, hypothesis H1b is not accepted. For intrinsically motivated responses, the p-value of 0.702 for the interaction effect between destructive feedback and intrinsic motivation is greater than the threshold of 0.05. This suggests that there is not enough evidence to support a significant moderation effect for intrinsically motivated individuals. For externally regulated responses, the p-value of 0.219 for the interaction effect between destructive feedback and external regulation is also greater than 0.05. Therefore, there is not enough evidence to support a significant moderation effect for externally regulated individuals. It does not appear that the degree of motivation either intrinsic or external significantly moderates the relationship between destructive feedback and job satisfaction for restaurant employees.

### 4.3.3 Hypothesis H2a

Table 8: Moderation of Motivation on the Effects of Constructive Customer Feedback on Employee Loyalty for H2a

<b>Moderation Estimates of Intrinsically Motivated Responses</b>	<b>Estimate</b>	<b>SE</b>	<b>Z</b>	<b>p</b>
Constructive Feedback	0.234	0.0662	3.532	< .001
Intrinsically Motivated	0.742	0.1894	3.919	< .001
Constructive Feedback * Intrinsically Motivated	-0.150	0.1673	-0.894	0.371
<b>Moderation Estimates of Externally Regulated Responses</b>				
Constructive Feedback	0.20517	0.0626	3.2754	0.001
Externally Regulated	-0.78424	0.1512	-5.1854	< .001
Constructive Feedback * Externally Regulated	0.00873	0.1381	0.0632	0.950

H2a: There is a significant relationship between a restaurant employee’s degree of motivation and the influence of constructive customer feedback on employee loyalty.

Table 8 displays the results for hypothesis H2. Based on the statistical analysis, hypothesis H2a is not accepted. For intrinsically motivated responses, the interaction effect of motivation has a non-significant p-value of 0.371, indicating there is insufficient evidence to support a significant moderation effect of intrinsic motivation on the relationship between constructive

feedback and employee loyalty. For externally regulated responses, the interaction effect of external regulation also has a non-significant p-value of 0.950, also revealing that there is insufficient evidence to support a significant moderation effect of external regulation on the relationship between constructive feedback and employee loyalty. The results reveal that there is no significant moderation effect of motivation, whether intrinsic or external, on the relationship between constructive customer feedback and employee loyalty for restaurant employees.



#### 4.3.4 Hypothesis H2b

Table 9: Moderation of Motivation on the Effects of Customer Feedback on Employee Loyalty for H2b

<b>Moderation Estimates of Intrinsically Motivated Responses</b>	<b>Estimate</b>	<b>SE</b>	<b>Z</b>	<b>p</b>
Destructive Feedback	-0.125	0.0673	-1.86	0.063
Intrinsically Motivated	0.858	0.1952	4.39	< .001
Destructive Feedback * Intrinsically Motivated	0.290	0.1715	1.69	0.091
<b>Moderation Estimates of Externally Regulated Responses</b>				
Destructive Feedback	-0.102	0.0616	-1.66	0.098
Externally Regulated	-0.945	0.1497	-6.31	< .001
Destructive Feedback * Externally Regulated	-0.410	0.1285	-3.19	0.001

H2b: There is a significant relationship between a restaurant employee's degree of motivation and the influence of destructive customer feedback on employee loyalty.

Table 9 reveals the findings for H2b. According to the findings of the analysis, H2b can be supported, but with the prerequisite that the extent of external regulation serves as the determining factor for motivation. For intrinsically motivated responses, the p-value 0.091 for the interaction effect between destructive feedback and intrinsic motivation is greater than the 0.05. This suggests that there is not enough evidence to support a significant moderation effect for intrinsically motivated individuals. For externally regulated

responses, the p-value 0.001 for the interaction effect between destructive feedback and external regulation is less than 0.05. Therefore, there is evidence to support a significant moderation effect for externally regulated individuals. Based on the results, degree of motivation, conditionally external regulation, moderates the relationship between destructive feedback and employee loyalty for restaurant employees.

#### 4.3.5 Hypotheses H3a, H3b, H3c and H3d

Table 10: Moderation of Job Tenure on the Effects of Customer Feedback on Job Satisfaction and Employee Loyalty for Hypotheses H3a, H3b, H3c, H3d

	Estimate	SE	Z	p
<b>Constructive Feedback on Job Satisfaction (H3a)</b> Constructive Feedback * Job Tenure	-0.1210	0.0829	-1.460	0.144
<b>Destructive Feedback on Job Satisfaction (H3b)</b> Destructive Feedback * Job Tenure	0.0102	0.0833	0.123	0.902
<b>Constructive Feedback on Employee Loyalty (H3c)</b> Constructive Feedback * Job Tenure	-0.0726	0.0525	-1.38	0.167
<b>Destructive Feedback on Employee Loyalty (H3d)</b> Destructive Feedback * Job Tenure	-0.0449	0.0579	-0.775	0.438

Table 10 presents the results for hypotheses H3a, H3b, H3c and H3d.

#### **4.3.5.1 Hypothesis H3a**

H3a: There is a significant relationship between a restaurant employee's job tenure and the orientation of constructive customer feedback on job satisfaction.

As evident in table 10, based on the statistical analysis, hypothesis H3a is not accepted. The interaction effect of job tenure on constructive feedback has a non-significant p-value of 0.144, suggesting that there is insufficient evidence to support a significant moderation effect of job tenure on the relationship between constructive customer feedback and job satisfaction for restaurant employees.

#### **4.3.5.2 Hypothesis H3b**

H3b: There is a significant relationship between a restaurant employee's job tenure and the orientation of destructive customer feedback on job satisfaction.

As demonstrated by the data in table 10, hypothesis H3b is not accepted. The interaction effect of job tenure on destructive feedback has a non-significant p-value of 0.902, suggesting that there is insufficient evidence to support a significant moderation effect of job tenure on the relationship between destructive customer feedback and job satisfaction for restaurant employees.

#### **4.3.5.3 Hypothesis H3c**

H3c: There is a significant relationship between a restaurant employee's job tenure and the orientation of constructive customer feedback on employee loyalty.

Based on the statistical analysis in table 10, hypothesis H3c is not accepted. The interaction effect of job tenure on constructive feedback has a non-significant p-value of 0.167, suggesting that there is insufficient evidence to support a significant moderation effect of job tenure on the relationship between constructive customer feedback and employee loyalty for restaurant employees.

#### **4.3.5.4 Hypothesis H3d**

H3d: There is a significant relationship between a restaurant employee's job tenure and the orientation of destructive feedback on employee loyalty.

As indicated by the findings in table 10, hypothesis H3d is not accepted. The interaction effect of job tenure on destructive feedback has a non-significant p-value of 0.438, suggesting that there is insufficient evidence to support a significant moderation effect of job tenure on the relationship between destructive customer feedback and employee loyalty for restaurant employees.

#### 4.3.6 Hypotheses H4a, H4b, H5a and H5c

Table 11: Spearman’s rho Correlation Matrix for H4a, H4b, H5a and H5b

		Constructive Feedback	Destructive Feedback
Job Satisfaction	Spearman's rho	0.217	-0.309
	df	93	93
	p-value	0.035	0.002
Employee Loyalty	Spearman's rho	0.396	-0.204
	df	93	93
	p-value	< .001	0.047

Table 11 presents the findings for hypotheses H4a, H4b, H5a and H5c.

##### 4.3.6.1 Hypothesis H4a

H4a: There is a significant positive relationship between constructive customer feedback and a restaurant employee’s job satisfaction.

According to the findings of the analysis presented in table 11, H4a can be accepted. Based on the Spearman’s rho correlation coefficient of 0.217 in table 4, there is a positive but relatively weak correlation between constructive feedback and job satisfaction, which suggests that as the level of constructive feedback from customers increases, job satisfaction tends to increase as well but at a very weak level. The p-value of 0.035 is below the threshold of 0.05, indicating that the correlation is statistically significant and the results support

hypothesis H4a. This indicates a significant positive relationship between constructive feedback and job satisfaction for restaurant employees.

However, table 6 reveals that the p-value for a direct effect between constructive feedback and job satisfaction are 0.183 and 0.417 for intrinsically motivated and externally regulated responses, respectively. This implies that H4a would not be accepted if the hypothesis is tested with conditions of degrees of motivation.

#### **4.3.6.2 Hypothesis H4b**

H4b: There is a significant negative relationship between destructive customer feedback and a restaurant employee's job satisfaction.

As revealed by the results illustrated in table 11, H4b can be accepted. The Spearman's rho correlation coefficient of -0.309 in table 5 suggests the presence of a moderate negative correlation between the provision of destructive feedback and the level of job satisfaction. This implies that an increase in the amount of negative feedback given by customers leads to a corresponding decline in job satisfaction. The statistical significance of the correlation is evidenced by the p-value of 0.002, which falls below the threshold of 0.05. The findings of the study provide support for the proposed hypothesis (H4b) and demonstrate a statistically significant inverse correlation between detrimental feedback and job satisfaction among restaurant employees.

Table 7 reveals that the p-value for a direct effect between constructive feedback and job satisfaction are 0.002 and 0.004 for intrinsically motivated and externally regulated responses, respectively. This implies that H4a would

also be accepted if the hypothesis is tested when taking the degrees of motivation into consideration.

#### **4.3.6.3 Hypothesis H5a**

H5a: There is a significant positive relationship between constructive customer feedback and a restaurant employee's loyalty.

As shown by the evidence provided in table 11, H5a can be accepted. Based on the Spearman's rho correlation coefficient of 0.396 shown in table 6, there is a moderate positive correlation between constructive feedback and employee loyalty, implying that as the level of constructive feedback from customers increases, employee loyalty tends to increase as well. The p-value of  $< .001$  is significantly below the threshold of 0.05, indicating that the correlation is statistically significant. This infers that the observed relationship and results strongly support hypothesis H5a and indicate a significant positive relationship between constructive feedback and employee loyalty for restaurant employees.

Table 8 reveals that the p-value for a direct effect between constructive feedback and job satisfaction are  $< .001$  and 0.001 for intrinsically motivated and externally regulated responses, respectively. This indicates that H4a would also be accepted if the hypothesis is tested when taking the degrees of motivation into consideration.

#### **4.3.6.4 Hypothesis H5b**

H5b: There is a significant negative relationship between destructive customer feedback and a restaurant employee's loyalty.

According to the findings of the analysis shown in table 11, H5b can be accepted. The Spearman's rho correlation coefficient of -0.204 seen in table 7 shows that there is a weak negative correlation between destructive feedback and employee loyalty, suggesting that as the level of destructive feedback increases, employee loyalty tends to decrease. The p-value of 0.047 is slightly below the threshold of 0.05, indicating that the correlation is marginally statistically significant. This implies that the observed relationship between destructive feedback and employee loyalty is somewhat unlikely to be due to random chance and the results provide some support for the hypothesis H5b, indicating a weak but potentially significant negative relationship between destructive feedback and employee loyalty for restaurant employees.

However, table 9 reveals that the p-value for a direct effect between constructive feedback and job satisfaction are 0.063 and 0.098 for intrinsically motivated and externally regulated responses, respectively. This implies that H4a would not be accepted if the hypothesis is tested when taking degrees of motivation into account.



#### 4.3.7 Hypothesis H6

Table 12: Spearman's rho Correlation Matrix for H6

		Job Satisfaction
Employee Loyalty	Spearman's rho	0.606
	df	93
	p-value	< .001

Table 12 presents the findings for hypothesis H6.

H6: There is a significant positive relationship between a restaurant employee's job satisfaction and employee loyalty.

The data in table 12 demonstrates that H6 can be accepted. The Spearman's rho correlation coefficient of 0.606 in table 8 indicate a strong positive correlation between job satisfaction and employee loyalty, which suggests that as job satisfaction increases, employee loyalty would increase as well. The p-value is revealed to be < .001, significantly below the threshold of 0.05, indicating that the correlation is statistically significant. The results would suggest that as employees are more satisfied with their job, they are more likely to exhibit loyalty towards the organization.

## **5 Discussion**

The discussion section of this thesis places emphasis on clarifying the theoretical and managerial implications that emerge from the study's results. Furthermore, the study's limitations are acknowledged, ensuring transparency, and recognizing the limitations of its scope. Lastly, suggestions for future research are provided.

### **5.1 Theoretical Implications**

The bachelor study aimed to discover if there is a relationship between the customer feedback and the facets of intrinsic motivation, job satisfaction and employee loyalty. Furthermore, the goal was to investigate the influence of employee motivation and job tenure on the relationship between customer feedback and job satisfaction, as well as employee loyalty in the context of restaurant employees. The findings of this study have several implications for the restaurant industry and its management practices.

This research investigated the correlations between customer feedback and job satisfaction i.e., H4a, H4b, as well as employee loyalty i.e., H5a, H5b. The findings of the study revealed a statistically significant and positive correlation between constructive feedback provided by customers and both job satisfaction and employee loyalty, thus these results support to hypotheses H4a and H5a. The study revealed a significant inverse correlation between destructive customer feedback and job satisfaction, thereby supporting hypothesis H4b. The study found a weak but marginally significant relationship between destructive feedback and employee loyalty, suggesting a possible negative impact i.e., H5b. The aforementioned results underscore the

significance of facilitating constructive customer feedback as a means of augmenting job satisfaction and fostering employee loyalty. Conversely, the adverse impact of distributing destructive feedback on these aforementioned outcomes is also emphasized. These results and implications support the findings of Burgers et al. (2015) and Locke and Latham (1990), extending the notion that an increase in constructive feedback can lead to an increase in intrinsic motivation, in particular two facets of intrinsic motivation, job satisfaction and employee loyalty, in the restaurant industry as well. Likewise, the results support the findings of Fong et al. (2019), enforcing the notion that destructive feedback decreases the facets of intrinsic motivation of employees within the restaurant industry.

The analysis of the data did not provide sufficient evidence to support the hypothesized influence of employee motivation on the relationships between constructive and destructive customer feedback on job satisfaction, i.e., H1a, H1b. It suggests that regardless of the level of motivation, whether intrinsically or externally regulated, the effects of constructive or destructive customer feedback on job satisfaction remain unimpacted by an employee's propensity for either motivation level among restaurant employees. Similarly, the results did not support the hypothesized relationships between employee motivation and the influence of constructive customer feedback on employee loyalty i.e., H2a. However, the findings revealed that external regulation of motivation had a significant moderating effect on the relationship between destructive feedback and employee loyalty i.e., H2b, indicating that when employees are externally regulated in their motivation, the impact of destructive feedback from customers on their loyalty to the organization is more pronounced.

Regarding the influence of job tenure on the perception of customer feedback, the analysis did not provide evidence to support the hypothesized

relationships between job tenure and the orientation of constructive and destructive customer feedback on job satisfaction and employee loyalty i.e., H3a, H3b, H3c, H3d. The results revealed that length of employment alone may not significantly influence how employees perceive feedback from customers within the restaurant industry. This demonstrates that the results imply a counter argument, regarding the restaurant industry, against the claim of Gregory and Levy (2012) that job tenure and feedback orientation are strongly correlated.

Furthermore, the study revealed a strong positive relationship between job satisfaction and employee loyalty i.e., H6. The results suggest that employees who are more satisfied with their job are more likely to exhibit loyalty towards the restaurant. This finding aligns with previous research conducted by Meyer et al. (2002), which found strong positive correlation between the two variables, and emphasizes the importance of creating a positive work environment and job satisfaction to enhance employee loyalty.

## **5.2 Managerial Implications**

Restaurant managers should be aware of the motivational differences and tailor their strategies accordingly to maintain high levels of employee loyalty when employees are faced with destructive feedback, as well as realize the importance of understanding customer feedback and its role in shaping employee's job satisfaction and loyalty. Regarding job tenure, it is important to gather more understanding about different factors pertaining the length of employment to make a more comprehensible assessment on its effects.

Since constructive feedback is revealed to have a positive correlation with both job satisfaction and employee loyalty, restaurant managers should place a

priority on the creation of effective feedback

systems that enable personnel to get helpful customer input, which entails putting methods and procedures in place that motivate customers to provide feedback on their encounters such as through cards with comments, online polls, or feedback forums. Collecting and organising feedback can be made more feasible through the use of contemporary technological tools such as the sentiment analysis software, which is an artificial intelligence software that reads and analyses text to determine its emotional tone (Obaidi et al., 2022). Employees could benefit from constructive feedback to improve their performance if managers make sure that the feedback is delivered to them in a timely and relevant manner. Just collecting customer feedback is insufficient; it is vital for managers to authorize and enable employees to take action based on the feedback received. This can be attained by endowing employees with the influence to implement improvements within the restaurant predicated on customer feedback or resolving issues. Through the inclusion of employees in the decision-making process and the delegation of authority to implement changes, within reason, managers demonstrate confidence and facilitate the ability of employees to assume responsibility for their tasks. The act of empowering employees instils a feeling of self-assurance and contentment, as they observe the tangible outcomes of their efforts and experience the effects of customer feedback directly.

It is also advised to optimize the efficacy of feedback systems by proactively soliciting input from employees regarding the feedback processes. Employees who engage in direct customer interactions potentially possess significant insights and recommendations aimed at enhancing the processes of feedback collection, evaluation, and implementation, thereby facilitating the development of a more comprehensive and efficient feedback system. Allowing employees to directly contribute to this development shows that the

manager values their perspectives on the system and enables the potential for a clearer view of the purpose of feedback. Through effective communication of the significance of feedback to employees, managers can cultivate a mutual comprehension of how feedback facilitates personal and organizational growth. Employees may be more inclined to participate in the feedback process and exhibit greater commitment to the company when they perceive the worth and influence of their feedback.

Like constructive, destructive feedback is revealed to have a positive correlation with both job satisfaction and employee loyalty. Thus, employees should be trained to cope with such. In order to facilitate the ability of employees to manage and address destructive feedback in a supportive way, it is recommended that restaurant managers provide training programs and counselling services as a means of morale reinforcement and resource provision. The implementation of such initiatives can potentially provide employees with the necessary tools and techniques to effectively handle customer feedback in a positive manner, while regulating their emotional responses and cultivate their ability to adapt and persevere against harmful feedback. Employee training programs could focus on the development of communication and conflict resolution techniques, as well as emotional intelligence competencies, which could equip employees with the necessary skills to effectively manage challenging feedback scenarios with control and professionalism, whereas counselling services can offer a secure and confidential environment for employees to engage in discussions about their personal experiences and cultivate effective approaches for their outlook on feedback.

It is also important for managers to be aware of the many motivational orientations that exist among their workforce, especially when it relates to

external regulation. Employees that are generally more motivated via external sources, like feedback and recognition, may be more sensitive to destructive feedback, which may have an adverse effect on their loyalty to the restaurant. Therefore, it is imperative to comprehend the manner in which employees react to destructive feedback in order to sustain their loyalty, should that be the goal. Although destructive feedback can have an adverse effect on both job satisfaction and employee loyalty, employees who are primarily motivated by external factors may still demonstrate loyalty even when faced with such. This can be achieved by acknowledging and incentivizing employees for their efforts in incorporating customer feedback and providing better service as a result of the incorporation. Managers should implement performance recognition initiatives that acknowledge employees who consistently demonstrate notable progress based on customer feedback. Incentives can come in different forms such as but not limited to, monetary compensation, acknowledgement from peers, prospects for professional growth, or supplementary perks. Acknowledging and incentivizing employees for their commitment to enhancing customer satisfaction through adoption of feedback not only amplifies their job satisfaction but also reinforces a customer-focused perspective across the entire restaurant establishment. Through the recognition of these distinctions of motivation, managers can customize their feedback approaches to account for individual motivational profiles and foster the essential assistance required to mitigate any adverse consequences.

The findings indicate that job satisfaction plays a significant part in employee retention within the restaurant industry. Therefore, it is imperative for restaurant managers to consistently assess the degree of job satisfaction among their employees by means of conducting employee surveys, arranging individual meetings and establishing anonymous feedback channels. Through

the active pursuit of feedback on job satisfaction, managers can discern areas that require improvement and take pre-emptive measures to tackle concerns or issues brought up by employees.

Since the findings indicated that job tenure has no moderating effect on how restaurant employees perceive customer feedback, it is important to gain a more comprehensive understanding of the factors that could be influenced by job tenure. However, if the main concern is within the confines of the effects of customer feedback, then job tenure is irrelevant.

### **5.3 Limitations**

Acknowledging the limitations of the study is a crucial aspect to consider. The study was carried out within the particular confines of the restaurant sector, and any extrapolation to other industries should be approached with caution. Unfortunately, the accessibility of current research pertaining to the demographic attributes of restaurant personnel is limited. The absence of current information regarding this area of study presents a difficulty in acquiring a thorough comprehension of the present makeup of the restaurant labor force. This limitation paired with the relatively low number of responses pose restrictions on a more comprehensive analysis of the restaurant employee population. It is imperative to possess current information regarding the demographic profiles of restaurant employees due to the industry's dynamic nature, as well as the presence of a diverse array of restaurant establishments and employment practices. Accessing such data would yield significant insights into important elements such as age distribution, gender representation, ethnic diversity, educational backgrounds, and other pertinent demographic variables within the restaurant industry. Those insights hold significant importance in the development of useful



approaches pertaining to recruitment, training, and retention of personnel. Comprehending the demographic composition of the labor force may aid in detecting potential inequalities or marginalized groups, thereby facilitating the creation of focused measures to foster openness and equitable representation within the sector.

#### **5.4 Future Research**

To bridge the demographic information gap, it is imperative that future investigation efforts regarding the restaurant industry prioritize the collection and examination of current data pertaining to the demographic attributes of restaurant personnel. Through this approach, researchers, managers and stakeholders will be more proficient in making knowledgeable judgments and executing empirically supported methodologies that promote a varied and equitable restaurant labor force.

Future research could explore other factors that may influence the relationship between customer feedback, job satisfaction, and employee loyalty, by looking at other facets of intrinsic motivation. These elements may encompass aspects such as the culture of the organization, the styles of leadership employed, and the programs designed for training purposes. Through a thorough exploration of these dimensions, entities can acquire a more holistic comprehension of how employee drive, length of employment, and the quality of customer input interrelate to influence employee consequences, such as job contentment and allegiance. Moreover, the application of qualitative research methods may offer a deeper understanding regarding the fundamental mechanisms and subjective encounters of employees in reaction to customer feedback.

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## 7 Appendix

### 7.1 Survey Questionnaire

Figure 3: Survey Questionnaire



0% completed

#### Hi there!

Thank you for your interest in participating in this survey. Before starting the survey, please read the following statement carefully.

The purpose of this survey is to collect data for a bachelor thesis for the completion of an undergraduate degree at Modul University Vienna and will take about 5 minutes to complete. The goal of this study is to understand how feedback influences restaurant employee attitudes. Participation in this study is completely voluntary, and you are free to withdraw from the survey at any time. All responses will be kept confidential and anonymous. Your name and contact information will not be requested or collected. There are no risks associated with participating in this study and the data collected will be used only for academic purposes. If you have any questions or concerns regarding this survey, please feel free to contact the researcher at [61902211@modul.ac.at](mailto:61902211@modul.ac.at) or the thesis supervisor at [jason.stienmetz@modul.ac.at](mailto:jason.stienmetz@modul.ac.at).

By clicking 'yes', you acknowledge that you have read and understood the above information and voluntarily agree to participate in this survey:

- Yes
- No

Next

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14% completed

1. Do you currently work in the restaurant industry?

- Yes
- No
- I prefer not to answer.

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29% completed

**2. How long have you worked in the restaurant industry?**

- Less than 3 months
- 3 months to less than 1 year
- 1-2 years
- 2-5 years
- 5-10 years
- 10 years or more

I prefer not to answer.

Next

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43% completed

**3. Using the scale below, please indicate how much you agree with the following statements as to why you are currently working for your restaurant:**

I am currently working for my restaurant...	strongly disagree 1	disagree 2	neither agree nor disagree 3	agree 4	strongly agree 5	n/a
...because I derive much pleasure from learning new things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...for the income it provides me	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
...for the satisfaction I experience from taking on interesting challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...because it allows me to earn money.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
...for the satisfaction I experience when I am successful at doing difficult tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...because this type of work provides me with security.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

Next

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4. Constructive feedback is a response given with the purpose of helping you improve your performance by recognising your strengths and weaknesses.

Destructive feedback is a response given with the purpose of insulting or embarrassing you.

Using the scale below, please indicate how frequently you receive the following types of feedback from customers on your current job:

	never 1	rarely 2	sometimes 3	often 4	almost always 5	n/a
Constructive face to face feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Constructive written feedback. (This can be online and offline)	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Destructive face to face feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Destructive written feedback. (This can be online and offline)	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

Next

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5. Using the scale below, please indicate how much you agree with the following statements:

	strongly disagree 1	disagree 2	neither agree nor disagree 3	agree 4	strongly agree 5	n/a
I will mention my restaurant's strengths to others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my position.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
I would like to continue working at my restaurant in the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I definitely dislike my job.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
I would very much like to spend my entire career in my current restaurant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find real enjoyment in my work.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

Next

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To help understand the demographic representation of the survey participants, please answer the following questions to the best of your abilities.

6. How old are you?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 74-84
- 85+

I prefer not to answer.

7. How do you currently describe your gender identity?

- Male
- Female
- Other (Please specify)

Enter here

I prefer not to answer.

8. Where is your restaurant located?

[Please choose]

Next

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**Thank you for completing this questionnaire!**

I would like to thank you very much for helping me with my study.

Your answers were transmitted, you may close the browser window or tab now.

[Tristan Ganahl](#), Modul University Vienna – 2023