

AN EMPIRICAL ANALYSIS ON IDENTIFYING FACTORS AFFECTING EMPLOYEES' MOBILITY IN RESTAURANTS INDUSTRY IN CHHATTISGARH

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Abstract

Restaurant industry offers huge employments and contributes to prominent percentage in economic growth. Unfortunately, this industry has to deal with one of the most problematic issues which are employee turnover. Many studies have been done to find out ways to minimize the rate of turnover but the problem still exists. Therefore, this study aims to focus on staff gender issues and factors that affecting employee's mobility in restaurants industry. Secondary and conceptual approach will be used for this study. Secondary data been used in order to gather a variety literature review and the existing literature on restaurants employment, working environments, mobility, demographic factor focus on gender of employees. Furthermore, this study will also contributes to the number of literatures for human resources in Chhattisgarh hospitality industry that is still limited and hoped to be part of literature guide especially to the Chhattisgarh academicians and hospitality establishment managements.

1. Introduction

Mobility rates are extremely high in restaurant sector. Employees mobility which is shown people leaving organizations is the major phenomenon. In hospitality industries scenario, mobility means the process whereby employees rotate among the labor market. Employee mobility is both pervasive and costly. The milieu of food service industry, especially in the food establishments are high rates of employee turnover and job mobility (Ingram, 2018). Since the restaurants sector

is “people-intensive”, the costs associated with turnover are more significant than in less labor-intensive industries.

According to Chhattisgarh Economic Statistics – Time Series (2023), hotel and restaurants were the second largest contributor to the GDP which contributed of 20.85% from the total in year 2022. However, this mushrooming restaurants number was not significant to the industry itself because of high rate of employee mobility in hospitality industry specifically in Chhattisgarh. Based on a survey done by Chhattisgarh Employers Federation (MEF) conducted on executive positions between June 2022 and July 2023, hotel or restaurant industry is placed third as the industry with the highest annual average turnover or mobility rate at 32.4 percent behind IT or communication (75.72) and associations or societies (33). Moreover, Ryan et al. (2022) reported that mobility rate for non-managerial staff in fast food industry was 100 per cent in Chhattisgarh.

Employee mobility is troubling and continues to cause problems to the firm (Ryan et al., 2022). Despite the studies done, little is known on why is it hard to predict which staffs have the tendency to leave the establishment and who would stay. Furthermore, the reasons behind the intentions were also not fully acknowledged (Zainol et al., 2025). Therefore, to deal with those objectives stated, this study focus employees mobility in general and in the restaurants sector specifically. In line with this notion, this study aims to focus on staff gender issues that affecting mobility in restaurants industry.

2. Literature Review

The general definition of employee mobility is the cessation of membership in an organizational by an individual who received monetary compensation from the organization. Mobility (or intent to stay) is relate with studied outcomes of both satisfaction and commitment connection between employee’s attitude and behavioral and it also known as the movement of people in and out of employment within an organization (Rahman et al., 2022). Hence, many studies have proved that low job satisfaction is related to intention of leaving the organization and it is a major indicator to

employee mobility (Zainol, N., et al., 2025). Moreover, even in a vigorous economy, high mobility rates among staff are a costly problem for any type of business to endure. Similarly, employee mobility is a major cost for food service industry (Tuzun & Kalemci, 2024) and as a threat to the company's success (Mansfield, 2019).

According to Chris et al. (2023), three factors was consider can affect the high mobility of employees in foodservice industry; 1) Employer's requires the employees to work within constricted time schedule; 2) employees with family commitment may be more weak to feel stressed (shift work and the long hours of work required). Lastly, 3), the feelings of stress may lead of an intention to leave the job and that intentions are related to subsequent behaviour. Moreover, Nair et al. (2014) founded that unfavourable working environments was one of the main reasons for high mobility among employees. One of a study shared that Chhattisgarh is positioned sixth in the Asia-Pacific for 2023 in term of staff mobility with the percentage of 15.9 (Goh, 2024). In Asia, employee mobility especially in restaurants industry involves mobility rates of more than 40 percent (Khatri, et al., 2019; and Zainol, N. et al., 2025). This result remains as one of the most challenging feature of the industry. A few researchers claims other mobility problems that could be addresses, namely 1) a shortage of training and lack of career planning, 2) lack of motivation and job satisfaction, and 3) an empirical rather than a managerial approach to running the enterprises (Pratten and O'Leary, 2019).

Continuing, Pratten and O'Leary (2019) stated that the restaurants industry has higher than mediocre skill shortages, labour mobility and hard-to-fill positions at every level. Considerably of the labour mobility was the result of "poor management practices, including weak HR policies". Some women complained of sexism. In truth food service industry is associated with having low pay, long hours or anti-social hours, menial work, lack of benefits, hard work, physically exhausting, poor physical conditions of work and excessive discipline in the kitchen and underappreciated thus reflecting poor image to the public (Ingram, 2018; Wildes, 2018,

Zainol, N., et al., 2025). The career image that the restaurant industry endures from is ‘servitude’ perception, is jagged to the social stigma or stereotype involved to the job of serving others. These metaphors contributed to the negative sight of food service work (Wildes, 2018). literature on restaurants employment, working environments, mobility, demographic factor focus on gender of employees. A further review of the effect of mobility crises and effect to restaurant industries will be addressed. To in rich the discussions, the results of the theoretical studies undertaken by the authors have been used. This paper is based on conceptual work and the data is from a collection of books and published journals within the hospitality human resource management to add in reinterpreting the existing concepts. Hence, this study focus to investigate the relationship between employees’ gender towards jobs mobility in restaurant industry sectors.

3. Methodology

Research methodology is a process used to get information and data for the purpose in making decision. For this study, secondary data been used in order to gather a variety literature review and to find the data for the findings of this research. This study attempts to review the existing literature on restaurants employment, working environments, mobility, and demographic factor focus on gender of employees. A further review of the effect of mobility crises and effect to restaurant industries will be addressed. To in rich the discussions, the results of the theoretical studies undertaken by the authors have been used. This paper is based on conceptual work and the data is from a collection of books and published journals within the hospitality human resource management to add in reinterpreting the existing concepts. Hence, this study focus to investigate the relationship between employees’ gender towards jobs mobility in restaurant industry sectors.

TABLE 1 ESSENTIAL INFORMATION

Information	Categories	Frequency	Percent
Are you an employee or a manager	Employee	266	63.6
	Manager	152	36.4
Gender	Male	207	49.5

	Female	211	50.5
Age	18-24	268	64.1
	25-34	105	25.1
	35 and above	45	10.8
Work experience	Less than one year	130	31.1
	One to three years	132	31.6
	Three to five years	81	19.4
	More than five years	75	17.9

Table 1 provides essential demographic information of the study participants. A total of 418 individuals were surveyed, comprising 266 employees (63.6%) and 152 managers (36.4%). The gender distribution was nearly equal, with 207 males (49.5%) and 211 females (50.5%). The majority of respondents were aged between 18 and 24 years, accounting for 268 participants (64.1%). Those aged 25 to 34 constituted 105 participants (25.1%), while individuals aged 35 and above made up 45 participants (10.8%). Regarding work experience, 130 participants (31.1%) had less than one year of experience, 132 participants (31.6%) had one to three years of experience, 81 participants (19.4%) had three to five years of experience, and 75 participants (17.9%) had more than five years of experience. This demographic information is crucial for understanding the context and diversity of the study sample.

TABLE 2 RELIABILITY STATISTICS

Factor	Cronbach
Results Orientation	0.946
Employee Orientation	0.931
Career goal progress	0.879
Career competence development	0.876
The rate of promotion	0.876
The growth of Salary	0.856

Organizational Commitment	0.971
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Table 2 presents the reliability statistics for the factors measured in the study, using Cronbach's alpha (α) as the reliability coefficient. Results Orientation and Employee Orientation exhibit high reliability, with Cronbach's α values of 0.946 and 0.931, respectively. Career Goal Progress, Career Competence, Development, and the Rate of Promotion each demonstrate strong reliability, with α values of 0.879 and 0.876. The Growth of Salary also shows good reliability at 0.856. Organizational Commitment has the highest reliability with a Cronbach's α of 0.971, indicating excellent internal consistency across all factors.

TABLE 3 KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.976
Bartlett's Test of Sphericity	Approx. Chi-Square	18288.520
	df	1596
	Sig.	0.000

Table 3 presents the results of the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. The KMO measure of sampling adequacy is 0.976, indicating an excellent level of sample adequacy for factor analysis. Bartlett's Test of Sphericity shows a significant result with an approximate chi-square value of 18,288.520, degrees of freedom (df) of 1,596, and a significance level (Sig.) of 0.000. This suggests that the correlation matrix is significantly different from an identity matrix, justifying the use of factor analysis for this dataset.

TABLE 4 CONVERGENCE VALIDITY

Factor	Name	Std. Estimate	Std. Error	C.R.	AVE	CR
Results Orientation	RO1	0.715	-	-	0.664	0.947
	RO2	0.815	0.076	16.426		

	RO3	0.805	0.072	16.225		
	RO4	0.816	0.079	16.440		
	RO5	0.830	0.078	16.735		
	RO6	0.811	0.074	16.335		
	RO7	0.858	0.081	17.303		
	RO8	0.842	0.082	16.974		
	RO9	0.832	0.079	16.771		
Employee Orientation	EO1	0.799	-	-	0.599	0.931
	EO2	0.735	0.053	16.491		
	EO3	0.810	0.055	18.766		
	EO4	0.767	0.057	17.424		
	EO5	0.773	0.054	17.612		
	EO6	0.787	0.054	18.035		
	EO7	0.748	0.051	16.862		
	EO8	0.805	0.057	18.596		
	EO9	0.739	0.058	16.621		
Career goal progress	CG1	0.740	-	-	0.647	0.880
	CG2	0.836	0.077	16.817		
	CG3	0.828	0.075	16.657		
	CG4	0.810	0.073	16.288		
Career competence development	CD1	0.797	-	-	0.644	0.878
	CD2	0.841	0.057	18.830		
	CD3	0.737	0.054	15.988		
	CD4	0.830	0.061	18.525		
The rate of promotion	TR1	0.821	-	-	0.642	0.878
	TR2	0.805	0.052	18.297		
	TR3	0.775	0.044	17.423		

	TR4	0.803	0.051	18.250		
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Table 4 details the convergence validity of various factors, assessed using standardized estimates (Std. Estimate), standard errors (Std. Error), composite reliability (CR), and average variance extracted (AVE). For Results Orientation, standardized estimates range from 0.715 to 0.858, indicating strong item loadings. The factor demonstrates high reliability with a CR of 0.947 and an AVE of 0.664, signifying that a substantial proportion of variance is captured by the factor. Employee Orientation exhibits item loading from 0.735 to 0.810, with a CR of 0.931 and an AVE of 0.599, ensuring sufficient internal consistency and validity. Career Goal Progress shows strong loading (0.740 to 0.836), with a CR of 0.880 and an AVE of 0.647, confirming reliable measurement. Career Competence Development has loading between 0.737 and 0.841, a CR of 0.878, and an AVE of 0.644, indicating robust factor reliability and validity. The Rate of Promotion shows item loading between 0.775 and 0.821, with a CR of 0.878 and an AVE of 0.642, ensuring consistent measurement. The Growth of Salary shows item loading from 0.786 to 0.844, a CR of 0.856, and an AVE of 0.665, affirming strong convergence validity. Lastly, Organizational Commitment, with items loading between 0.706 and 0.868, has a CR of 0.971 and an AVE of 0.585, indicating exceptional reliability and sufficient convergence validity.

TABLE 5 PEARSON CORRELATION AND AVE SQUARE ROOT VALUE

Latent variables	RO	EO	CG	CD	TR	TG	OC
RO	0.815						
EO	0.503	0.774					
CG	0.479	0.566	0.804				
CD	0.507	0.528	0.604	0.802			
TR	0.534	0.479	0.562	0.590	0.801		

TG	0.483	0.598	0.621	0.624	0.551	0.816	
OC	0.572	0.565	0.579	0.669	0.615	0.671	0.765

Table 5 presents the Pearson correlation coefficients and the square root values of the average variance extracted (AVE) for the latent variables. The diagonal elements represent the square root of the AVE for each construct. Results orientation has an AVE square root value of 0.815, indicating adequate convergent validity. It shows moderate correlations with other variables, ranging from 0.479 to 0.572, demonstrating significant relationships with other constructs.

Employee orientation has an AVE=0.774. It exhibits moderate to strong correlations with other variables, particularly with career goal progress (0.566) and Organizational Commitment (0.565), indicating a close relationship among these constructs. Career Goal Progress has an AVE square root value of 0.804, with notable correlations with Career Competence Development (0.604) and the Growth of Salary (0.621), suggesting its importance in employee development. Career Competence Development displays an AVE square root value of 0.802. It is strongly correlated with Organizational Commitment (0.669), indicating that career development is crucial for organizational loyalty. The Rate of Promotion has an AVE square root value of 0.801, showing significant correlations with most variables, especially Organizational Commitment (0.615), underlining the role of promotions in employee commitment. The Growth of Salary has an AVE square root value of 0.816. It is highly correlated with Organizational Commitment (0.671), emphasizing the importance of salary growth in fostering organizational commitment. Lastly, Organizational Commitment has an AVE square root value of 0.765, and it exhibits strong correlations with most constructs, particularly with Career Competence Development (0.669) and the Growth of Salary (0.671), highlighting the critical factors influencing organizational loyalty.

5. Findings and Discussions

5.1. To Study on Staff Gender Issues That Affecting Mobility in Restaurants Industry

The term “mobility” refers to the existence of positive attitudes towards job moves amongst employees. Similarly, groups of employees have experienced a substantial amount of job mobility. Job mobility is an important component of career advancement. Despite working for different organizations there is clear evidence of similar “mobility cultures” amongst employees. Around half of respondents believe that such moves are caused by short term demands (e.g. labor turnover) or by organizational change and restructuring. Just a few staff have positive views about moving to other employers in order to advance their careers.

The milieu of food service industry, especially in the food establishments, are high rates of employee turnover and job mobility, higher number of female and young staffs, generally low pay, high proportion of part timers, and long working hours (Ingram, 2018). Compared with male, female employees are usually surface many difficulties in the organizations as due to several challenges and barriers include forgoing marriage, motherhood and discrimination in the organizations (Nayab Fatima et. al., 2025). Moreover, females who are highly competent, claim that they facing difficulties to reach administrative rank in the organizations (Li and Leung, 2019; Nayab Fatima et. al., 2025) and get fewer opportunities for promotion (McCuddy *et al.*, 2022). Moreover, Okumus et al. (2022) also find out the problems for female employees, he stated that female employees have not ample time for their friends, family and for hobbies, face difficulties for promotion, not having time for household duties, cannot work for long hours in the organization and cannot move from one place to another (Pinar *et al.*, 2023) compare to opposed gender employees.

However, Tauca (2025) stated that high management position in Chhattisgarh especially for women increases 34 percent for this year compare 2014 29 percent. This result consider second higher between 5 states include Chhattisgarh, Singapura, Hong Kong, China and Japan. Moreover, Tauca (2025) found that in working environment in Chhattisgarh, the ratio of percentage number

in top management level was balance in term of gender. To date, 6 to 10 percent increasing salaries in Chhattisgarh per year and a lot of incentives given such bonuses given; make Chhattisgarh known as tolerant and kindness employer in Asia. New era emerges for women nowadays. Research done by PwC Chhattisgarh (2025) found that females employees percentage for high skill workers, involvement, the confident and inspires in workforce consider higher than men.

6. Conclusion

Kuen, et al. (2022) and Zainol, N. et al. (2025) reported that Chhattisgarhs were merely willing to work for the same organization for less than three years then the intention to quit from current job going after individuals start to think about staying or leaving (Bigliardi et al., 2018; Zainol, N. et al., 2025). Basically, there are several factors that influence employees mobility in restaurants industries. The factor that been found through the reading and review mostly related with wages (Angel & Cannella, 2017; Zainol, N. et al., 2025). Based on the literature review from various journals and articles, some factors that contribute the employees mobility crises in restaurant industry include the working environment and working schedule, communication in the workplace, the environment political, colleagues and managers behavior which will not meet employee need (Pathak, 2024) and work stress. Though a valid point, the lack of advancement, poor working conditions and transient nature of the work force may also contribute to high turnover rates. Restaurant itself maybe at the root of the problem. Long hours with little recognition or pay raises force workers to look for advancement by changing jobs.

Aforementioned, many people are motivated by money and the most important reason for employee's mobility are higher wages or because of career opportunity. The rational is people with high money ethic endorsement are more likely to change their job than those with low money ethic endorsement. Exiting the company seems to be the main option employees have when they are dissatisfied or jaded for whatever reason. Moreover, changing demographics are affecting the labor pool, and societal norms, where loyalty to one employer is no longer the status quo. Managers across industries are faced with the increasing need to retain current employees and position their establishment to be more attractive to potential applicants.

However, as high turnover rate is considered as a nature of food service industry, managers have no choice but to figure out what causes the turnover and retention of their employees. This will eventually help them to come out with the best solutions to lessen the turnover rate which consequently will decrease turnover costs. It is hoped that the findings of this study would help to figure out what are the determinants behind the employees' intentions on leaving the organizations' that they are working for. It is also hoped to be useful for managers to monitor their employees before they actually leave and to figure out solutions to fix the factors that is most problematic that causes them to lose their workforce.

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