

Job Satisfaction, Organizational Commitment and Turnover Intention among Restaurant Employees in Pokhara: A Higher Order Construct Assessment in SEM


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Abstract

Background: Employee retention is not only an indicator of good human resource management but a strategic necessity as well, because it affects directly or indirectly the areas of profitability, customer loyalty, and the culture of the organization. The hotels and restaurants in Nepal have been classified as industries with a very high employee turnover rate.

Objective: This study was conducted in Pokhara, Nepal with the aim to identify the influencing factors of employees' job satisfaction and organizational commitment, and how these factors subsequently influence turnover intention in the restaurants sector.

Methods: A quantitative research method was applied with cross-sectional survey. It utilized partial least square structural equation modeling to assess the model and test the proposed hypotheses including 341 respondents' data.

Results: The results indicate that salary still is the most significant predictor of employee satisfaction ($\beta = 0.442$). Likewise, the working environment has a significant impact on job satisfaction ($\beta = 0.312$), but its influence on organizational commitment is weak ($\beta = 0.084$). The results indicate that co-worker relationships significantly boost job satisfaction ($\beta = 0.235$) and organizational commitment ($\beta = 0.210$), highlighting the importance of cooperative social interactions. Job satisfaction stands out as a key factor influencing organizational commitment ($\beta = 0.566$), suggesting that satisfied employees have a stronger emotional connection to their organization. Organizational commitment, including value, effort, and retention commitment, is the strongest buffer against employee's intention to leave the organization ($\beta = -0.559$), beating job satisfaction ($\beta = -0.328$).

Conclusion: The results suggest to give priority to attractive salaries and benefits, healthy co-workers relationship, and facilitating working environment in the restaurant businesses for the job satisfaction of staff, organizational commitment, and reduce turnover intention.

Keywords: Co-workers relationship, job satisfaction, organizational commitment, salary and benefits, turnover intention, working environment



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Introduction

Employee retention is a pivotal factor for success in any organization, especially in restaurants, where the rate of employee turnover is high and this affects negatively the operation, increases costs, and brings unpleasant experiences for the customers. The exit of talented and encouraging employees is an indicator of instability, low productivity, and lack of long-term growth (Hom et al., 2017). The turnover creates a huge cost that consists of the areas of recruitment, hiring, onboarding, and training expenses, among others. The price tag of employee replacement is often pegged at around 33% of the annual salary of that employee (Work Institute, 2022). Employee retention cuts down on these costs and at the same time frees up funds for the making of strategic investments, for instance, in staff development or customer experience improvements. Employees who have been around for quite some time know inside-outs the workings of the company and have the skills that are very important to the service quality of the restaurant. In fact, one can say that these are the backbone of the restaurant's operation (Susskind et al., 2007). Continual turnover leads to the displacement of workers and hence the creation of better and less efficient ways of doing things. High retention cultivates a positive workplace.

Feeling valued, the employees tend to be more engaged, loyal, and discretionally working (Gallup, 2022). Low retention may cause a revolving door effect, which will demoralize the staff that remains and lower the cohesion of the staff. The long-term employees develop better relationships with the customers and make them satisfied and loyal. Restaurants, with personalized services and faces, are driven by personalities which will result in repeat business (Heskett et al., 2015). According to research conducted by Harvard Business Review, the level of customer spending grows by as much as 20 percent when attended by tenured employees (HBR, 2019). The high rate of retention enhances the brand of an employer which will draw the best talent. Firms that are reputed to have high employee valuation have competitive advantage in the recruitment (LinkedIn, 2020). On the other hand, high turnover is an indication of poor management which discourages potential employees and customers. The retained staff could be trained to hold positions of leadership so that external recruitments are eliminated. Promotions within the company will be cost-efficient and will match the company values (Deloitte, 2021).

The turnover intention, which is the likelihood of the employees quitting is a direct result of dissatisfaction and poor organizational commitment by employees. It has been demonstrated that employees in restaurants who experience emotionally exhausting situations or lack of supervisor support tend to exit (Karatepe & Uludag, 2008). These problems were tightened by the COVID-19 pandemic and high levels of job insecurity and burnout increased the turnover rates (Kim et al., 2020). High employee turnover rates define the restaurant industry, and job satisfaction and organizational commitment are the key elements that are important to retain the talent. Job satisfaction is the degree of emotional assessment of the work environment, jobs and rewards by the employees (Locke, 1976). Restaurants have workload, leadership style, recognition, and work-life balance as some of the key factors that affect job satisfaction (Susskind et al., 2000). As an example, supportive management and compensation are associated with an increase in satisfaction, which decreases the turnover intention (Karatepe, 2013).

Organizational commitment which is a psychological attachment of employees to workplace (Meyer & Allen, 1991) is commonly classified into three factors that are Value commitment (emotional attachment), effort commitment (perceived costs of leaving) and retention commitment (sense of obligation). Career development opportunities to build value and inclusive workplace cultures are reinforcing value commitment in restaurants, which create loyalty (Kim et al., 2020). On the other hand, low commitment is associated with

increased turnover intention particularly high-stress jobs such as frontline service (Min et al., 2016).

There is a lack of empirical research on the turnover intention of employees of restaurants particularly in the destination city like Pokhara which is among the most popular tourist attraction sites where turnover rate of employees is also believed to be high. In this regard, this study is supposed to explore the reasons influencing job satisfaction and organizational commitment of the employees and eventually, turnover intention.

Review of Literature

The most relevant theories for this study are presented below:

Herzberg's Motivation Theory

Herzberg's motivation theory, also known as the two-factor theory, was proposed by Frederick Herzberg in the late 1950s. This theory distinguishes between hygiene factors and motivators as two independent sets of conditions that create employees' feelings about their jobs. Hygiene factors include; salary, company policies, supervision, working conditions, job security that prevent employee from dissatisfaction but do not create genuine satisfaction or motivation when present; they satisfy the "need to avoid unpleasantness". Motivators (or "satisfiers") are intrinsic to the work itself and it includes; achievement, recognition, responsibility, advancement, and growth, these drive true job satisfaction, motivation, and retention by meeting employees' needs for personal growth and self-actualization (Acquah et al., 2021).

The Equity Theory

Equity theory, proposed by J. Stacy Adams in 1960s, explain work motivation through employees' perception of fairness in social exchange between themselves and their organization. People compare the ratio of what they put into work (input such effort, skill, time, experience) to what they get out (outcomes such as pay, benefits, recognition, career opportunities), and then judge this input-output ratio against that of relevant such as co-workers, people of similar jobs, or even their own past role (Dabbagh, 2024; Miles et al., 1994; Tavoletti et al., 2023; Yen et al., 2018). When ratios are perceived as balanced, employee experience equity and feel satisfied; when they perceived under-reward (high input, low outcomes) or over-reward (low input, high outcomes), they experience psychological discomfort (frustration or guilt) and are motivated to restore equity by changing their effort, seeking higher rewards, cognitively reinterpreting the situation, or even leaving the organization (Dabbagh, 2024; Kollmann et al., 2019; Miles et al., 1994; Tavoletti et al., 2023). Perceived equity is therefore, closely linked to job satisfaction, commitment, performance, and retention, and has become a core foundation for later work on organizational justice and reward systems (Balassiano & Salles, 2012; O'Neill & Mone, 1998; Siddiqua, 2023; To & Huang, 2022).

Porter's Organizational Commitment Model

Lyman W. Porter's organizational commitment model explains commitment as an attitudinal attachment to the organization and is characterized by three related factors: value commitment, effort commitment, and retention commitment. Value commitment is operationalized as a belief in and acceptance of the organizational goals and organizational values; effort commitment is conceptualized as willingness to put in a lot of effort in the organization; and retention commitment is conceptualized as the desire to remain a member of the organization (Porter et al., 1974). This was an initial effort, which is generally operationalized in the organizational commitment literature, that helped to establish commitment as a multidimensional construct independent, though related, to job satisfaction and turnover intention and forms the basis of later models of affective and continuance commitment (Wong Chun Tatt et al., 2022).

Social Exchange Theory and POS

Social exchange theory and perceived organizational support (POS) provide a relational explanation for why employees reciprocate favorable treatment with positive attitudes and lower turnover intentions. POS refers to employees' global belief that the organization values their contributions and cares about their well-being (Eisenberger et al., 1990; Rhoades & Eisenberger, 2002; Stinglhamber & Caesens, 2020). From a social exchange perspective, employees who perceive high organizational support feel an obligation to "repay" this support through higher commitment, stronger identification, and reduced withdrawal, including lower turnover intentions and higher extra-role behaviors (Eisenberger et al., 1990; Kurtessis et al., 2017; Meira & Hancer, 2021; Rhoades & Eisenberger, 2002; Shore & Wayne, 1993). Meta-analytic and empirical evidence shows that POS is strongly related to affective organizational commitment, performance and innovation, and reduces absenteeism and turnover, especially in service and hospitality contexts (Kurtessis et al., 2017; Meira & Hancer, 2021; Nazir et al., 2018; Rhoades & Eisenberger, 2002; Vardaman et al., 2016).

Empirical Reviews and Hypothesis

Co-worker Relationship and Job Satisfaction

The interactions with co-workers are important to job satisfaction because they bring social support and help to create positive work environment. A study in Butwal of Nepal showed that the relations between co-workers and job satisfaction were considerably correlated (Chapagain, 2022). Co-worker support was a significant factor in the Lobo Restaurant research, with management skills coming second after in influencing job satisfaction (Princessla & Kurniawan, 2020). Good job relations in the workplace such as working as a team, having enough communication are also highlighted as the necessary factors to increase job satisfaction and quality of life (Bella, 2023). Based on these empirical evidences, a hypothesis proposed to be:

H1: Co-workers relationship positively influence to employees' job satisfaction.

Co-workers Relationship and Organizational Commitment

The co-worker support has a strong boosting effect on the organizational commitment since workers tend to turn to their colleagues to receive both emotional and practical assistance (Khairuddin et al., 2021). Good examples of co-worker relationships have been found to be associated to better performance at work with the consequence of organizational commitment (Chao, 2018). Teamwork and the compatibility of the workplace contribute to a feeling of belonging and loyalty in the employees (Agung et al., 2024; Sari & Aulia, 2020). Efforts to foster relationships among co-workers, including joint shifts and teambuilding work events, have the potential to lower turnover intentions and raise loyalty (Wang & Wang, 2024). On these empirical basis, we may hypothesize as:

H2: Co-workers relationship positively influence to organizational commitment

Working Environment and Job Satisfaction

The good working environment helps in improved performance and increased job satisfaction since employees receive the required support and resources (Fitriana & Muslim, 2024). One of the main factors of job satisfaction is often identified to be the working environment. In high-end restaurants of Malaysia, working environment found the strongest impact on job satisfaction with co-workers relationship moderate this relationship (Chaichi et al., 2023). In Terengganu, Malaysia job satisfaction was strongly correlated with the working environment (Zaki et al., 2024). Even higher extrinsic satisfaction depends on a positive work environment, such as job security, and the consistency of the work environment with personal values is also associated with increased extrinsic satisfaction in the managers of fast-food restaurants (Prado, 2024). Good working atmosphere and environment may contribute greatly to the satisfaction, productivity and retention of

the employees. Such aspects as safety, cleanliness, and ergonomics are the key elements of a positive working environment (Azizah & Otok, 2024; Forrest, 2017; Sari et al., 2024). Additionally, a study at the McDonalds Sidoarjo found out that the work environment positively influenced job satisfaction, and in some instances, even stronger than compensation (Sari et al., 2024). On the same note, a recent research on the fast-food restaurant in the United States also noted that the establishment of an attractive workplace was essential in decreasing employee turnover (Forrest, 2017). On these empirical basis the following hypothesis is proposed:

H3: Working environment positively influence to employee job satisfaction

Working Environment and Organizational Commitment

Organizational commitment is directly promoted by a positive work environment, which offers a widespread and favorable environment to employees to work (Agung et al., 2024; Sari & Aulia, 2020). Indirectly, there is also the organizational commitment which is affected by the working environment in terms of job satisfaction which subsequently affects the level of commitment (Agung et al., 2024). Encouraging job attributes in a favorable work environment also increase the level of commitment among employees (Priyono, 2023). Based on these empirical evidence the following hypothesis is proposed.

H4: Working environment positively influence to organizational commitment

Salary and Benefits and Job Satisfaction

Salary is one of the primary determinants of organizational behavior since it directly determines the motivation and satisfaction of employees. The competitive restaurant sector requires fair and competitive compensation package as a way of attracting and retaining talented employees (Fitri, 2024; Okae, 2018; Suciadi & Wijaya, 2017). In Nepal, the remuneration plans were highly connected to job satisfaction in Butwal (Chapagain, 2022). A study carried out in Bogor City, Indonesia had also shown a direct relationship between compensation and job satisfaction (Agung et al., 2024). Although they may not be stated explicitly, benefits may be present in the compensation discussions and may bring more job satisfaction when they are described as expected by the employees (Agung et al., 2024). Higher extrinsic satisfaction is strictly associated with competitive salary and job security meaning that both are critical in the job satisfaction equation (Prado, 2024). Nevertheless, a study at fast-food restaurants discovered that the high pay does not automatically result in an increase in job satisfaction, which is why other issues, including the work environment, are a more significant factor (Sari et al., 2024). On the basis of the evidence the following hypothesis has been proposed:

H5: Salary and benefits positively influence to employee job satisfaction

Salary & Benefits and Organizational Commitment

Organizational commitment has a positive direct relation with compensation. Workers who feel that their remuneration package is fair and sufficient tend to form a high commitment towards their organization (Agung et al., 2024; Priyono, 2023). A supportive work environment also reinforces the connection between compensation and organizational commitment acting as moderating variable (Priyono, 2023). On the basis of the above empirical background, we may hypothesize as:

H6: Salary & benefits positively influence to organizational commitment

Job Satisfaction and Organizational Commitment

Motivation, job satisfaction, and emotional intelligence are some of the determinants of organizational commitment (Hkualizaman et al., 2019). Committed employees are less likely to leave the organization, and factors like job satisfaction and transformational leadership have their effects on turnover intention through commitment (Syaechurodji et al., 2024). Commitment to the organization plays the role of a mediator, not

only increasing the influence of job satisfaction on turnover intention but also highlighting the significance of a devoted employee base (Kumari & Surya, 2024; Syaechurodji et al., 2024). Based on these evidences the following hypothesis has been proposed:

H7: Job satisfaction positively influence to organizational commitment.

Job Satisfaction, Organizational Commitment and Turnover Intention

Studies have indicated that job satisfaction together with organizational commitment play a significant role in making employees feel reluctant to leave the organization, and in fact, they are the strongest factors in reducing turnover intention when taken together (Masindi et al., 2024; Mosadeghrad et al., 2008; Syaechurodji et al., 2024).

Through research studies, it has been established that job satisfaction has a negative correlation with turnover intention, meaning that employees having low job satisfaction are more likely to quit the organization (Kumari & Surya, 2024; Masindi et al., 2024). A person's perceptions of their job are shaped by the social environment within the workplace, their pay, and the relationships they have with colleagues. A high level of job satisfaction is often associated with high employee performance, increased organizational citizenship behavior, and lower turnover intentions (Azizah & Otok, 2024; Chaichi et al., 2023; Dawson et al., 2023).

Organizational commitment has emerged as a strong predictor of turnover intention, with a direct impact on its reduction (Bachri & Solekah, 2021; Sihombing et al., 2019). Affective commitment that is to say the emotional bond with the organization, has a great hold over the employee's intent to leave and it is indeed the most profound factor in this regard (Masindi et al., 2024). Moreover, factors such aspects as supervision, pay, job satisfaction, age, and job tenure, which have proven to be the significant predictors of organizational commitment (Azeem, 2010). In addition, organizational commitment was reported to be a major factor in turnover intention, revealing a large part of the variance in employees' decisions to quit an organization (Sihombing et al., 2019). Based on evidences the following hypotheses have been proposed:

H8: Job satisfaction negatively influence to employee turnover intention

H9: Organizational commitment negatively influence to employee turnover intention

Conceptual Framework

The study proposed that human resource management aspects such as relationships among co-workers, working environment, compensation, job satisfaction, and organizational commitment can serve as predictors of employee turnover intention. In the presented model, these influencing factors were treated as independent variables, while employee turnover intention was treated as the dependent variable.

Figure 1

Conceptual Framework Developed by Author



Methods

Study Area and Research Design

The aim of the study was to investigate restaurant employees’ turnover intention operating in Pokhara. Pokhara is one of the famous tourist destinations in Nepal. A cross sectional survey was conducted to collect data. The study employed descriptive and explanatory research design to achieve the objectives of the study.

Sampling Procedure

The employees of the restaurant businesses operating in Pokhara are the population of the study. Employees of the restaurants having at least five year of operation was the criteria of including in the survey. Convenient sampling technique was chosen to participate employees in the survey. This technique was chosen to ensure the voluntary participation of the employees in the survey due to less readiness of employee to participate in the survey. It may be due to lack of research supporting culture in developing country. A total of 400 questionnaires were distributed using a convenient sampling technique so that at least 330 valid responses could be collected as per the rule of thumb of 10 responses for each measurement item of the study (Nunnally, 1978). Finally, 341 valid responses were received and used for analysis purposes.

Data Collection Procedure

The data was collected through structured questionnaire by distributing in person during the month of November 2024. The questionnaire was designed based on the conceptual framework developed through the reviews of literature. The questionnaire contents were divided into two parts: the first part includes measurement items related to six constructs, namely; co-worker relationship (CR), working environment (WE), Salary & Benefits (SB), job satisfaction (JS), organizational commitment (OC), and turnover intention (TI), the second part comprises participants demographic information. The six constructs have been measured by a Likert 5-point scale ranging from 1= strongly disagree to 5 = strongly agree. The measurement items of each construct and their reference have been presented in Table 1.

Table 1

Study Constructs, Items and References

Construct	Code	Items	References
Co-worker Relationship (CR)	CR1	Coworkers are friendly.	Balzer et al.(1997); Dabke et al. (2008)
	CR2	Coworkers will support me at work.	
	CR3	I have my supervisors’ support in work.	
	CR4	I have good interactions with my coworkers.	
	CR5	I have good interactions with my supervisors.	
Work Environment (WE)	WE1	I can handle tasks at work with my own judgment.	Balzer et al.(1997); Dabke et al. (2008)
	WE2	At work, I have the necessary equipment and tools to facilitate my job.	
	WE3	At work, my restaurant provides me with suitable clothing to facilitate my performance.	
	WE4	At work, my restaurant provides an independent and healthy work environment.	
Salary & Benefits (SB)	SB1	I am very satisfied with my salary.	Balzer et al.(1997); Dabke et al. (2008)
	SB2	My employee’s benefits are very good.	
	SB3	I receive an additional bonus if I do additional work.	

Job Satisfaction (JS)	JS1	In general, I like my job.	Cammann et al. (1979)
	JS2	In general, I am satisfied with my job	
	JS3	In general, I like working here.	
Organizational Commitment (OC)	<i>Value commitment</i>		Porter et al. (1974)
	VC1	I often tell my friends that the restaurant I work for is a very good one.	
	VC2	I am fortunate to work in this restaurant.	
	VC3	I feel proud when others mention the restaurant I work for.	
	VC4	In comparison with other restaurants, this is the best restaurant I have ever worked for	
	VC5	My values are similar to the business philosophy of this restaurant.	
	VC6	I can realize my full potential when working in.	
	VC7	I am willing to accept any work assigned by my supervisors to continue working in this restaurant.	
<i>Effort Commitment</i>			
EC1	I strongly disagree with the policies of this restaurant toward employees.		
EC2	I will do a similar job in other restaurants		
EC3	I cannot see any future if I continue working in.		
EC4	I think it is wrong to stay in this restaurant.		
EC5	If there are changes in the current environmental situation, I will leave the current restaurant.		
<i>Retention Commitment</i>			
RC1	I am concerned about the negligence in serving the customers of the restaurant that I work for.		
RC2	I am willing to help the development of this restaurant and gain success.		
RC3	I frequently care about the future development of the restaurant that I work for.		
Turnover Intentions (TI)	TI1	I often seriously consider leaving my current job.	Michaels and Spector (1982)
	TI2	I intend to quit my current job.	
	TI3	I have started to look for other jobs.	

Data Analysis

Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to examine the complex relationships among the latent constructs. PLS-SEM is a statistical method well-suited for exploratory research and can effectively handle smaller sample sizes compared to traditional covariance-based SEM (Hair et al., 2017). The decision to use this approach was motivated by the fact that the study model involves complex relationships between the constructs and needs to construct a higher-order construct (HOC) of organizational

commitment (OC) from three reflective lower-order constructs based on the theoretical foundation of Porter et al., (1974).

The SmartPLS software was used to perform the analysis. The datasets were inspected for any missing data before the actual analysis was done, and only the fully completed questionnaires were processed. In order to confirm the power of the constructs, reliability and validity were assessed through the use of Cronbach’s Alpha, composite reliability (CR), factor loadings, average variance extracted (AVE), and discriminant validity according to the Fornell-Larcker criterion.

After the assessment of the measurement model, the structural model was developed to evaluate the relationships that had been hypothesized between the latent variables. The explanation power of the model was measured with R-squared, while the significance of path coefficient were determined via bootstrapping with 5,000 resamples. The sample of 341 participants was considered as sufficient for PLS-SEM, as it was more than the minimum based on the '10 times rule', which suggests that the sample size should be at least ten times the maximum number of structural paths that are aimed at any latent variable (Hair et al., 2017). The PLS-SEM analysis results, comprising the measurement model and the structural model assessment, have been presented in the subsequent sections.

Ethical Consideration

This research has adhered to the highest standards of ethical conduct. Informed consent had been taken from all participants before conducting the survey with the employees of restaurants. The participants were provided clear information about the study's purpose, procedures, potential risks, and benefits. Participation was entirely voluntary, and respondents had the right to withdraw at any time without penalty. To ensure confidentiality and privacy, all collected data had been anonymized and stored securely. Finally, the results of the study has been disseminated responsibly, with a commitment to transparency and accuracy in reporting both positive and negative findings.

Common Method Bias

Since the study conducted a cross-sectional survey with a set questionnaire to collect data, common method bias (CMB) could be a concern (Podsakoff et al., 2003). To check for CMB, Harman’s one-factor test was conducted by running exploratory factor analysis (EFA) with one factor. If a single factor explains less than 50% of the total variance, CMB is likely not an issue (Harman, 1976). The result showed that only 48.58% of the variance was explained by one factor, so there was not a concern of CMB.

Results and Discussion

Respondent Profile

Among the 341 restaurant employees surveyed, 63 percent were male and the majority of participant were belongs to 20-30 years age (45%). In terms of education, most had completed higher secondary education (43.1%), followed by bachelor’s degree holders (32.8%). Over two-thirds (67.4%) were full-time employees, and 36.1 percent had 1–3 years of job experience. The largest job category was in the kitchen (35.2%), followed by waiters/waitresses (26.4%). Most respondents were unmarried (57.8%) (*See Table 2*).

Table 2

Respondent Profile According to Demographic Characters (n = 341)

Characteristics	Frequency	Percent	Characteristics	Frequency	Percent
<i>Gender</i>			<i>Age Group</i>		
Male	215	63.0	Below 20	38	11.1

Female	126	37.0	20-30	156	45.7
<i>Marital Status</i>			30-40	95	27.9
Married	124	36.4	40 & above	52	15.3
Unmarried	197	57.8	<i>Job Experience</i>		
Divorce	13	3.8	< 1 year	52	15.2
Widow	7	2.1	1-3 year	123	36.1
<i>Academic Level</i>			3-5 year	107	31.4
SEE and below	56	16.4	> 5 year	59	17.3
Plus two	147	43.1	<i>Job Title</i>		
Bachelor	112	32.8	Manager Level	26	7.6
Master & above	26	7.6	Kitchen(cook/helper)	120	35.2
			Waiter/waitress	90	26.4
<i>Job status</i>			Front office	36	10.6
Part time	111	32.6	Store	14	4.1
Full time	230	67.4	Sales Boys & Others	55	16.1

Descriptive analysis was conducted on data collected from 341 restaurant employees to assess their perceptions of various workplace constructs. The results revealed that employees generally reported positive perceptions regarding their co-worker relationships ($M = 3.44$, $SD = 0.64$) and working environment ($M = 3.43$, $SD = 0.71$). Job satisfaction was also moderately high ($M = 3.38$, $SD = 0.77$), along with a fair level of retention commitment ($M = 3.35$, $SD = 0.65$) and value commitment ($M = 3.29$, $SD = 0.78$). But, salary and benefits received a slightly lower mean score ($M = 3.16$, $SD = 0.71$). This results indicates low level of satisfaction on salary and benefits provided by the restaurants. Specifically, effort commitment has a relatively lower mean score ($M = 2.79$, $SD = 0.93$), reflecting potential concern regarding staffs motivation and engagement. The mean score for turnover intention was also low ($M = 2.46$, $SD = 0.91$), suggesting a generally low feeling to leave the organization; however, the relatively high standard deviation indicates variability among employees, indicating that some employees may strongly intend to leave.

Table 3

Descriptive Statistics of Study Variables

Constructs	N	M	SD
Co-workers Relationship (CR)	341	3.44	0.64
Effort Commitment (EC)	341	2.79	0.93
Job Satisfaction (JS)	341	3.38	0.77
Retention Commitment (RC)	341	3.35	0.65
Salary and Benefits (SB)	341	3.16	0.71
Turnover Intention (TI)	341	2.46	0.91
Value Commitment (VC)	341	3.29	0.78
Working Environment (WE)	341	3.43	0.71

Note. M = Mean, SD = Standard deviation

Measurement Model Assessment

Joppe (2000) defines reliability as: “The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable”. Two most commonly used methods for establishing reliability include Cronbach’s alpha and Composite Reliability (CR). The results for both Cronbach's alpha and composite reliability are presented in Table 4. The composite

reliability statistics range from 0.813 to 0.957. The indicators of reliability have a reliability statistic over the required threshold of .70 (Hair et al., 2011). Hence, construct reliability is established.

Table 4

Reliability and Validity

Construct	Items	<i>M</i>	<i>SD</i>	λ	α	<i>CR</i>	<i>AVE</i>
Co-worker Relationships (CR)	CR1	3.61	0.68	0.804	0.867	0.904	0.653
	CR2	3.40	0.95	0.824			
	CR3	3.35	0.81	0.734			
	CR4	3.51	0.74	0.838			
	CR5	3.35	0.78	0.836			
Effort Commitment (EC)	EC1	3.06	1.09	0.717	0.834	0.900	0.751
	EC3	3.14	1.09	0.772			
	EC4	3.43	1.06	0.824			
Job Satisfaction (JS)	JS1	3.62	0.74	0.892	0.884	0.928	0.812
	JS2	3.12	0.94	0.899			
	JS3	3.40	0.88	0.912			
Retention Commitment (RC)	RC2	3.39	0.80	0.737	0.903	0.954	0.912
	RC3	3.32	0.83	0.744			
Salary and Benefits (SB)	SB1	3.07	0.92	0.803	0.661	0.813	0.593
	SB2	3.01	0.92	0.786			
	SB3	3.40	0.93	0.718			
Turnover Intention (TI)	TI1	2.52	0.99	0.957	0.933	0.957	0.882
	TI2	2.69	1.02	0.945			
	TI3	2.16	0.90	0.916			
Value Commitment (VC)	VC1	3.39	0.90	0.872	0.927	0.941	0.698
	VC2	3.05	0.99	0.868			
	VC3	3.40	0.90	0.815			
	VC4	3.35	0.97	0.859			
	VC5	3.26	0.97	0.806			
	VC6	3.18	0.98	0.777			
Work Environment (WE)	WE2	3.36	0.90	0.835	0.734	0.850	0.653
	WE3	3.49	0.86	0.808			
	WE4	3.44	0.88	0.780			

Note. *M* = Mean, *SD* = Standard deviation, λ = Factor loadings, α = Cronbach’s alpha, *CR* = Composite reliability, *AVE* = Average variance extracted, *VIF* = Variance inflation factor.

Statistically, using PLS-SEM, construct validity is established when there is convergent validity and discriminant validity achieved. “Convergent validity is the degree to which multiple attempts to measure the same concept are in agreement. The idea is that two or more measures of the same thing should convey highly if they are valid measures of the concept” (Bagozzi et al., 1991, p.425). Factor loading and average variance extracted (*AVE*) values were examined to test the convergent validity. Factor loading refers to “the extent to which each of the items in the correlation matrix correlates with the given principal component or construct. Factor loadings can range from -1.0 to +1.0 with higher absolute values indicating a higher level of correlation of the items with the underlying factors” (Pett et al. 2003, p.299). As part of the measurement model assessment, four items (EC2, EC5, RC1, and WE1) were removed from the analysis due to low factor

loading i.e. less than 0.70 (Hair et al., 2010). The accepted indicators' factor loadings have been presented in Table 4. When the factor loading greater than 0.7 and AVE value is greater than or equal to the recommended value of .50, items converge to measure the underlying construct, and hence convergent validity is established (Fornell & Larcker, 1981). (See Table 4).

Discriminant Validity

“Discriminant validity is the degree to which measures of different concepts are distinct. The notion is that if two or more concepts are unique, then a valid measure of each should not correlated too highly” (Bagozzi et al., 1991, p.425). According to Fornell and Larcker (1981) criterion, discriminant validity is established when the square root of AVE for a construct is greater than its correlation with all other constructs. In this study, the square root of AVE (in **Bold** and *Italic*) for a construct was found to be greater than its correlation with other constructs (see Table 5). Hence, providing strong support for the establishment of discriminant validity.

Table 5

Discriminant Validity

	CR	JS	EC	RC	SB	TI	VC	WE
CR	<i>0.808</i>							
JS	0.595	<i>0.901</i>						
EC	0.558	0.775	<i>0.866</i>					
RC	0.469	0.642	0.605	<i>0.955</i>				
SB	0.398	0.734	0.637	0.545	<i>0.77</i>			
TI	-0.539	-0.816	-0.751	-0.713	-0.752	<i>0.939</i>		
VC	0.673	0.861	0.801	0.655	0.7	-0.799	<i>0.835</i>	
WE	0.593	0.733	0.628	0.561	0.638	-0.674	0.716	<i>0.808</i>

Formation and Validation of Higher Order Construct

Higher-order constructs were specified as reflective-formative hierarchical component models and estimated using the two-stage approach in PLS-SEM (Becker, Klein & Wetzels, 2012; Sarstedt et al., 2019). In this study, organizational commitment (OC) is conceptualized as a formative higher-order construct from three reflective lower-order constructs: Value Commitment (VC), Effort Commitment (EC), and Retention Commitment (RC), based on the theoretical foundation of Porter et al. (1974). In the first stage, the measurement model assessment of all lower-order constructs was estimated, and their reliability, as well as convergent and discriminant validity, was established (Hair et al., 2012; Janadari et al., 2016). The latent variable scores (LVS) of the lower-order constructs were then saved. In the second stage, the LVS was used as an indicator of the formative higher-order construct, OC, which was then embedded in the structural model (Becker et al., 2012; Sarstedt et al., 2019; Thein, 2020). To establish higher-order construct validity, Outer Weights, Outer Loadings, and VIF were checked.

Table 6

Higher Order Construct Validity

HOC	LOC	Outer Weight	<i>t-statistics</i>	<i>p-value</i>	<i>Outer loading</i>	<i>VIF</i>
OC	VC	0.480	7.352	.000	0.940	3.201
	EC	0.287	4.892	.000	0.884	2.882
	RC	0.351	7.032	.000	0.839	1.809

The outer weights were significant (Hair et al. 2016); furthermore, outer loadings were greater than .50 for each of the lower-order constructs (Sarstedt et al., 2019). Finally, VIF values were assessed to check

multicollinearity; all VIF values were less than the recommended value of 5.0 (Hair et al. 2017). Since all criteria were met, HOC validation was established.

Structural Model Assessment

The structural model assessment aims to examine the model’s predictive capabilities and the relationships between constructs. To assess the structural model, four main aspects, namely path coefficients (for hypothesis testing), coefficient of determination (R^2), effect sizes (f^2), and cross-validated redundancy (Q^2), were examined.

Table 7 presents the results of the hypotheses test of the model. The results revealed that co-worker relationships, working environment, and salary & benefits have a significant positive ($p < .000$) effect on job satisfaction. Among these antecedent factors, salary & benefit showed the strongest impact on job satisfaction ($\beta = 0.442$) followed by working environment ($\beta = 0.312$) and co-workers relationship ($\beta = 0.235$). Likewise; co-workers relationship, working environment, salary & benefits, and job satisfaction have a significant ($p < .000$) positive effect on organizational commitment with the strongest effect of job satisfaction ($\beta = 0.566$) followed by co-workers relationship ($\beta = 0.210$), salary & benefits ($\beta = 0.164$), and the lowest effect of working environment ($\beta = 0.084$). In addition, job satisfaction and organizational commitment have a significant negative effect on employees’ turnover intention with the strongest impact of organizational commitment ($\beta = - 0.559$) and followed by job satisfaction ($\beta = - 0.328$). These path coefficients results are the evidences of supporting the hypothesized effects.

Table 7

Path Coefficient Results

Hypothesis	Path	β	SE	t-Statistics	LCI 2.50%	UCI 97.50%	Effect size (f^2)
H1	CR -> JS	0.235	0.048	4.843***	0.139	0.327	0.12
H2	CR -> OC	0.210	0.034	6.113***	0.145	0.281	0.14
H3	WE -> JS	0.312	0.048	6.534***	0.218	0.406	0.14
H4	WE -> OC	0.084	0.041	2.072*	0.006	0.165	0.02
H5	SB -> JS	0.442	0.039	11.403***	0.362	0.515	0.38
H6	SB -> OC	0.164	0.041	3.954***	0.080	0.243	0.06
H7	JS -> OC	0.566	0.046	12.436***	0.477	0.654	0.53
H8	JS -> TI	-0.328	0.061	5.365***	-0.452	-0.213	0.10
H9	OC -> TI	-0.559	0.06	9.365***	-0.668	-0.435	0.29

Note. N=341. Bootstrap samples = 5000, Confidence interval method (Bias corrected accelerated (BCA) method. LCI = Lower Confidence Interval, UCI = Upper Confidence Interval.

* $p < .05$, ** $p < .01$, *** $p < .001$

A variable in a structural model may be influenced by a number of different variables. Removing an exogenous variable can affect the endogenous variable. An f-Square is the change in R-Square when an exogenous variable is removed from the model. The f-square effect size are examined as $f^2 \geq 0.02$ small effect; $f^2 \geq 0.15$ medium effect; and $f^2 \geq 0.35$ is large) (Cohen, 1988).

The f-square values indicate that out of co-worker relationship, working environment and salary & benefits; salary & benefits has a significantly large effect ($f^2=0.38$) in job satisfaction and working environment has an approximate medium effect but co-worker relationship has a small effect on job satisfaction with $f^2=0.14$ and $f^2=0.12$ respectively. Similarly, out of co-worker relationships, working environment, salary & benefits and job satisfaction; job satisfaction has a significantly large effect ($f^2=0.53$) on organizational commitment and

the rest have a small effect with $f^2=0.14$, $f^2=0.06$, and $f^2=0.02$ respectively. Likewise, there is a significant medium effect of organizational commitment ($f^2=0.29$) in turnover intention but job satisfaction has a significant small effect ($f^2=0.10$) in turnover intention.

Hair et al. (2013) suggested in scholarly research that R^2 values of 0.75, 0.50, or 0.25 for endogenous latent variables can, as a rough rule of thumb, be respectively described as substantial, moderate or weak. Q-square measures the predictive relevance of a model. It establishes the predictive relevance of the endogenous constructs. Q-square values above zero ($Q^2 > 0$) indicate that the values are well reconstructed and that the model has predictive relevance.

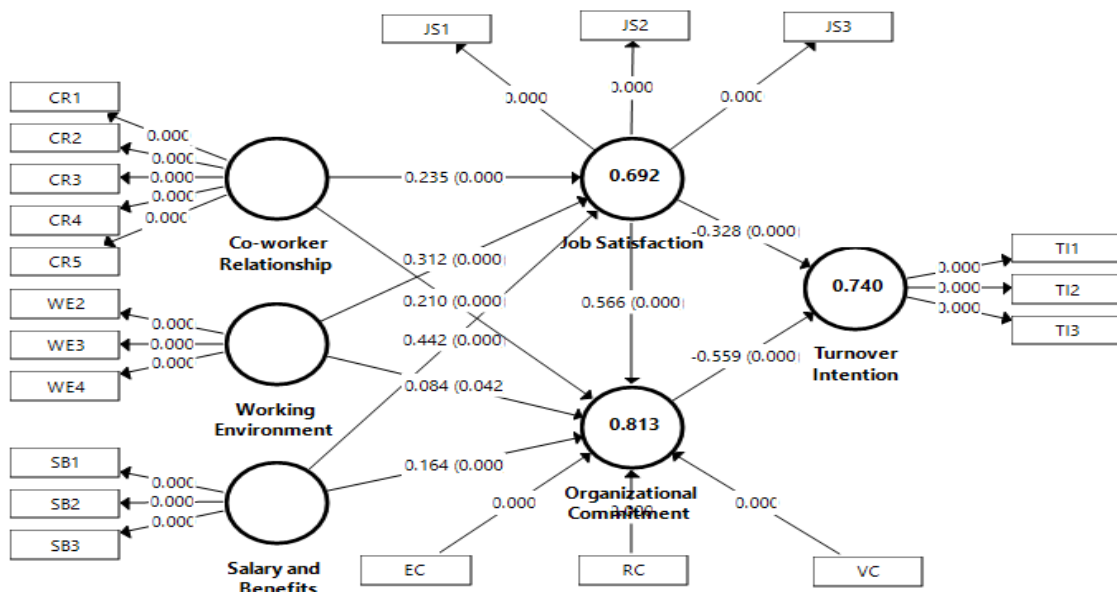
Table 8

Assessment of Predictive Relevance of the Model

	R^2	<i>t</i> -statistics	<i>p</i> -values	Q^2
JS	0.692	26.833	0.000	0.555
OC	0.813	47.611	0.000	0.614
TI	0.740	26.323	0.000	0.647

Figure 2

Structural Model Result



Finally; the Q^2 value reveals that the model has good predictive relevancy since the Q^2 values are greater than 0. It implies that the model has a strong predictive power out of the samples to endogenous constructs based on the relationships identified in the model.

Discussion

The results revealed a significant positive effect of co-worker relationships on job satisfaction, aligning with prior studies (Bella, 2023; Chapagain, 2022; Princessla & Kurniawan, 2020). This indicates that employee collaboration strengthens the team spirit at the same time reducing the stress of the workplace thus increasing the level of satisfaction with the job. Likewise, the relationships among co-workers had a major impact on the commitment to the organization, which is in line with the research findings of Agung et al.(2024), Chao (2018), Khairuddin et al. (2021), and Sari & Aulia (2020). This suggest that conducive work atmosphere, helpful, and interactive employees even further bond the workers' emotional attachment to the company, thus making them more loyal and willing to stay with the employer. The working environment was found to

have a strong and statistically significant effect on job satisfaction, which was validated by the research of Azizah and Otok (2024), Chaichi et al. (2023), Fitriana and Muslim (2024), Forrest (2017), Sari et al. (2024), and Zaki et al. (2024). It is acknowledged that factors like the healthy work environment, job autonomy, availability of resources, and safety measures are essential for employee satisfaction. In addition, the working environment has a weaker but statistically significant influence on organizational commitment supporting the study conducted by Agung et al. (2024), Priyono (2023), and Sari and Aulia et al. (2020). Thus, the results imply that the good and supportive workplace atmosphere, although not a primary driver, still plays a part in enhancing the employees' commitment to their organization. These findings fit with social exchange theory and perceived organizational support model, where supportive conditions and positive relationships are "resources" employees reciprocate with greater attachment.

The outcome of this research underscored the fact that salaries and benefits received from restaurants are the primary factors influencing the overall satisfaction of employees, which are in line with the study conducted by Chapagain (2022), Fitri (2024), Okae (2018), and Suciadi and Wijaya (2017). Nevertheless, the result only partially matched with the finding of Sari et al. (2024). This means that a competitive compensation package comprising salary and benefits are the strongest factor leading to job satisfaction among the employees of restaurants in Pokhara. In addition, salary and benefits are also considered as the moderate but still significant factors promoting organizational commitment which is in line with the research of Agung et al. (2024) and Priyono (2023). This implies the compensations that are equitable and competitive are more likely to encourage the workers' feeling of devotion towards their company. This fits with Herzberg's two-factor theory (pay as a key hygiene factor) and equity theory (perceived fairness of pay).

Moreover, the outcomes indicated that job satisfaction has the strongest positive effect on organizational commitment, thereby supporting the evidence of Hkualizaman et al. (2029) and Syaechurodji et al. (2024). This indicates that workers satisfaction with their jobs will probably show very good loyalty to the company they work for. Finally, finding showed that job satisfaction and organizational commitment significantly and negatively influenced the turnover intention of employees. However, commitment to the organization indicated a higher degree of negative influence on turnover intention implying that workers who feel more loyal to the organization and attached to it are less likely to even think about quitting their jobs. This findings consistent with many models where job satisfaction is an antecedent or mediator of organizational commitment, and both reduce turnover intentions (Aziz et al., 2021; Gumasing & Ilo, 2023; Irawan et al., 2022; Ningsih et al., 2025; Prokoso & Budiono, 2025).

Conclusion and Suggestions

This study was aimed to identify the factors affecting employees' job satisfaction and organizational commitment as well as the effect of job satisfaction and organizational commitment on employees' turnover intention in the restaurant businesses operating in Pokhara. The study found that salary and benefits are still a major concern for employees' job satisfaction in restaurant sector. Job satisfaction achieved in this way was a factor in strengthening organizational commitment. This indicates that satisfied workers are more likely to develop a strong loyalty to their organization. Job satisfaction and organizational commitment together significantly reduce turnover intention, and organizational commitment is the strongest factor affecting the desire to quit job. Furthermore, a favorable working atmosphere and friendly relationships with colleagues are crucial in increasing job satisfaction and, to a lesser extent, organizational commitment. These results highlight the necessity for restaurant managers to focus on attractive remuneration, a friendly atmosphere, and good teamwork to enhance employee retention and morale.

The results of this study provide important insights for restaurant operators and policymakers. The results suggest that restaurant operators or managers should offer attractive salaries and benefits to their staff to attract and retain competent employees, which ultimately reduces human resource management costs and boosts customer relationships and the image of the organization. The results also suggest creating a supportive and harmonious working environment to improve employees' job satisfaction and organizational commitment. This suggests that restaurant operators should develop and execute human resource policies that ensure competitive pay and healthy working conditions. The results recommend that restaurant operators invest in employee satisfaction and commitment to reduce employee turnover and lower hiring and training costs. Ultimately, restaurant owners and managers should balance financial and non-financial compensation to build a motivated, satisfied, and committed workforce.

Author Contribution Statement

The author independently conducted the entire process and activities of research. The author planned and designed the study, reviewed the relevant literature, and research framework independently. All data were collected, processed, analyzed, and interpreted by the author. Besides that author has written, revised, and finalized the manuscript alone for the publication.

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