The Working Life of Employees in the Context of UK SMEs of Bangladeshi Origin

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Declaration of Authorship

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DEDICATIONS

This thesis is dedicated to

My Loving Parents:

Late Ashmat Ali Biswas

Rupjan Begum

My Beloved Wife:

For her great sacrifices during my study in the UK

Mrs. Sultana Akter

and

My heart and lovely daughter:

Rafida Jannat

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Abstract

This thesis investigates the relationship between Employee Working Life (EWL), Job Satisfaction (JS) and restaurant performance in United Kingdom Bangladeshi Restaurants (UKBRs). The UKBR sector consists of Small and Medium-Sized Enterprises (SMEs) operated by entrepreneurs of Bangladeshi origin. EWL, JS and performance amongst enterprises in this sector have not previously been investigated in spite of their significance as employers.

The study is based on semi-structured, face-to-face interviews with employees in UKBRs. Some 40 participants working in 20 BRs were interviewed. The restaurants were chosen using convenience sampling, and the participants were invited on the basis of their work responsibility and availability. The research used a thematic analytical technique, with the help of QSR N10, to develop nine key themes related to EWL, JS and performance. These themes highlight several unique aspects of the relationship between EWL, JS and performance. Primary research also involved reviewing 509 online customer Google and TripAdvisor reviews of the 20 BRs in the sample.

The research findings highlight that the three factors of EWL, JS and performance, especially non-financial performance, are indeed linked. A close examination of these links reveals several key aspects. First, EWL is 'beyond' the UK tradition since employers show a domineering attitude. However, employees continue to work due to lack of skills and competence. Second, employees perceive of, and present themselves as satisfied. However, this satisfaction is not reflected in the business performance of BRs, which is experiencing downturn. This reflects the fact that employees' satisfaction is based on unethical dealings between owners and employees, according to which the act of employment is misused by both parties for what is seen as their mutual benefit, although in fact, it enables the exploitation of employees by the owners. Finally, the analysis shows that the kind of 'trap strategy' preferred by owners constrains employees to develop their skills for mobility to other industries. This is also underpinned with a visa system that helps employers to retain staff. Hence, employees' express satisfaction with their employment circumstances on the basis that it is the best they can hope for, given their poor transferability of skills and competence that defines the sector, and given their need to feel secure in the UK.

As a result, this thesis proposes a new framework called 'The Employees' Working Life Improvement Model', which demonstrates how employment circumstances in this sector can be improved to the benefit of both employees and owners. Finally, the thesis makes recommendations for further research, including an examination of the applicability of the findings to SMEs operated by other ethnic groups in the UK.

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List of Abbreviations

BIS=Department for Business, Innovation and Skills

BRs= Bangladeshi Restaurants

DTI=Department of Trade and Industry

EMB=Ethnic Minority Business

EWL=Employee Working Life

HRM=Human Resource Management

HR=Human Resource

JS=Job Satisfaction

NMW=National Minimum Wage

QWL=Quality of Working Life

SME=Small and Medium Sized Enterprise

UKBRs= United Kingdom Bangladeshi Restaurants

WLB=Work Life Balance

Chapter 1: Introduction

1.1 Context and rationale for this study

Employees' Working Life (EWL) is an integral part of the success of any organisation. EWL refers to the occupation of employees, workplaces, hours of work, annual leave, flexible working arrangements and pay (Truss et al., 2006). Hence, when a researcher talks about EWL, this encompasses employee Job Satisfaction (JS), working environment, organisational culture, management attitudes, promotion, pay and fringe benefits. In a range of organisations, EWL is inextricably linked to JS. The theories of EWL (e.g. Smeaton and White, 2016; Chinomona and Dhurup, 2014; Sivapragasam and Raya, 2014; Laar et al., 2007; Truss et al., 2006), JS (e.g. Herzberg's two-factor theory, 1959; Maslow's hierarchy of needs, 1970; the job characteristics model of Hackman and Oldham, 1976) and non-financial performance (e.g. Gray et al, 2012; Walker and Brown, 2004) are well established.

This study begins, therefore, by reviewing the literature on EWL, JS and the non-financial performance of Small and Medium-sized Enterprises (SMEs). SMEs owned by Bangladeshi communities in the UK have a long history of success, originating in 1946 in the restaurants food industry. The vast majority of so-called 'Indian Restaurants' in the UK are Bangladeshi-owned. According to Gillian (2002), 8 out of 10 Indian restaurants are owned and managed by Bangladeshi businessmen. However, more recently approximately 3 Bangladeshi restaurants are closing down each week (Khandaker, 2017; Wilson, 2017). On the other hand, in the UK, SME's are increasingly recognised as playing a key role in helping to develop economies through enhancing investment and creating job opportunities (Department for Business, Innovation and Skills, 2016). Currently, there are more than 5.5 million SMEs, providing 15.7 million jobs, which is 60% of all private sector employment in the UK. SMEs turned over some £1.8 trillion in 2016 (47% of GDP) (Department for Business, Innovation and Skills, 2016). In Europe, SMEs support around two-thirds of all jobs (Department for Business, Innovation and Skills, 2015).

Best practice in EWL creates a more flexible and supportive work environment for employees, enabling them to focus on tasks and roles while at work. This includes cultivating a supportive

culture, developing programmes for life event needs, and promoting flexible work practices that work for the business by benefiting employees. EWL has a direct impact on business growth and development. For example, if employees are not happy in their jobs, their performance is affected with negative consequences for the business. Judge et al (2001) indicate that the relationship between JS and job performance in an organisation is like a 'holy grail' because effective JS is so important for job performance among employees and organisations. Thus, EWL improves JS, and efficient JS is central to organisational performance. Wilkinson (1999) indicates that EWL within small firms tends to present as one of two broad types. The first of these is the 'small is beautiful' scenario in which small firms facilitate close and harmonious working relationships. The other is the 'bleak house' scenario, in which the small firm is dictatorially run, with employees suffering poor working conditions. Given the importance of SMEs to the UK economy, it is clear that EWL in SMEs has a significant impact on the everyday lives of people. However, it has also been established that HR policies and practices in SMEs do not compare to those of larger organisations (Kotey and Slade, 2005; Storey, 2002).

This study investigates the relationship between EWL, JS and non-financial performance in SMEs, as defined in the literature. Since the relationship between EWL, JS and performance is complex, one of the main challenges is to characterise the relationship between EWL, JS and performance. Jenaibi1 (2010), for example, describes the effects of an employee working in a job that he/she never enjoyed in the first place. The challenge for management is to generate higher levels of JS amongst workforces as a whole. Therefore, this research intends to develop a model that defines the relationship between EWL, JS and performance. The research therefore has the potential to contribute significantly to Bangladeshi-operated UK SMEs. It will impact positively on businesses owned and managed by other ethnic minorities such as Chinese, Indian, Pakistani, Black Caribbean and Black African businesses.

1.2 Background and contribution of Bangladeshi SMEs in the UK

This research focusses specifically on Bangladeshi small firms which have a long history within UK culture. In 1946, there were 20 restaurants or small cafes owned by Bangladeshis in the UK. By 1960 this had grown to 300, and by 1980, more than 3,000 such SMEs were

trading (Wilson, 2017; Gillan, 2002). By 2002, according to the Curry Club of Great Britain, there were 8,500 curry restaurants and, of these, some 7,200 were Bangladeshi (Gillan, 2002). The Bangladeshi SME sector has ostensibly grown progressively over the last few decades. According to Khandaker, (2013) President of the Bangladesh Caterers Associations, by 2013 there were approximately 12,000 British-Bangladeshi restaurants across the UK, employing more than 90,000 employees (mostly of Bangladeshi origin), and with an estimated annual turnover of £4 billion. Bangladeshi SMEs play an especially important role in London, with more than 2,500 Bangladeshi-owned restaurants (Khandaker, 2013). They have, as a result, generated considerable interest amongst academics, practitioners and policy-makers. Thus, the Bangladeshi community is thriving in the UK, and third generation Bangladeshis are on their way to establishing themselves in the mainstream British business environment. However, Wilson (2017, p. 29) argued that-

> 'Most third-generation British Asian people have chosen not to follow their parents and grandparents into the curry businesses, and who could blame them, after witnessing their parents endure dwindling profits, long and anti-social hours, rude customers and racial abuse?'.

Bangladeshis are one of the UK's largest immigrant groups, and the UK Bangladeshi population has grown steadily over recent years. For thousands of Bangladeshi immigrants in the 60s and 70s, working in Britain as Onion Cutters (OCs) and Dish cleaners (DCs) represented a way of life that was even more precarious that the existence of many of these workers back home (Wilson, 2017). During the 1970s, large numbers of Bangladeshi immigrants arrived in the UK, settling mainly in London, and primarily in the East London Boroughs. The Borough of Tower Hamlets has the highest proportion of Bangladeshis in the country, and approximately 37% of the Borough's total population are Bangladeshi (Gillan, 2002). As a result, Bangladeshis often refer to British Bangladeshis as 'Londonis'. There are also important Bangladeshi communities in Birmingham, Oldham, Luton, Bradford, Manchester, Newcastle upon Tyne, Rochdale, Cardiff and Sunderland. Wilson (2017) mentioned that in the 1970s and 1980s, more chefs arrived from Bangladesh, which was the golden era of the curry house. The UK Census in 2001 found that 154,362 Bangladeshi-born people were resident in the UK, out of a total of 283,063 residents of Bangladeshi ethnicity (Office for National Statistics, 2001). By the time of the 2011 Census, the total Bangladeshi population in the UK grew to 447,201 (Office for National Statistics, 2011). Table 1.1 below shows that Bangladeshi population trends from 1961 to 2011 in the UK. It clearly demonstrates a positive trends of Bangladeshi population in the UK.

Table 1.1: UK Bangladeshi population trends (Census of Population)

Year	Population	+-%
1961	6,000	-
1971	22,000	+266.7%
1981	64,561	+193.5%
1991	162,835	+152.2%
2001	283,063	+73.8%
2011	447,201	+58.0%

Source: UK Census 2011
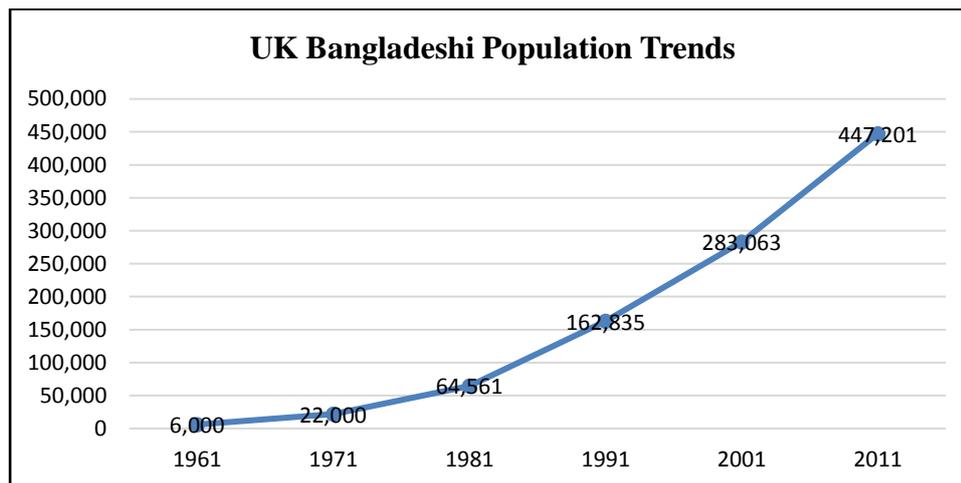
Figure 1.1: UK Bangladeshi population trends (Census Population)

In the UK, the Ethnic Minority Business (EMB) population is highly diverse, and it is hard to identify general patterns. Apart from the diverse cultural factors that define them, EMB business attitudes and behaviours are also influenced by business issues, such as size, sector and location (Carter et al., 2013; Ram et al., 2000). The Bangladeshi EMB population mainly comprises of owned and managed restaurant businesses in the UK. Indeed, some 8 out of 10 Indian restaurants in the UK are owned and operated by Bangladeshis (Gillan, 2002). Basu and Altinay (2002) indicate that Bangladeshi businesses in the UK may be influenced by religion and family tradition, in particular when it comes to women's participation in business. Despite this, the engagement of Bangladeshi women in the UK labour market has increased (The Economist, 2012). The evidence shows that Bangladeshi and Chinese businesses are concentrated in the catering sector, whilst Indian and Pakistani businesses are more likely to be retailers (Carter et al., 2013). EMBs are also represented in professional services, for instance, accountancy, law and pharmacy. Ward (1991) provides data on the proportion of self-

employed people within particular ethnic groups in the UK. The author identifies the percentage of people of working age in employment and these are: Afro-Caribbean 5%, Indian 19%, Pakistan/Bangladesh 23% and other ethnic minorities 13%. Nearly two decades later, Ram and Jones (2008) stated that the highest rates of self-employment are found amongst the Chinese (21.6%), followed by Pakistanis (17.2%), Indians (14.8%), Other Asians (13.9%) and Bangladeshis (11.1%). In contrast, low rates of self-employment are found amongst Black Caribbean (6.5%) and Black African (6.8%) groups.

EMBs are regarded as significant contributors to the UK small firm population. There are more than a quarter of a million EMBs in the UK (Ram and Jones, 2008). Ekwulugo (2013) indicates that ethnic minorities account for eight per cent of the British population, but in some parts of London, ethnic minorities account for more than fifty per cent of the local population. This geographical concentration has an impact on their economic contribution to the local economy. Hence, EMBs make significant contributions to the UK economy, contributing between £25-£32 billion to the economy every year (Kambona, 2016; Carter et al., 2013; Ram and Jones, 2008). Khandaker (2013) highlights the fact that Bangladeshi SMEs are amongst the most prominent contributors to this effort, with Bangladeshi restaurants businesses contributing more than £4 billion.

1.2.1 Present trends in UK Bangladeshi SMEs

Research shows that the Bangladeshi population has grown steadily in the UK (see Table 1.1 above), and the proportion of Bangladeshis in self-employment and business has increased over the past few decades, compared with Chinese, Pakistanis, Indians, Black Caribbeans and Black Africans (Department of Business Innovation and Skills, 2012). However, there has been limited research into Bangladeshi SMEs in the UK. This is despite the fact that there has been an increasing amount of research published on UK SMEs (Blackburn et al., 2013); employment rights in small firms (Blackburn and Hart, 2003); human resource practices and organisational commitment in SMEs (Saridakis et al., 2013); new small firm survival in England (Saridakis et al., 2008); ethnic minority business (Ram and Jones, 2008; Jones et al., 2006; Ram and Smallbone, 2001; Ram et al., 2001; Ram et al., 2000); employee relations in South Asian restaurants (Edwards and Ram, 2006; Ram et al., 2001); Asian business growth: (Dhaliwal and Gray, 2008); and pay determination in small firms in the UK (Gilman et al., 2002). This research enriches the academic literature on SMEs and contributes to knowledge

in terms of EWL, JS and the performance of SMEs. However, there is still insufficient research into UK Bangladeshi SMEs generally, and into JS, EWL and performance specifically. As such, this study is potentially very significant. Table 1.2 and Figure 1.2 below demonstrate key trends in UK Bangladeshi restaurants.

Table 1.2: The trends of UK Bangladeshi restaurants

Year	Restaurants number
1946	20
1960	300
1980	3,000
2002	7,200
2013	12,000
2014	11,000
2015	10,500
2016	10,250

Source: Gillan, 2002 and Bangladesh Caterers Association, 2016
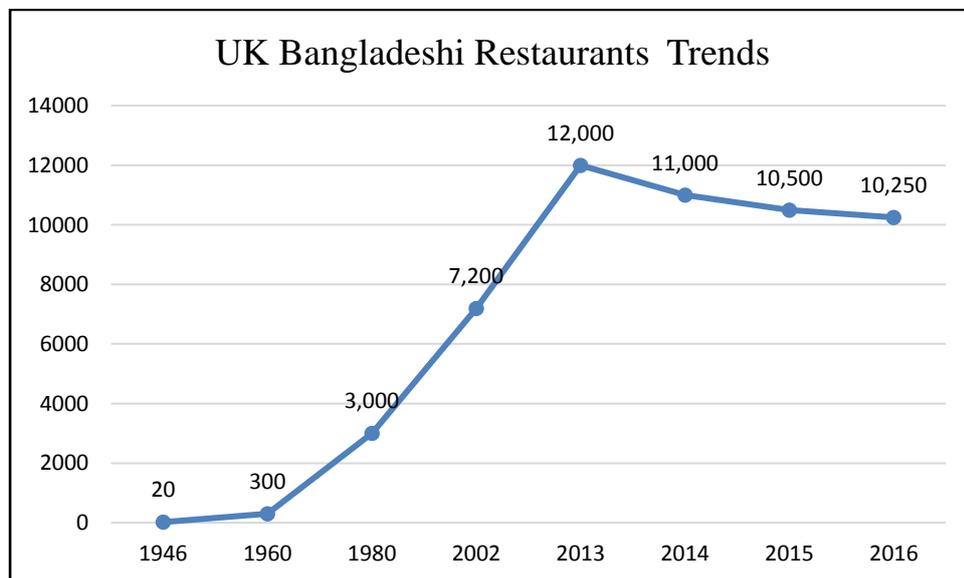
Figure 1.2: UK Bangladeshi restaurants trends

Table 1.2 and Figure 1.2 shows that the UKBR sector prospered in 2013 when some 12,000 restaurant businesses were trading. However, currently, the restaurant sector has faced difficulties through, for example, Government policies, a lack of bank support, and shortages in skilled labour (Khandaker, 2016). Consequently, many owners have faced the prospect of foreclosing and having to voluntarily sell their businesses. It is notable that between 2013 and 2014 approximately 1,000 restaurants failed and approximately 500 restaurants per year have

failed since this time. The number trading as of 2016 had shrunk to 10,500. Thus, the estimated contribution of these businesses to the economy dropped to £3.5 billion (Khandaker, 2016).

1.2.2 Recent crisis of UK Bangladeshi restaurants industry

UK based Bangladeshi restaurants are currently encountering a crisis. According to Wilson (2017), thousands of Indian restaurants are critically short of both staff to cook the food, and customers to eat it. Across the industry, two or three curry houses per week are closing down, and hundreds of popular restaurants face closure due to an acute shortage of chefs (Wilson, 2017; Khandaker, 2016; Robinson, 2016; Moore, 2016; Lomas-Farley, 2016; Birrell, 2015; Witts, 2015; McFadyen, 2015; Haq, 2015).

This shutdown is likely to have an adverse impact on existing restaurant employees who are increasingly complaining of mental stress following business failure (Wilson, 2017). Moreover, this volatile working environment has seen staff move from one restaurant to another to further their careers and earn more income. In such circumstances, owners can take advantage of staff by reducing certain financial benefits. As such, employees effectively consent to work under dubious conditions whether they are satisfied or not (Wilson, 2017). Employees are increasingly concerned and stressed about job security, work experience, and complex organisational cultures.

Khandaker (2016) argues that one of the reasons behind these alarming rates of business failure are new Home Office rules which complicate immigration policies. Such rules mandate that cooks from outside the EU must earn £29,550 to be granted a UK visa. However, experts say that such a salary is way above the market rate, which is £5,000 lower than this figure (Lomas-Farley, 2016; McFadyen, 2015). Wilson (2017, p.28) notes that-

> 'A law that came into effect in April 2016 states that a skilled chef from South Asia must earn £35,000 or more a year, after deductions for accommodation and meals, to come work in a British restaurant...Lord Bilimoria… this is 'ridiculous' and 'discriminatory'. No ordinary curry chefs earn £35,000 (the industry average is £22-25,000…)'.

Witts (2015) argues that the government needs to review such policies, otherwise more than 150,000 people will become unemployed. McFadyen (2015) argues that the policy is destroying UKBRs industry. Furthermore, Khandaker (2016, p. 1) stated that:

'We've been told by the British ministers to employ European Union peoples but the European Union peoples – we welcome them, especially we've got some people who are interested to work from Romania and Bulgaria. 'But they've never stayed, I don't blame them. There's a language problem, cultural problem and mainly the smell problem for them is bad – they can't stand the curry smell'.

Despite the pivotal role of Bangladeshi SMEs and the present crisis that they face, there has been little or no research into EWL, JS and performance in this sector (Carter et al., 2013; Ram and Jones, 2008; Gillan, 2002). It is this dearth of research that has inspired the current study which seeks to achieve a deeper critical understanding of EWL, JS and employee performance within the industry.

1.3 Aim, objectives and research questions of the study

It is evident that Bangladeshi SMEs in the UK have established a good business reputation, however, research into EWL, JS and performance amongst such businesses is scarce. There are few specific models for the SME sector, let alone for Bangladeshi-owned enterprises specifically. As such, the following aim and objectives set out to critically analyse this situation in detail.

- **Research Aim:** The aim of this research is to investigate the relationship between EWL, JS and performance in UK restaurants owned and managed by Bangladeshi entrepreneurs. The ultimate aim is to develop a new model for this sector.

- **Research Objectives:** The objectives of the research are to:
  a) identify the major factors contributing to EWL, JS and performance in UK restaurants of Bangladeshi origin;
  b) examine how EWL, JS and performance factors affect each other;
  c) analyse the relationship between EWL, JS and performance and
  d) contribute to an understanding of EWL in British restaurants of Bangladeshi origin.

To achieve the above objectives, the research is developed across several key stages.

First, a discussion will be presented of EWL factors and their relationship to JS and performance. The literature review, for example, reveals that the key EWL factors are

occupation, workplace, hours of work, annual leave, and job flexibility and pay (Truss et al., 2006). Second, the research will examine the relationship between JS factors, EWL and performance. The literature review demonstrates that the key JS factors are working conditions, work autonomy, career prospects, and interesting jobs (Drobnic et al., 2010). Third, the research will present non-financial performance factors and will note their relationship to EWL and JS. The review of literature finds that non-financial performance factors such as job autonomy, work and family life balance, employee turnover, job challenge and sense of fulfilment are significant considerations (Gray et al., 2012). Finally, the research will contribute to EWL in UK Bangladeshi-owned restaurants by proposing a new model.

- **Research Questions**

Deciding on the research questions is one of the first methodological steps that the investigator has to take in deigning research. It is a critical part of the process, as it determines the thrust of the methodology, arguments and inquiry. According to Bryman and Bell (2011), research questions must be stated precisely. If they are not clearly articulated, there is a risk that the data collected will be inappropriate, or the coding schedule will miss out key dimensions. Hence, this study aims to address two specific research questions in order to achieve the specified research objectives above. These research questions are:

1) What is the relationship between EWL and JS? and
2) What is the relationship between JS and restaurants' performance?

The first question focuses on the relationship between EWL and JS in order to understand the state of knowledge and understanding of EWL and JS that has already been established in the literature for this industry. The second, and more original, question addresses how the JS of employees affects the performance of restaurants. This has emerged as a knowledge gap during the course of examining the literature on SMEs, and Bangladeshi SMEs in particular, in the UK. This study aims to address these two research questions by following an inductive research approach to gather and analyse both primary and secondary data appropriate to this purpose.

1.4 Scope of the study

In terms of data collection, the scope of this study necessitates consideration of data of two broad kinds: a) primary data collected from 40 semi-structured interviews with employees in the UKBRs; and b) secondary data gathered from the following sources:

a) 509 online customer reviews of 20 UKBRs;

b) Relevant online sources such as the Bangladesh Caterers Association (BCA), BIS, DTI and previous PhD theses (both published and unpublished);

c) The literature exploring the relationship between EWL and JS in SMEs with connections to the disciplines of business, management, HR management and organisational studies; and

d) Literature exploring the extent to which there is a relationship between JS and SMEs performance with relevance to the current research in business, management and HR management.

This study therefore takes into account current debates in the literature in relation to five particular areas: a) EWL; b) JS; c) SMEs performance; d) ERs in SMEs; and e) HRM in SMEs.

1.5 Contribution of the study

The literature on EWL, JS and performance in the UK shows that most previous research has been based on the British SMEs sector as a whole including a) e.g. Government, SMEs and entrepreneurship development: Blackburn and Schaper (2012); b) Small enterprise: Curran and Blackburn (2001); David (1999); c) Small firms: Blackburn and Jennings (1996), Bolton (1971); d) Britain at work: Cully et al (1999); e) JS: Kapoor (2001), Curran et al (1986); f) Ethnic minority business: Ram and Jones (1998); g) Working life: Laar et al (2007) ; Truss at al (2006). Although some work has been done on ethnic minority SMEs, there has been little research into EWL, JS and performance in Bangladeshi SMEs in the UK specifically. As there is limited research on the EWL, JS and performance of Bangladeshi restaurant (BR) businesses in the UK, research is needed to investigate the relationship between EWL, JS and performance in this sector.

Therefore, this study expects to establish findings that contribute significantly to BR businesses, as well as to other ethnic minority businesses in the UK. It further expects to contribute to the knowledge management of EWL, JS and performance in SMEs. The outcomes from this research will provide fresh insights that may facilitate future studies in this area.

1.6 Structure of the thesis

This study comprises of six chapters:

Chapter 1 explains why this study is being carried out. It sets out the aim of the study, and discusses EWL, JS, performance, background and the contribution of BRs. It also discusses present trends and the recent crisis that has visited BRs. This chapter also establishes the context and rationale of the study, the objectives of the study, its research questions and propositions, the scope of the study, the contribution of the study, and the structure of the thesis.

Chapter 2 presents a literature review, which defines SMEs, the roles of SMEs and ethnic minority SMEs. It also discusses HRM in UK SMEs. The literature review examines the key theories of JS. The chapter also critically reviews the literature on EWL, JS and performance, and examines the key factors of EWL, JS and performance, before describing the potential relationship between EWL, JS and performance. It further identifies three central research propositions. Finally, it establishes a number of research gaps to be explored and explains the contribution of the research to the existing body of knowledge for this industry.

Chapter 3 describes the research methodology. This chapter discusses relevant research philosophies, research methods (e.g. qualitative vs. quantitative) and approaches (e.g. inductive vs. deductive) as well as research strategies (e.g. cross-sectional), data collection methods (e.g. both primary and secondary), data analysis and interpretation methods (e.g. thematic analysis technique). It further discusses how themes were developed from and supported by codes, and it sets out a number of ethical considerations that were taken into account in carrying out research. In the process, it provides explanations as well as a rationale and justification for selecting a range of approaches that were followed during this investigation.

Chapter 4 discusses the techniques used for the analysis of qualitative data including thematic analysis, and the use of NVivo software. This chapter presents 54 themes and sub-themes extracted from the data, with empirical references, and each key theme concludes with a thematic summary. The models and figures used are briefly explained and thematic analysis as a useful technique is interpreted as a way to support the analysis of qualitative data. Some explanation is provided in terms of how the themes are structured to meet the research objectives.

Chapter 5 proceeds from the previous chapter on data analysis to discuss four empirical models on EWL, JS and performance. It proposes a new model for this sector for further development in the industry. Thus, this chapter attempts to relate the present research to the existing body of knowledge through logical argument and justification. The new model proposes the establishment of a suitable mechanism for mutual and beneficial cooperation between the trade association, employees, government institutions and employers.

Finally, Chapter 6 reflects upon the overall process and findings of the research. It includes a summary of findings, an acknowledgement of its limitations, and recommendations for further research.

1.7 Conclusions

This chapter has introduced the research context, rationale, aim, objectives, research questions, and scope of the study. Thus, it provides a background to the investigation and explains its relevance and contribution. It offers a clear, concise and constructive guide to the chapters that follow so that readers can gain an understanding of the design of the thesis. Although there is a substantial body of literature on ethnic minority businesses in the UK, this Chapter has identified a research gap in our understanding of the working lives of employees in Bangladeshi businesses. This is significant in that there is an estimated 90, 000 employees in 10,500 restaurants. The next chapter discusses the literature and justifies the research question and aims.

Chapter Two: Literature Review

2.1 Introduction

This chapter critically examines the literature on EWL, JS and performance in SMEs. This involves an examination of the major theories of EWL, JS and performance that are salient in key literature sources. The aim of the chapter is to identify research gaps, develop propositions for research and establish a conceptual framework for this study. Four important points need to be made from the outset. First, the literature focuses significantly on the service sector, and specifically, restaurants and so it specifically looks at EWL, JS and performance in UKBRs. Second, the literature focuses on EWL, JS and performance exclusively in British SMEs and, in order to identify potential knowledge gaps, it draws on appropriate bodies of literature that specifically speak to employee relations, industrial relations, business, management, HRM, human relations, and industrial and organisational psychology. Third, there are few previous studies that have looked at the relationship between EWL, JS and performance in the sector discussed in this research. Fourth, the focus of this literature review is on the key conceptual frameworks and constructs in relation to EWL, JS and performance and interrelationships. As a result, this literature review explores EWL amongst UKBRs to address a research gap.

To achieve the above objectives, the chapter begins with a detailed review of related literature. It presents definitions of SMEs in a UK context and it discusses the significance of SMEs in terms of their role and importance to the economy. It discusses ethnic minorities in SMEs before contemplating various theories relating to JS, EWL and performance. By discussing EWL, the chapter links to the broad themes of employment relations, HRM, HR practices and organisational performance. The discussion of JS includes consideration of theories, and a discussion of the relationship between JS and EWL, and the relationship between JS, performance, and the broader theoretical framework. Finally, this section draws broad conclusions to set out a significant agenda for further research.

During the literature review, four research objectives are identified to appropriately address the research questions and aim. As a result, the study attempts to explore current studies from a critical perspective, identifying the theories and concepts utilised, and the views and perspectives of previous researchers, to identify a knowledge gap. By synthesising these

theories and reviews, it aims to identify the key factors that could contribute to the improvement of EWL, JS and the performance of BRs in the UK.

This review examines published literature in the field of SMEs, especially British SMEs. In addition, relevant and recent related PhD theses, both published and unpublished are also consulted. This literature review aims to identify a knowledge gap in the field of EWL, JS and performance in UK SMEs.

2.1.1 Definitions of SMEs

Definitions of SMEs vary from country to country as a result of the large variety of these businesses (Blackburn and Schaper, 2012; Rhodes, 2012; Bloodgood et al., 2010; Department for Business, Innovation and Skills, 2008). There are many reasons for these varying definitions, including the need to scale the terms 'small' and 'medium' to meaningful levels to describe the typical size of firms and the level of economic activity they are involve in within different countries. The criteria on which these definitions of SMEs are based also vary, sometimes including thresholds of financial performance, such as the value of annual sales, revenue or turnover (Bloodgood et al., 2010; Department for Business, Innovation and Skills, 2008; Department of Trade and Industry, 2001).

In the UK, there is no single definition of a small firm because of the wide diversity of businesses. The small firm is beautiful, dynamic, efficient, competitive and perhaps a most important source of new jobs (Rainnie, 1989). The best description of the key characteristics of a small firm remains that used by the Bolton Committee (1971) Report of Small Firms. This states that a small firm is an independent business, managed by its owner or part-owners. Such a business typically has a small market share (Department of Trade and Industry, 2001). Section 248 of the Companies Act of 1985 states that a company is 'small' if it satisfies at least two of the following three criteria: a turnover of not more than £2.8 million; a balance sheet total of not more than £1.4 million; and no more than 50 employees. It characterises a medium-sized company as one that satisfies at least two of the following criteria: a turnover of not more than £11.2 million; a balance sheet total of not more than £5.6 million; and no more than 250 employees (Department for Business, Innovation and Skills, 2008; Department of Trade and Industry, 2001).

A little more than 20 years, later, the UK Companies Act 2006 stated that a company is 'small' if it satisfies at least two of the following criteria: (a) an annual turnover £6.5 million or less; (b) a balance sheet total of £3.26 million or less; and (c) an average number of employees comprising of 50 or fewer. It defines a 'medium-sized' company as one that satisfies at least two of the following criteria: (a) an annual turnover £11.2 million or less; (b) a balance sheet total of £5.6 million or less; and (c) an average number of employees of 250 or fewer (Company House Act, 2006). Subsequently, in the UK, the usual definition of SMEs is given as any business with fewer than 250 employees (Rhodes, 2012; Department for Business, Innovation and Skills, 2010).

Clearly, therefore, there are no universal definitions of what enterprises count as SMEs. This can be problematic to some extent for studies of this sector (Wilkinson, 2004). Moreover, the differences between SMEs in different parts of the world are not only those of scale; SMEs also vary according to social context, the roles of family and kinship groups, along with variable labour environments and product markets (Edwards and Ram, 2009).

2.1.2 The role of SMEs in economic development

SMEs certainly play a key role in economic development through employment generation and wealth creation. They are recognised as a business sector of increasing importance for national economic performance and employment creation regardless of the national context (Blackburn et al., 2013; Saridakis et al., 2013; Blackburn and Schaper, 2012; Cunningham and Rowley, 2010; Department for Business, Innovation and Skills, 2010; European Commission, 2005; Budhwar, 2002). Indeed, SMEs are now recognised by researchers, analysts and policymakers as central to economies across the world, through their contributions to wealth creation, income generation, economic output and employment (Blackburn and Schaper, 2012). The Bolton Report in 1971 characterised the position of small firms in the UK economy during the 1970s as follows:

> '… the contribution of the small firm to national output and employment is declining in the long term not only in this country but in all the other developed countries … The number of small firms in existence in the United Kingdom is also decreasing … Behind these statistics lie a number of factors which amount to an increasingly hostile environment for the small firm'. (Bolton, 1971, p. 75)

However, this analysis has not been borne out by subsequent developments. Writing more than thirty years later, Blackburn highlights the increasing importance of the small business sector:

> 'If we examine the contribution of SMEs to the economy, there appears a steady growth since the 1970s particularly during the 1980s. Between 1980 and 2001 the number of enterprises in the UK grew from 2.4 million in 1980 to 3.7 million in 2002 ... However, this growth has not been uniform and has stayed at 3.7 million since the early 1990s'. (Blackburn, 2002, p. 4)

More broadly, Blackburn and Jennings stated in 1996 that:

> 'It is now recognised universally that the contribution of small and medium enterprises (SMEs) to employment and output in the economy has expanded over the last two decades. The most recent aggregate data show that this trend has continued unabated, despite the general recessionary conditions of the early 1980s, and illuminate even more strongly the role of SMEs in the economy'. (Blackburn and Jennings, 1996, p. 1)

As a result, economic and development policy in the UK has increasingly focused on SMEs as a means of generating growth.

Recent headline statistics about SMEs and their role in the economic development of the UK, as published by the House of Commons Briefing Paper (Rhodes, 2016) include the following:

- In 2016, there were 5.5 million businesses in the UK.
- Over 99% of businesses are Small or Medium Sized businesses – employing 0-249 people
- 5.3 million (96%) businesses were micro-businesses – employing 0-9 people. Micro-businesses accounted for 32% of employment and 19% of turnover.
- In London, there were 1,464 businesses per 10,000 resident adults. In the North East, there were 679 per 10,000 resident adults.
- The service industries accounted for 74% of businesses, 79% of employment and 72% of turnover.
- The manufacturing sector accounted for 5% of businesses, 10% of employment and 15% of turnover.
- There were 383,000 business births and 252,000 business deaths in 2015.

Source: Rhodes (2016)

Of the 5.4 million SMEs in the UK in 2015, which was over 99% of all businesses, 5.1 million were micro-businesses with fewer than ten employees. These micro-businesses accounted for 95% of all businesses in the UK in 2015.

Small businesses; those of up to 49 employees accounted for 99.3% of businesses, 48% of employment and 33% of turnover. Medium-sized businesses, with 50-249 employees, accounted for 0.6% of businesses, 15% of turnover and 12% of employment. Large businesses, with more than 250 employees, accounted for 0.1% of businesses but 40% of employment and 53% of turnover, as the following chart shows.

Figure 2.1: Contribution of different sized businesses to total population, employment and turnover, at start of 2015.
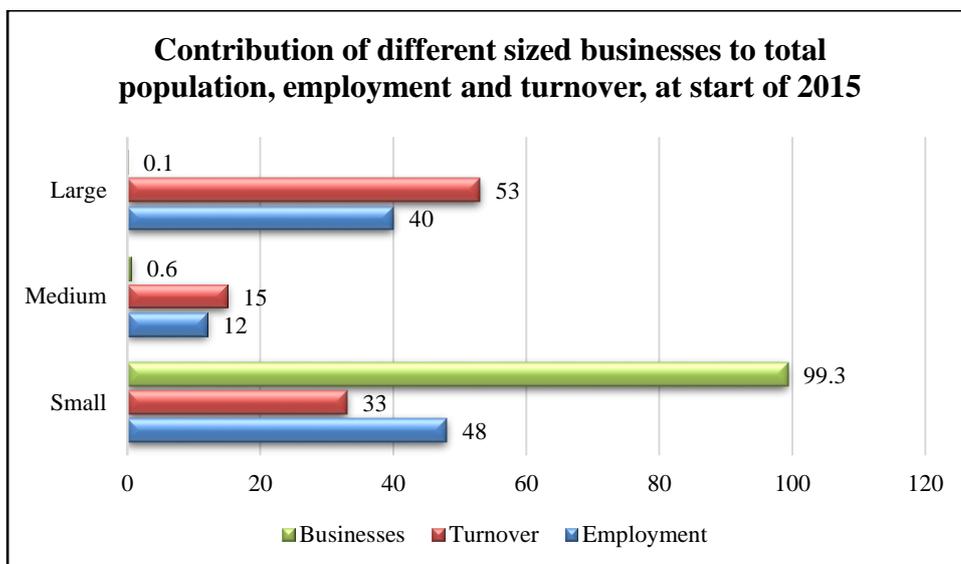
Source: Source: BIS, 2015

2.1.3 Ethnic minority SMEs in the UK

Ethnic minority involvement in small business activity is an increasingly noticeable feature across Europe (see, for example, UK, France, Italy, Netherland and Germany). Ram and Jones (2007, p. 352) stated that:

> 'In recent years, there have been important academic and policy-related developments in the field of ethnic minority entrepreneurship in the UK. It is a subject that is marked by increasing theoretical sophistication and activity on the part of policymakers and practitioners'.

Ram and Smallbone (2001) indicate that EMB represents almost 7% of total business stock in the UK. However, Ram and Jones (2008) state that African-Caribbean businesses have been facing financial problems because of their limited access to financial resources. In Britain's history, ethnic immigrants have traditionally been of crucial importance to economic development; a tradition that goes back to groups such as the Huguenots (Ram and Jones 2008; Deakins, 1999). These ethnic groups have been willing to accept new practices or bring new skills that facilitate significant UK economic development (Deakins, 1999). Blackburn (1994) demonstrates that entry into self-employment is very uneven among ethnic minority groups. Ram and Jones (2008) find that the highest levels of self-employment among Pakistani and Bangladeshi groups and the lowest in Black (West Indian and African) groups, with participation rates of 22.7 per cent compared to 6.7 per cent respectively. Moreover, Ram et al (2000) point out that the importance of small firms to the nation's well-being, and its pivotal economic role is widely accepted. Thus, there is little doubt about the significance of ethnic minority firms. A review by the Bank of England noted in 1999 that:

> 'Regardless of which source is used, it seems clear that members of the ethnic minority communities make up a significant part of the small firms' sector. While ethnic minorities represent 5 per cent of the UK population, around 9 per cent of new business start-ups in 1997 involved entrepreneurs from ethnic minority backgrounds. Currently, such businesses represent almost 7 per cent of the total business stock in the UK. It is likely that this figure will increase over time, because the ethnic minority population is expected to double over the next 25 years'. (Bank of England, 1999, p. 11, cited by Ram et al., 2000, p. 335)

It was estimated that around 300,000 (6%) SMEs in the UK were led by minority ethnic groups in 2014. These businesses contributed about £30 billion to the UK economy (Department for Business, Innovation and Skills, 2014). BR businesses specifically contribute more than £3.5bn (Khandaker, 2016). Earlier Ram and Jones (2007) highlighted the significance of EMBs in numerical terms noting the presence of more than a quarter of a million EMBs in the UK, which contribute at least £15 billion to the UK economy per year. Policy interest in EMBs has been boosted by a twin preoccupation of promoting 'enterprise' and combating 'social exclusion' (Blackburn and Ram, 2006).

Arrowsmith et al (2003) mention that the introduction of the NMW in Britain had potentially significant implications for small firms, as employers were bound to strict government regulations, despite widespread evasion of the NMW. Surprisingly, it there was no sharp

division between illegals (paid below the NMW) and regular workers in the restaurant sector (Ram et al., 2002a). However, Gilman et al (2002) reported that small firms in competitive industries do not set their pay according to legal requirements, but they enjoy a degree of flexibility in terms of setting pay, subject to other conditions.

The UK census in 2001 classified ethnicity into several groups including White, Black, Asian, Mixed, Chinese and 'Other'. These categories formed the basis for all National ethnicity statistics until the 2011 Census results were issued. Table 2.1 below shows the UK and non-UK born population broken down into the 18 ethnic group classifications used in the 2011 census. More broadly, the following points can be made:

- In 2011, 7.5 million people living in England and Wales (13% of the total population) were born outside the UK.
- Among the 56 million residents in England and Wales, 86% were White, 8% were Asian/Asian British, and 3% were Black/African/Caribbean/Black British.
- Of the foreign-born population, almost half (46%) identified as White, including over a quarter who identified as Other White (28%). Almost one million people born abroad (13% of the foreign-born) identified as White British and a further 354,000 (5% of the foreign-born) identified as Irish. One-third of foreign-born residents identified as Asian (33%) and 13% of were Black/African/Caribbean/Black British.

Source: 2011 Census

Table 2.1: UK and non-UK born population by ethnicity in England and Wales, 2011

Ethnic Group	Number (thousand) and percentage			
	UK born		Non-UK born	
White	44,774	92.2	3,435	45.8
British	44,186	91.0	949	12.6
Irish	178	0.4	354	4.7
Gypsy or Irish Traveller	51	0.1	7	0.1
Other White	360	0.7	2,126	28.3
Mixed/Multiple ethnic group	985	2.0	239	3.2
White and Black Caribbean	401	0.8	0.8	0.3
White and Black African	113	0.2	53	0.7
White and Asian 271 0.6 71 0.9	271	0.6	71	0.9
Other Mixed	200	0.4	90	1.2
Asian/Asian British	1,770	3.6	2,443	32.6
Indian	606	1.2	807	10.7

Pakistani	631	1.3	493	6.6
Bangladeshi	232	0.5	215	2.9
Chinese	93	0.2	300	4.0
Other Asian	207	0.4	628	8.4
Black/African/Caribbean/Black British	873	1.8	992	13.2
African	323	0.7	666	8.9
Caribbean	358	0.7	237	3.2
Other Black	192	0.4	89	1.2
Other ethnic group	168	0.3	395	5.3
Arab	64	0.1	167	2.2
Arab	105	0.2	228	3.0
		100		100
All	48,571	86.6 7	505	13.4

Source: 2011 Census

Table 2.1 above shows that 0.5% of the UK in 2011 (i.e. 2, 32,000 people) were Bangladeshi. The evidence also indicates that economic activity varies according to different ethnic groups.

Certain ethnic groups were concentrated in particular industries. Table 2.2 and 2.3 show the industries in which ethnic minorities are particularly represented. It highlights that:

- Men from the Asian/Asian British groups were highly concentrated across the 'Accommodation and food service activities' (for example working in restaurants and hotels) and 'Whole sale and retail trade' (for example, shops). Over a third of Bangladeshi men (36%) worked in the 'Accommodation and food service' industries.

- Women from the Black ethnic minorities and Other Asian were highly concentrated within 'Human health and social work activities'. About 4 in 10 Black African women (38%) worked in this sector

Table 2.2: Top 5 industries for men with highest proportions of ethnic group England and Wales, 2011 Census

Ethnicity	Industry	Proportion (%)
Bangladeshi	Accommodation and food	36
Chinese	Accommodation and food service activities	31
Pakistani	Wholesale and retail trade; repair of motor vehicles and motor cycles	22
Indian	Wholesale and retail trade; repair of motor vehicles and motor cycles	21
Other Asian	Wholesale and retail trade; repair of motor vehicles and motor cycles	21

Table source: Office for National Statistics, Census 2011

Table 2.2 above shows that 36% of Bangladeshis ethnic works in accommodation food in England and Wales.

Table 2.3: Top 5 industries for women with highest proportion of ethnic groups in England and Wales, 2011 Census

Ethnicity	Industry	Proportion (%)
Black African	Human health and social work activities	39
Other Asian	Human health and social work activities	31
Black Caribbean	Human health and social work activities	29
Other Black	Human health and social work activities	27
White Irish	Human health and social work activities	25

Source: Office for National Statistics, Census 2011

Table 2.3 above shows that 31% of 'other' Asians worked in human health and social work in England and Wales. However, there is no specific data about Bangladeshi ethnic minorities in this regard.

2.1.4 HRM SMEs in the UK

This thesis focuses on hotels and the catering industry within the particular context of EWL, JS and non-financial performance in Bangladeshi businesses in the UK. The findings suggest that there is a now considerable interest in HRM within larger hotels, showing that they view HR as being of considerable strategic importance to their businesses. However, there is no evidence to suggest that manufacturing enterprises demonstrate a similar level of interest in HRM (Hoque, 1999) and Lucas (1996) argue that 'new' industrial relations are no longer sustainable.

Ram et al (2001) state that employee relations in SMEs are characterised by informality. They state that informal employment relations may be a process of workforce engagement. However, Kitching (1997) observed a degree of formality in small firms and underscored that large organisations are not wholly formal. The training provided to interviewees was minimal, often consisting of a simply induction in the basics of carrying out the job, or basic health and safety, hygiene or fire procedure training. Some hotel chains, however, provided more systematic training, covering customer service, food hygiene and health and safety and management

(Wright and Pollert, 2006). Bacon et al (1996) argue that research on employment relations in small businesses has traditionally been marginalised in the UK. This may have been because its importance was not recognised.

The role of SMEs is thus a major issue for research in terms of the roles and interactions of government policy, universities and other sources of knowledge (Clifton et al., 2010). Nevertheless, Gilman and Raby (2008) argue that the current government literature promoting SME performance sits awkwardly, with research evidence pointing to relatively low levels of skills and training, and the limited development of HR functions in many SMEs. Although ethnic minority entrepreneurship has been the subject of a revival of interest in recent years, there are few published accounts of training related issues in ethnic minority firms (Ram et al., 2000). Formal training was rare, but informal training was widely undertaken (Ram et al., 2002a). However, an absence of formal training does not mean that firms do not train per se. This would suggest that owners rely upon informal approaches to training and development (Curran et al., 1997; Hendry et al., 1995). Owners provide training for new workers mainly while recruiting (Ram et al., 2000). Likewise, training, job security and family friendly practices contribute to low absenteeism (Whyman and Petrescu, 2015). In contrast, there has been recognition and confirmation of a tendency towards long working hours, which has resulted in work intensification and heightened levels of occupational stress among workers (Green, 2001). Chiang et al (2010) note that job stress is influenced by both job content (i.e. control) and context (i.e. HRM policies, and work-related resources and practices). Hence, they suggested that organisations should utilise HRM strategies to increase levels of well-being at work.

Moreover, Gospel (2003) confirms that long working hours and dissatisfaction at work can have adverse effects on the frequency of illness, and the quality of family life. Long or undesirable working hours, particularly in the evening or during weekends has a negative effect on health (Rahman, 2009; Wright and Pollert, 2006; Tepas et al., 2004; Costa, 1996; Bohle, 1994). Deery and Jago (2008) highlight an unhealthy acceptance of long working hours, especially in the service industries of hospitality and tourism. A particular concern for younger workers is the fact that these hours are unsocial and often mean that there is little flexibility in the way that such workers conduct their social and family lives. Ultimately, this lack of flexibility often leads to employees leaving the industry, resulting in higher staff turnover and

even labour shortages being experienced in these industries. As a result, flexibility has frequently been identified as a key HR policy (Guest, 2004).

Accordingly, Price (1995) concludes that personnel practice in the commercial sector of the UK hotel and catering industry tends to be poor. In particular, she presents the findings of her surveys which demonstrate that few employers in the hospitality sector meet all of the basic requirements required by employment legislation. Pratten (2003) states that evidence of the situation in the British restaurant sector is often anecdotal, and good quality data has not yet been produced.

The restaurant literature (see for example Wright and Pollert, 2006; Ram et al., 2002a) shows that almost all employers in the UK restaurant sector experienced recruitment difficulties. The labour supply crisis was attributed to generational changes, with the rising generation of British-born Bangladeshis increasingly unwilling to work under harsh employment conditions (Ram et al., 2002a). However, Altinay and Altinay (2006) found that fluency in English, recruitment through formal recruitment channels has a positive impact on the Turkish restaurant sector in the UK. Bloch and McKay (2015) conclude that there is no specific evidence for recruitment strategies and employment practices in EMBs; however, they explore various causal factors for this, such as social networks, kinship, community, political obligations, immigration status, linguistic, culture, gender and perceptions of good workers. Jones and Ram (2010) argues that, conventionally, there is a perception that Asian firm owners enjoy exceptional advantages through uniquely privileged access to unusually cost effective co-ethnic workers. Zheng et al (2006) indicate that Chinese SMEs have a high level of employee commitment, largely because HR management enhances employee performance. Storey et al (2008) highlight four key factors in the relationship between company size and JS. First, employee evaluations of jobs are rated higher in smaller workplaces. Second, formality is greater in larger workplaces. Third, perceptions of jobs are better in SME single-site workplaces in comparison to large firms. Fourth, small firms have lower formality than large firms. However, Diamantidis and Chatzoglou (2011) indicate that job characteristics and workplace characteristics directly affect JS and firm performance, whereas HR involvement has a direct impact on job characteristics. Moreover, Motwani (2006) shows that size is irrelevant to the success of SMEs.

Storey et al (2010) suggest that formality in employment relations results in a significant decrease in JS. They also find that formality of management has a significant negative effect on JS in SMEs. However, Saridakis et al (2013) indicate that organisational commitment to formality tends to be higher in organisations with high JS. The process of managing a small firm differs from the process of managing a large firm since smaller firms face distinct forms of risk and organise their HRs differently, and often informally (Bartram, 2005; Kotey and Slade, 2005; Storey, 2002). However, Storey et al (2010) state that formality increases with firm and workplace size. Family businesses also practice HR management in ways that are different to their non-family counterparts (Reid et al., 2002; Reid and Adam, 2001). Thus, there is considerable diversity amongst SMEs in relation to their use of HR practices (Cassell et al., 2002).

UK SMEs were inevitably more vulnerable during times of economic hardship than larger firms, but those with better, more formal HR practices have shown more resilience to the downturn (Lai et al., 2016a; Curran and Blackburn, 1992). These authors also suggest that formal HR practices are more immune to recession, however this immunity varies between smaller and larger firms (Lai et al., 2016a; Curran and Blackburn, 1992). On the other hand, during the financial recession Cowling and Ledger (2014) found that although SMEs are major contributors to job creation, they are vulnerable to falling demand. Thus, 4 in 10 SMEs experienced a fall in employment during the recession, and 5 in 10 experienced a fall in sales in the UK (Cowling and Ledger, 2014). However, Georgiadis and Pitelis (2012) explained that more profitable SMEs combine highly skilled workforces with technological know-how, and they form differentiation strategies, including product differentiation according to the needs of customers. They also allocate generous budgets to employee development.

Lai et al (2015) find that employees in SMEs experience lower levels of job stress than large enterprises. They also find that quantitative work overload, job insecurity and poor promotion opportunities, together with poor relationships and communication are associated with job stress in SMEs. In addition, qualitative work overload and poor job autonomy are associated with job stress in larger enterprises. Kitching and Marlow (2013) find that informal HR practices can also be a source of JS if they feel able to take advantage. However, Ingham (1970) argued that informal employment relations are regulated by norms which arise from the behaviour of the parties, and these may be more important than formal rules in SMEs. So, informality can be described as deeply embedded in work relations (Ram et al., 2007).

Bullying at work has been defined as repeated and systematic negative behaviour that is directed at an employee by co-workers or superiors/managers over a long time, creating a situation in which the victim finds it difficult to either defend him/herself or escape the situation (Einarsen, 2003; Hoel and Einarsen, 2003). Bullying was negatively related to JS, commitment, employee perceptions of creative behaviour, and external evaluations of restaurant creativity levels, and positively related to burnout and intention to leave the job (Mathisen et al., 2008). Einarsen et al, (1994a) report that workplace bullying and the harassment of workers indicates a low-quality work environment.

Lewis et al (2017) reveal that bullying and harassment are just as prevalent in British SMEs as they are in larger organisations. Baillien et al (2011) state that bullying also seems more prevalent in SMEs without a people-oriented culture and in a family business. Bullying and verbal abuse is common in Indian and BRs in the UK (Wright and Pollert, 2006). They (2006, p.2) state that:

> 'Bullying and verbal abuse were common, particularly in kitchens where chefs were often known as bullies, but this was accepted by some as 'just the mentality of the kitchen'. Sometimes the abuse had a racial element, with 'bloody foreigner' used as a term of abuse'.

Furthermore, Truss et al (2006, p. 14) say:

> 'Bullying and harassment are worrying prevalent in the workplace, causing poor performance, negative psychological states and high intention to quit: there is, therefore, an urgent need to address the human and systematic failures that may foster a climate where bullying is acceptable'.

The practice of HRM in the BR industry in the UK is neither formal nor informal (Wright and Pollert, 2006). So, it could be argued that restaurant owners apply their HR policies based previous experience or family tradition. The productivity and survival of SMEs may be enhanced if they have in place effective HRM (Bacon and Hoque, 2005). They further argue that SMEs may lack the capability to develop HRM practices, but they are more likely to adopt such practices if they employ highly skilled employees and are networked to other organisations. Lai et al (2016) state that there is a positive and direct relationship between the uses of certain formalised HR practices and SME performance and this is measured by financial performance and labour productivity. The positive relationship between HR practices and financial performance varies between SMEs with high JS and low JS, and this relationship is weakened in SMEs with high JS (Lai et al., 2016). Moreover, for good HRM, McGunnigle and

Jameson (2000) suggest that firms recruit committed people, selecting a recruitment and selection method that is appropriate and a familiar part of the HRM paradigm.

2.2 JS, EWL and Performance related review

This literature review discusses: a) JS theories; b) the relationship between EWL and JS; and c) the relationship between JS and SME's performance. The major theories of JS are focussed upon in particular. The EWL section focuses on working hours, annual leave, pay and other related benefits, and JS reviews related factors of JS and job dissatisfaction. The performance section discusses both financial and non-financial factors related to British SMEs. These discussions of EWL, JS and performance are based on a critical review of existing research. This section concludes by developing a conceptual framework of UK Bangladeshi restaurants.

2.2.1 JS theories

There are various theories of JS. Situational theories include Herzberg's two-factor theory, social information processing theory and the job characteristics model. Dispositional approaches and interactive theory are also associated with the broad concept of JS theory. Interactive theory includes, for example, Cornell's integrative model, and Locke's value-percept theory (Judge et al., 2001). There are also theories that focus on management perspectives, including Maslow's hierarchy of needs, McGregor's theory X and theory Y, and Likert's new patterns of management theory. However, this section focuses on the foremost theories of JS, including the hierarchy of needs (Maslow, 1970), two-factor theory (Herzberg, 1959), the Job Characteristics model (Hackman and Oldham, 1976) and the dispositional approach (Staw, Bell and Clausen, 1986). These theories are important to the context of this study.

2.2.1.1 Maslow's hierarchy of needs

Maslow argued that human needs take the form of a hierarchy, ascending from the lowest to the highest. So, when one set of needs is satisfied, this kind of need ceases to be a motivator (Maslow, 1970). Hagerty (1999a) tests Maslow's hierarchy of needs and finds significant agreement with some of his predictions, including the sequence of needs achievement.

However, Maslow's understanding of growth, that countries must slow growth in one area to increase growth in another was disproved. Moreover, Maslow's theory only partially explained the concept of a hierarchy of needs (Wahba and Bridwell, 1976). Heylighen (1992) argues that self-actualisation is found to be a confusing and insufficient explanation for human needs. Hall and Nougaim (2004) found that, as the managers advance, their need for safety decreases and their need for affiliation, achievement, and respect and self-actualisation increase. The most common criticism concerning Maslow's methodology was that it was based on a very small number of people (Boeree, 2006; Hall and Nougaim, 2004). However, the primary data of this study shows that restaurant workers are satisfied in terms of physiological needs in UKBRs, but they have no notable safety needs, sense of belonging, self-esteem or self-actualisation. The workers fall into a 'trap strategy', which stops them from growing and developing in their working life.

2.2.1.2 Two-factor theory of JS

Herzberg's study (1959) consisted of interviews with 203 accountants and engineers from different industries in the Pittsburgh area of America. Participants were led through a semi-structured interview. Their stories were categorised into high and low sequences. High sequences had a high impact on job attitudes, and low sequences had minimal impact on attitudes to work (Mullins, 1994; Stello, 2011). The interviews were consistent and revealed that there are two different sets of factors that affect motivation and work. These factors are behind the now infamous two-factor theory of motivation and JS (Mullins, 1994).

One set of factors is those which, if absent, cause dissatisfaction, i.e. satisfactory hygiene or maintenance. The other set of factors is those which, if present, serve to motivate the individual to superior effort and performance, i.e. motivator factors or growth factors. The lower sequence factors were rarely found in high sequences. However, salary was the exception to these findings (Mullins, 1994; Stello, 2011). Herzberg's theory is still valid, even though half a century has passed (Malik and Naeem, 2013; Jones and Lloyd 2005). However, this theory appears to be bound to apply to the critical incident method only (Gaziel, 1986; Ewen, 964).

Moreover, this study was limited to engineers and accountants. So, while professional workers may be happy to take on challenging jobs and additional responsibilities, other workers might feel that their happiness depends on good pay and other benefits.

2.2.1.3 Job characteristics model

The Job Characteristics Model (JCM) is one of the most influential attempts to design jobs with increased motivational properties (Judge et al., 2001). Hackman and Oldham (1976) introduced this model, although it is derived from an earlier work by Hackman and Lawler (1971). They identified five core job characteristics as skill variety, task identity, task significance, job autonomy and feedback. These core job characteristics are presented as ways to produce 'critical psychological states'. Therefore, the first three core job characteristics are believed to 'influence experienced meaningfulness of the work' while autonomy affects 'experienced responsibility for outcomes of the work'. Feedback from the job influences 'knowledge of the actual results of the work activities' (Judge et al., 2001). Thus, the critical psychological states are believed to influence three outcomes, i.e., motivation, satisfaction and work performance. According to Judge et al (2001), the JCM argues that jobs containing fundamentally motivating characteristics lead to higher levels of JS, positive work outcomes, enhanced job performance and lower withdrawal. The literature review seeks to the five core job characteristics of JCM:

I.   Skill variety refers to the extent to which the job allows employees to do different tasks (Judge et al, 2001). A job involving repetitive tasks over a longer span of time can be considered boring. However, greater skill variety has been found to be associated with greater perceived meaningfulness of work (Hackman and Oldham, 1975; Johns, Xie and Fang, 1992). Consequently, skill variety in a job reduces boredom, increases JS and boosts motivation.

II. Task identity refers to the degree to which one can see his/her work through from beginning to end. Therefore, task identity involves performing a job from the beginning to the end in a way that leaves an identifiable piece of work with visible outcomes (Judge et al, 2001). This is also a significant component of JS and motivation in organisations.

III. Task significance refers to whether a person's job substantially affects other people's work, health or well-being (Judge et al, 2001). Greater perceived meaningfulness of work had been found to be associated with greater task significance (Hackman and Oldham, 1975; Johns et al., 1992).

IV.   Job autonomy refers to the degree to which employees have control and discretion over the conduct of their job. Thompson and Prottas (2006) indicate that job autonomy and informal organisational support are associated with almost all of the outcomes, including positive spill over.

V.   Feedback refers to the degree to which the work itself provides feedback for how the employee is performing the job (Judge et al, 2001). Kluger and DeNisi (1996), in their study of the effects of feedback interventions on performance, find that feedback is detrimental to performance in one-third of the cases investigated. Nonetheless, positive or negative feedback determines whether employees feel motivated or demotivated as a result of feedback they consider.

Ross (1998) maintains that JCM deals with internal work motivation. However, Roberts and Glick (1981, cited in Arnold et al, 1998) criticise the model because it says little about how to change jobs to increase the amount of core job characteristics it offers. Tiegs et al (1992) indicates that JCM fails to systematically explore the moderating effects of growth, need, strength and context satisfaction (i.e. pay, job security, co-worker, and supervision) on the relations between core job characteristics, critical psychological states and work outcomes. However, the empirical data suggests that the core job characteristics of this model such as skill variety, task identity, task significance, autonomy and feedback from the job are found to play a part in the practice of the UKBR industry.

2.2.1.4 Dispositional approaches

Dispositional theory is a theory of JS that suggests that JS is closely related to personality. The theory suggests that people have intrinsic dispositions that cause them to favour certain levels of satisfaction, regardless of their job (Judge et al., 2001). This approach became a notable part of the JS debate in light of evidence that the JS of individuals tends to be stable over time and across careers and jobs (Judge et al., 2001). This largely reflects Hoppock's finding that workers who are satisfied with their jobs are better adjusted emotionally than dissatisfied workers (Hoppock 1935). Fifty years later, Staw and Ross (1985) noted a dispositional source of satisfaction by observing that measures of JS are reasonably stable over a two-year period. Furthermore, they show a significant stability of attitudes over a 5-year period, and a significant

cross-sectional contingency when an individual changed employers and occupations. However, the empirical data shows that this theory is not applicable to the UKBR industry.

2. 3 Relationship between EWL and JS

The relationship between EWL and JS is pivotal for the success of restaurants. Simons and Enz (1995) reported that the three characteristics employees most value from their employer are good wages, job security and opportunities for advancement. It therefore pays to have some knowledge of employee preferences and expectations, and to design the working environment to complement those desires. However, some factors, particularly long hours, night shift work and overwork can have an adverse impact on the health and well-being of workers (Costa, 1996; Bohle, 1989), and can contribute to job dissatisfaction. In such cases, the relationship between them is weak (Gabriel, 1988).

2.3.1 Definition and significance of EWL

EWL is a strong determinant of an individual's life satisfaction (Sivapragasam and Raya, 2014). EWL refers to the occupation of employees, where they work, their hours of work, their annual leave quotas, and the degree of flexibility in the working arrangement and pay (Truss et al., 2006). Laar et al (2007) suggest that EWL includes career opportunity, general well-being, work and working conditions. A key component of EWL is a sustainable welfare policy (Smeaton and White, 2016). However, modern EWL encompasses job autonomy and self-governing opportunities (Vliet and Hellgren, 2002).

Bohlea et al (2004) claims that, in the hotel sector, casual employees had less desirable and predictable work schedules, greater work-life conflict and more associated health complaints than permanent workers. According to Maslach et al (2001), working life led to either burnout or engagement and the variables are workload, control, rewards and recognition, community and social support, perceived fairness and values. Further, work- life balance is important for all employees because long working hours are detrimental to health and result in lower levels of performance (Sivapragasam and Raya, 2014; Levia et al., 2012; Truss et al., 2006). An imbalance in working life is therefore not only a source of concern, but also a major source of dissatisfaction (Hughes and Bozionelos, 2007). Moreover, an imbalanced working life

contributes to higher employee turnover and non-genuine sick absenteeism. However, Ton and Huckman (2008) state that cumulative employzee turnover does not have an adverse effect on store performance. They suggest that managers can reduce employee turnover by imposing appropriate HRM. Therefore, SMEs show some of the distinctive features of EWL and these vary depending on the nature of HR management practices.

In modern EWL, employees are expected to be more autonomous and self-governing, causing a great deal of skills development and confidence in their abilities (Vliet and Hellgren, 2002). Hyman et al (2003) looked at a group of new workers and highlighted the organisational pressures that resulted from work intruding into the non-work areas of their lives. Dex and Scheibl (2001) focus on flexible working arrangements in SMEs. The idea of 'flexible organisation' is an inherent part of the discourse embraced by business leaders and researchers. As a result, flexibility in the organisational setting has become increasingly important over the last two decades (Skorstad and Ramsdal, 2009; Kalleberg, 2001). Corby and White (1999) argued that flexibility has been a central theme in governing policies in relation to employment and the management of public services in Britain for much of the previous two decades. The European Commission (1997, p. 1) has identified the need to create 'more flexible organisations in public services' as one of the key challenges for creating employment growth and sustained competitive advantage for Europe. Cully et al (2000, p.143) note that:

> 'Flexible working includes part-time work, flexi-time, job sharing and home working may be of benefits to employees with and without children, while family friendly policies including the implementation and extension of statutory maternity rights, parental leave, help with child care, career breaks and so on, are geared specially to manage work and family'.

Thus, organisations need to implement flexible working arrangements as it is important to acknowledge that these relationships constitute an important part of life beyond work. White (2012) argues that organisational commitment declined for older employees relative to younger employees across the 1990s and early 2000s; a period that saw organisational change driven by globalised competition and technological innovation, resulting in the work situation of older employees moving in an unfavourable direction. However, this argument is not accepted universally. On the other hand, Carayon et al (2003) conclude that IT workers have higher JS than non-IT workers.

Quality of Working Life (QWL) is associated with job and career satisfaction as well as general well-being, stress at work, control at work and working conditions (Laar et al., 2007;). QWL has an important impact on attracting and retaining employees (Moradi et al., 2014). In the SME context, QWL positively and significantly influences employee JS, job commitment and job tenure (Chinomona and Dhurup, 2014). Gallie (2003) established that the Scandinavian countries took an early lead in developing policy designed to improve the QWL. A key factor in the improvement of QWL is the way that work is organised (Gospel, 2003). Chaiprasit and Santidhirakul (2011) conclude that employee JS in SMEs is affected by job inspiration, the organisation's shared values, relationships, QWL and leadership. In general, therefore, there is clearly a substantial relationship between employee performance in both job grade and working conditions (Poggi, 2010; Kahya, 2007). The relationship between employer and employee is essential in the management of small enterprises (Kim, 2002; Juliet, 1996). Bull et al (2010) state that the majority of SMEs tend to favour top-down, direct and informal voice arrangements. Hence, Cully et al (2000) stated that employment relationships are likely to be characterised by a complex set of values, and some based on mutual goals.

Appropriate levels of working hours are fundamental for EWL. Alves et al (2007) state that working time has always been a source of conflict in industrial relations. Dissatisfaction with the job is an important determinant of employee turnover (Leiva et al., 2012). Employee turnover is a strong feature of hotels in the UK, especially in the seasonal sector. However, the link between job mobility and JS is complex and cannot be adequately explained by 'traditional' theories of motivation (Lee-Ross, 1995). The relationship between organisational size and the degree of worker attachment can be gauged using labour turnover and absenteeism data. So, handling high employee turnover is critical for any organisation to stay competitive. Consequently, a good company works on the mechanisms for addressing the causes of employee turnover to improve employee retention (Anvaria et al., 2013). However, Ingham (1970) argued that the low rates of labour turnover and absenteeism found in small firms were due to high levels of congruence between workers' prior orientations to work and the organisational rewards structure. However, Deery and Jago (2008) show that employee turnover is linked to dissatisfaction with financial benefits and unhealthy physical working conditions. Therefore, effective management practices and reasonable working hours lead to higher levels of JS in small firms. However, poor EWL turns to job dissatisfaction which in turn influences employee turnover.

Based on the above discussion, the factors related to EWL are summarised in Table 2.4 below. Although research gaps are identified in the final column, none of the publications (with the exception of Truss et al., 2006; Dex and Scheibl, 2001), consider ethnicity in their work. Clearly, a major gap exists in this field of study.

Table 2.4: EWL related factors

Authors/Years	EWL Related Components	Contributions	Research Gaps
Smeaton and White (2016)	Working hours, welfare policy, quality of working-life	This research provides some indications of where employers have been developing a more age-friendly QWL.	Although the study examines the EWL of older employees, it does not address EWL in the public sector and does not consider the size of organization or by ethnicity.
Sivapragasam and Raya (2014)	Job quality, well-being, perceived efficacy, engagement	The study encourages business leaders and HR managers to help employees experience a strong level of job quality which, in turn, could promote employee and organisational well-being.	Data were collected from the technology sector in the Chennai City of Tamil Nadu. Further research could be carried out in other sectors and/or nationwide.
Moradi et al (2014)	Quality of life, JS	This research helps health care providers develop strategies for improving nurses' working conditions and quality of work life	Although this research addresses quality of life and JS in the health care sector, it does not examine other public sectors or the private sector. It also fails to consider ethnicity and organizational size.
Levia et al (2012)	Work-life balance, JS, supportive culture	This research contributes to the extant literature by focusing on managers in SMEs, who are considered crucial for businesses evolution and survival.	The study examines employee turnover rates and work-life balance amongst managers. However, it does not consider all employees or ethnicity as a factor. Future research could focus on employee turnover rate and work-life balance in ethnic SMEs.
Poggi (2010)	JS, working conditions, aspiration	The study findings contribute towards shedding some light on the relationship between working conditions and JS.	This research considers the quality of work and employment in Europe. However, it does not consider ethnicity or the size of organizations. Future

			research could investigate working conditions and JS in ethnic SMEs.
Deery and Jago (2008)	Long hours, unsocial hours, job insecurity, job autonomy	This research develops a model that may reduce the negative impact on work-life balance.	The research focuses on work-life balance in the tourism industry in Australia; however, it does not address other industries or ethnicity as a factor. Future research could examine SMEs.
Laar et al (2007)	Job, career satisfaction, well-being, home-work interface, stress at work, control, working condition	This research develops a work-related quality of life instrument, which could be used as a valuable and practical tool for the comprehensive assessment of health care employees' stress and quality of working life.	The study addresses stress and JS amongst healthcare workers in the UK; however, it does not consider ethnicity or other sectors. Further research could investigate ethnic minority businesses.
Huges and Bozionelos (2007)	Work-life balance, withdrawal attitudes and behaviour	The study suggests that work-life balance is a key issue for men in a traditionally male dominated occupation. Therefore, the management of this company may act upon the findings to improve the situation.	This research focuses on the work-life balance of male drivers; however, it excludes women bus drivers and does not examine ethnicity.
Truss et al (2006)	Occupation, work place, hours of work, annual leave, flexible working arrangement, pay, work-life balance, bullying or harassment	The findings of this study have implications for managers and employers. Moreover, it offers employers with the information they need to focus on raising levels of employee engagement across the UK.	Although this research addresses EWL in the UK, it does not consider ethnicity or variation by sector. Further research could investigate ethnic minority small businesses in the UK.
Vliet and Hellgreen (2002)	Self-governing, skill development, confidence of their ability	This research establishes a theory on how modern working life impacts upon employee attitudes, performance and health.	This study examines 'modern' working life in both private and public sectors in Sweden. However, it does not consider firm size or ethnicity.
Maslach et al (2001)	Workload, control, rewards and recognition, community and social support, perceived fairness, values	This research focuses on burnout. It makes a distinct and valuable contribution to people's health and well-being.	The thesis examines burnout amongst employees in large organisations; however, it does not address small firms or ethnicity. Future research could examine ethnic minority small firms.

Dex and Scheibl (2001)	Flexible working arrangement, culture of flexibility	The study suggests that a cultural change within the firm is required that encourages all stakeholders to accept a wider application of work-life issues.	The study investigates flexible working arrangements in large organisations and SMEs in the UK; however, it does not consider sectors, or the ethnicity of employees. Future research could examine ethnic minority firms.

2.3.2 JS in small firms

> 'Job satisfaction is the combination of feelings and beliefs that workers hold in relation to their current jobs. Someone with a high level of satisfaction will generally like their job; they feel that they are being fairly treated and believe that the job has many desirable facets'. (Jones et al., 2011 cited by Akehurst et al., 2009, p. 5)

Kapoor (2001) explains that JS is often regarded as a work-related attitude with possible antecedent conditions that contribute to it (e.g. autonomy and pay) and potential consequences resulting from it (e.g. absenteeism and job performance). JS is of interest for a range of reasons. Belias and Koustelios (2014) state that JS is related to employee perceptions of working environment, relations among colleagues, earnings and promotion opportunities. Moreover, Tansel and Gazioglu (2014) find that JS is associated with pay scales; satisfaction with a sense of achievement and satisfaction with respect from supervisors. As a measure of people's feelings about their working lives, it provides an important indicator of individual well-being (Cully et al., 2000). Watson et al (1996) emphasise the relationship between pay and JS. According to Brown and Mcintosh (2003), JS with short-term rewards and long-term prospects are found to be far more influential in determining overall employee satisfaction. Moreover, Gagioglu and Tansel (2006) demonstrate a clear correlation between labour market factors such as productivity, turnover and absenteeism. However, lower levels of JS significantly increase the probability of higher employee turnover (Kristensen and Westergård, 2004). Drakopoulos and Grimani, (2013) argue that there is no general agreement concerning the relationship between absenteeism and JS. It is clear that working conditions affect JS in a complex way so that adverse working conditions reduce satisfaction while good working conditions increase satisfaction (Parsons and Broadbridge, 2006). Also, recruitment and retention of employees are persistent problems associated with JS (Lu et al., 2005). JS depends on several determinants, including motivation, the work pattern, working conditions, relationship, organisational policies, pay and other benefits (Haile, 2015; Raza et al., 2015; Nandan and Krisna, 2013). Moreover, JS of new generations depends on management, supervision and decision-making (Zhu et al., 2015; Hussein et al., 2014). Thus, JS is based on effective management, communication, facilities and benefits, including salaries, technologies and future job opportunities (Jenaibi1, 2010).

Storey et al (2010) point out that the size of firms appears to influence JS. The smallest organisations have the highest rates of JS. Besides, Rainnie (1989) shows that interpersonal relationships are better in smaller firms. Curran and Stanworth (1981) agree that the small firm is seen as offering a higher level of JS compared to the large firm. Larger firms show a particular rewards profile, offering relatively higher extrinsic rewards, i.e. money and benefits, but low levels of intrinsic rewards (Ingham, 1967). In terms of JS, Curran and Stanworth (1981, p. 63) characterise Ingham's argument as follows:

> '… (the) small firm itself offered rewards which differed from those of the large firm especially in having a positively intrinsic character, that is, in offering greater opportunities for job involvement and socially and psychologically satisfying relations with others'.

However, the size of the firm should not be treated as a simple or even a main determinant of JS unless it is carefully related to factors in other segments of the work-life (Curran and Stanworth, 1981). Again, Storey et al (2010) explain that there is a strong and positive association between HRM formality and organisational commitment within SMEs with low employee JS. Therefore, the size of firms, HR practices, and employment issues, working environment and non-work influences in SMEs are all linked to EWL. However, Blackburn et al (2013, p. 8) indicate that 'the size and age of an enterprise dominate performance and are more important than strategy and the entrepreneurial characteristics of the owner'.

Survey research on working life and JS (Department of Trade and Industry, 2004) indicates that more than half of British employees consider that a better work-life balance was necessary in order to pursue their interests in arts and to engage in sports activities. Work-life balance enhances performance and reduces work-life conflict (Haar et al., 2014). Hence, modified EWL has a positive influence on organisational performance, including enhanced social exchange processes, increased cost savings, improved productivity, and reduced turnover (Beauregard and Henry, 2009). However, the consequences of forms of work-life imbalance cause conflict (Guest, 2002). Cully et al (1999) showed that a substantially higher proportion of employed men than employed women in the United Kingdom work 'long hours' (i.e. more than 48 hours per week), and empirical evidence suggests that men may experience a poorer work-life balance than their female counterparts. Nonetheless, women have higher JS than men (Bender, 2005). Long working hours, shift duties and handling demanding and difficult

customers in hotels have become a taken-for-granted phenomenon in the hospitality industry (Hsieh et al., 2004; Sarabahksh et al., 1989). As a result, work causes stress that creates a demand on an individual to make a decision on the balance between work and family. Furthermore, Wrong and Ko (2009) provide insight into HR professionals facing a dilemma as to whether their hotel should implement a five-day work week policy rather than six-days. Cully et al (2000) find that long working hours are a recognised feature of working lives and that British male employees, on average, work more hours than female.

A discussion of the quality of working life of Bangladeshis in the UK must also take into consideration other contextual issues such as religion and culture. Basu and Altinay (2002) indicate that Bangladeshi businesses in the UK are influenced by religion and family tradition, in particular when it comes to women's participation in business. They state that Muslims are traditionally more conservative than other religious groups, in that they tend to stick more closely to traditional attitudes which restrict women to working in the home and discourage them from employment or business. Similarly, Ram et al (2000) point out that there are 'religio-cultural' reasons for the absence of Bangladeshi women from formal participation in business. Hence, a combination of traditional culture and modern prejudice keeps women out of work and maintains a traditional set-up in which the husband's role is to provide for the family and the wife's role is restricted to housework and taking care of children, allowing little time for a job. Despite this, Bangladeshi women's engagement in the UK labour market has increased to 39% from 19% in 2001 (The Economist, 2012).

The literature demonstrates that business practices are profoundly influenced by cultural factors unique to different ethnic groups, including norms, behaviours, beliefs and customs (Wright and Pollert, 2006). It can be argued that business culture reflects the cultural values held by a society and its institutions. For instance, UK SMEs that are owned and managed by multicultural entrepreneurs have established diversity in their ways of operating. Wang and Poutziouris (2010) suggest that British culture is characterised by low power distance and high individualism. Therefore, the evidence shows that differences of culture have a direct impact on EWL.

Based on the above review of literature several JS factors have been identified that are influenced by EWL. Table 2.5 below sets out the different stances taken by a variety of authors.

Again, although the Table provides a summary of the key literature and identifies how this may be developed, none of the studies (with the exception of Lewis et al., 2017; Tsai et al., 2007), consider ethnicity in their work. Clearly, a major gap exists in this field of study.

Table 2.5: JS Factors

Authors/Years	JS Related Factors	Contributions	Research Gaps
Lewis et al (2017)	Job autonomy, manager's support, peer's support, clarity of role	The study considers the implications for HR practices in SMEs.	The research can be developed further by focusing on ethnicity and business sector contexts.
Haile (2015)	Training, job security, pay, decision-making	The study contributes to the current discourse on subjective well-being, of which JS is an integral part.	This research relies on cross-sectional data and this is a weakness and something future research may usefully address.
Zhu et al (2015)	Management, supervision, decision-making	The finding has potential contribution to the societal context of China and other countries globally.	This investigation focuses on the manufacturing sector. Further research could investigate services and specifically ethnic minority enterprises.
Raza et al (2015)	Job security, achievement, job responsibility, work itself	The study has implications for the manager's practice of intrinsic motivation strategies.	The study examines intrinsic motivation factors. There is an absence of extrinsic motivational factors. Further research could examine the impact of extrinsic motivation on employee's JS.
Belias and Koustelios (2014)	Working environment, relationship with colleagues, earnings, promotion	This research proposes to improve quality of occupation and services.	This research focuses on the relationship between organisational culture and JS. However, intrinsic and extrinsic factors are related to JS. Further research could be investigated on this issue.
Hussein et al (2014)	Supervision, job engagement	The research highlights actions to create a more empowering workplace, which might improve staff effectiveness and increase retention.	The study is based on data from students after their six-month graduation; however, other participants are excluded. Further research could be done to elaborate on the context.

Haar et al (2014)	Work-life balance, life satisfaction	The research findings imply that the presence of WLB may influence job and life satisfaction, and diminish mental health issues.	This study shows work-life balance is positively related to job and life satisfaction in different countries; however, there is no evidence from the UK. Future studies should strive examine ethnic minority sectors in the UK.
Tansel and Gazioglu (2014)	Amount of pay, sense of achievement, respect from supervisors.	The research findings have important policy implications from the point of view of corporate management.	This paper investigates the JS in relation to managerial attitudes towards employees. However, it does not address ethnic minority businesses. Future research could be done in the UK and on ethnic minority businesses.
Lo and Ramayah (2011)	Co-workers, occupation, promotion, relationship with supervisors	This paper contributes to the literature on the relationship between mentoring and employees' JS.	The study focuses on Malaysian SMEs. Future research could investigate UK ethnic minority businesses in the context of similar issues.
Storey et al (2010)	Firm size, job autonomy, job quality	The findings of the study contribute to the small business owners, HR professionals and policy makers in small and large firms.	This research shows the links between HR formality in small and large organisations in the private sector. Future research could be undertaken on ethnic minority SMEs.
Bokerman and Ilmakunnas (2008)	Safety workplace, working conditions	The paper suggests that the improvement of working conditions should be an integral part of any scheme aimed at decreasing sickness absence.	The research addresses working conditions, JS, and sickness absences in Finland. Further research could be done in other countries, for example in the UK, in order to check the validity of conclusions.
Tsai et al (2007)	Professional attitude and behaviour from management	This research contributes to the traditional small-firm relationships.	Although the study investigates employee relationships in small firms, it does not address ethnic minority

			businesses. Further research should focus on ethnic SMEs.
Parsons and Broadbridge (2006)	Pay, job status and working conditions	The study draws out the policy implications of the charity retail organisations.	This study interviews managers of charity shops; however, it excluded general employees from interviews. Further research could investigate employees in small ethnic firms.
Gagioglu and Tansel (2006)	Pay structure, sense of achievement and good relationship with supervisors	The paper contributes to the literature by analysing JS with respect to industrial composition and occupations.	The study investigates JS factors in the education and health sectors in the UK, but it does not address ethnic minority enterprises or smaller firms.
Nguyen et al (2003)	Pay, fringe benefits, promotion prospects, job security	The research findings suggest that the degree of job autonomy is significantly related to JS.	Although the study uses data from the National Educational Longitudinal Study (2000), it does not include the ethnic minority sector. Future research could be done on the ethnic minority SMEs in Great Britain.

Based on the above critical literature review and Tables 2.4 and 2.5, the first research proposition is:

Proposition 1: EWL affects JS of employees in SMEs in the UK.

2.4 Relationship between JS and SME's performance

This section discusses the relationship between JS and performance which has a controversial history. It considers the notion that a 'happy worker is a productive worker' (Saari and Judge, 2004, p. 395). The controversial relationship between JS and performance has been discussed by Bateman and Organ (1983). Organisational psychologists Lawler and Porter (1967) endorse the view that any covariance between JS and job performance emerges when JS results from performance-contingent rewards. Moreover, a review of the literature in 1985 suggested a statistical correlation between JS and performance (Iaffaldano and Muchinsky, 1985; Judge, Thoresen, Bono, and Patton, 2001). However, Hancer and George (2003) argue that there are significant differences in JS and performance among employees according to their age, job tenure, gender and job type. Moreover, Atkinson and Brown (2001) argue that the features of performance measurement are identified by linking operations to strategic goals, and by striking a balance between them. However, there is a concern that the UK hotel industry's continues to focus on traditional performance measures (Wright and Pollert, 2006).

The success of organisations can be measured by financial and non-financial criteria (Walker and Brown 2004). Nguyen et al (2003) determined five separate factors in JS as pay, fringe benefits, promotion prospects, job security and importance of work. Traditionally, measurements of business success were based on either the numbers of employees of the organisation or its financial performance including profit, turnover or return on investment. Financial measures to improve business performance require increasing profit or turnover and increased numbers of employees, while non-financial measures of success include employee autonomy, JS and the ability to balance work and family responsibilities. However, Walker and Brown (2004) indicate that financial criteria are considered to be the most appropriate measure of business success, even though many small business owners are motivated to start a business by personal circumstances. Gray et al (2012) explain that the key to success for businesses is financial success such as constant cash flow, although this can only be achieved if funds are not withdrawn from the business too quickly. The idea is based on the repeatability of business to achieve recurring revenues and growth. It is also based on the maintenance of cash flow, and increased shareholder value, while non-financial measures of success include a sense of fulfilment or challenge, or building a life- style business and striking an effective work-life balance.

Lin (1998) finds that the key success factors of SMEs are 1) that 'people-related' issues are more emphasised over 'structure' and 'technology'; 2) that business founders' management skills, customer focus, and resource creation are more important than their technical skills; and 3) that companies show more concern for 'soft' attitudes, skills and operating methods. Simpson et al (2004) state that there is a range of criteria associated with success in terms of individual owner characteristics, organisational values and performance measures. Blackburn et al (2013) agree that owner-manager characteristics and business styles are important for organisational performance. Boonlua and Aditto (2013) show that there are several factors affecting the success of SMEs, including government, business, technical, social and global factors. Moreover, Mahrouq (2010) suggest five success factors of business as technology, the structure of the firm, financial structure, productivity and HR management.

JS as a contributor to the success of a business is a particularly influential factor in SMEs. Hence, firms are likely to benefit from lower employee turnover and higher productivity if their workers have a high level of JS. It is reported that happy workers are given time to devote their working lives to the organisation (Lu et al., 2016; Whyman and Petrescu, 2015; Nguyen et al., 2003). Xie et al (2014) highlight the business value of customer reviews and management responses to restaurant performance. Akehurst et al (2009) report that there are many factors which affect the level of JS in an organisational context, and highlight five in particular as job types, bonuses, supervision, teamwork, and working conditions. According to Naseem et al (2011), JS plays a significant role in the success of that organisation, and it essential therefore to understand the ways that employees can be kept satisfied and motivated to achieve out-of-the-ordinary results. Furthermore, they state that although employee JS is important when it comes to the success of all organisations, it is of particular importance to the service industries. Thus, it is reasonable to believe that understanding employee roles is extremely important as it is a key factor in the success of modern organisations. Indeed, to enhance employee satisfaction is to contribute directly to business performance. So, there is an association between HRM and performance (Saridakis et al., 2017; Hussein, 2014).

The above literature shows that, although several factors impact on the performance of SMEs, employee JS and motivation are essential factors. Overall, the evidence suggests that a satisfied worker works harder, is more confident and provides higher productivity and better efficiency which improve the effectiveness of companies. Naseem et al (2011) argue that the level of employee satisfaction not only enhances productivity but also increases the quality of work.

Conversely, problems relating to job dissatisfaction are a threat to the success of the business. Employees with poor JS tend to have higher rates of absenteeism, poor performance and a higher tendency to leave the job (Bozeman and Gaughan, 2011). Increased absenteeism and higher turnover can have a negative effect on the profit of a company, and can become barriers to performance. Consequently, employers, owners and managers should be concerned about the well-being of their employees, as this could be a key underlying factor that impacts upon the performance of an enterprise (Ogunyomi and Bruning 2016; Whyman and Petrescu, 2015; Kansas State University, 2009; Naseem et al., 2011; Akehurst et al., 2009; Naseem et al., 2011).

To summarise the above literature review, several performance factors that are linked to business success are highlighted. The key point is that JS contributes to business performance. Table 2.6 below summarises the key factors in relation to business performance in recent studies of SMEs.

Table 2.6: SMEs performance related factors

Authors/Years	SME's Performance Related Factors	Contributions	Research Gaps
Lu et al (2016)	Work engagement, satisfaction, turnover intentions **(JS mentioned)**	The study provides an in-depth analysis of work-related factors on JS and turnover across employee positions.	The research does not consider ethnicity in relation to JS and performance.
Ogunyomi and Bruning 2016)	Human capital development, occupational Health, safety **(JS mentioned)**	This study supports a model of positive relationships between certain HRM practices and firm performance.	Future research on the topic of the performance of SME's and HRM should consider business sector and ethnicity factors.
Whyman and Petrescu (2015)	Flexitime, job sharing, training, job security, family friendly practices **(JS mentioned)**	The paper seeks to extend the literature relating to SME workplace flexibility and it measures firm performance within the context of conditions of economic recession.	Although this research shows workplace flexibility practices in SMEs in the UK, it does not address ethnic minority SMEs.
Gray et al (2012)	Job autonomy, work-life balance **(JS mentioned)**	The findings could be used to inform both policy makers and SME owners and entrepreneurs so that the productivity of all British SMEs can be improved.	Further research could explore the growth and challenges inherent to UK ethnic minority SMEs.
Lindner and Wald, (2011)	Organisational cultural, management commitment, role **(JS not mentioned)**	This paper contributes to a more differentiated understanding of knowledge management in project environments.	The paper does not provide ethnicity details in relation to knowledge management. Future research could investigate ethnicity in SMEs.
Drobnic et al (2010)	Working conditions, work autonomy, career prospects, interesting job **(JS mentioned)**	The research contributes to cross national comparative research by performing detailed analyses for nine selected EU member state.	Although this study examines the relationship between working conditions and satisfaction with life, it does not consider ethnic minority businesses.

Mahrouq (2010)	Technology, firm's structure, financial structure, marketing, productivity, HRM **(JS not mentioned)**	The research indicates a set of five separately identifiable factors that have a positive and significant impact on the success of firms.	The study does not provide ethnicity details in relation to success factors and performance.
Philip (2010)	Characteristic of SMEs, management know-how, products, services, cooperation, resources, finance, external environment **(JS not mentioned)**	The findings of this study are useful for entrepreneurs and policy makers.	Although this research considers business success factors, it does not consider ethnicity in relation to success factors.
Akehurst et al (2009)	JS, commitment, occupation, bonuses, supervision, teamwork, working conditions **(JS mentioned)**	The research concluded that JS and commitment factors have a direct and positive effect on internal entrepreneurship.	This research provides a picture of JS and commitment in SMEs; however, it does not take account of ethnicity in relation to JS and performance.
Kahya (2007)	Physical efforts, environmental conditions, hazards **(JS not mentioned)**	The research findings showed that there were substantial relationships between employee performance, both in terms of job grade and environmental conditions.	Although the study shows a substantial relationship between employee performance, job grade and environmental conditions, it does not consider ethnicity and the size of the enterprise.
Walker and Brown (2004)	Financial, non-financial criteria **(JS not mentioned)**	The findings suggest that both financial and non-financial lifestyle criteria are used to judge business success.	The research does not identify a specific sector and does not consider ethnicity in relation to success factors.
Ghosh et al (2001)	Relationship, recognition, leadership, financial and technology support **(JS mentioned)**	The research identified some distinctive success factors, which are universally acceptable.	Although the research provides key success factors in SMEs, it does not address ethnic minority SMEs or sector issues.

Based on the above literature review and Table 2.6 the researcher supports second research proposition as:

Proposition 2: JS affects the performance of SMEs in the UK.

2.5 Conceptual Framework

After reviewing the literature on EWL, JS, and performance, this thesis proposes a pattern of causality between EWL, JS and performance. This chapter outlines the factors linking EWL, JS and performance with particular reference to SMEs with a view to developing a conceptual framework.

An examination of the literature shows that EWL comprises of occupation, workplace, hours of work, annual leave, flexible work, and pay (Laar et al., 2007; Truss et al., 2006; Vliet and Hellgreen, 2002; Maslach et al., 2001); JS includes motivation, occupation, working condition, relationships, organisation's policies, pay and benefits (Nandan and Krishna, 2013; Bozeman and Gaughan, 2011; Lo and Ramayah, 2011; Storey et al., 2010; Bokerman and Ilmakunnas, 2008; Parsons and Broadbridge, 2006; Gagioglu and Tansel, 2006; Nguyen et al., 2003); and non-financial performance covers job autonomy, work-life balance, employee turnover, sense of fulfilment, career prospects, working conditions and job interest (Gray et al., 2012; Drobnic et al.2010; Philip, 2010; Akehurst et al., 2009; Walker and Brown, 2004; Ghosh et al., 2001; Lorraine and William., 2000; Yusof and Aspinwall, 1999).

These indicate that EWL affects JS just as JS affects performance, and EWL affects performance. Consequently, these factors are interdependent of each other. Therefore, the researcher can develop a conceptual framework which depicts the relationship between EWL, JS and performance of the UK SMEs.

Figure 2.2: Conceptual Framework

EWL

EWL Related Factors:

1.Occupation 2. hours of work 3. workload 4. work place pattern 5. annual leave 6. flexible works 7. pay and benefits 8. work-life balance 9. HR practices 10. working environment 11. bullying and harassment

EWL affects performance

RP 3

Performance has a link with EWL

Performance

Performance Related Factors:

1.Job autonomy 2. work and family life balance 3. employee turnover 4. multiple job challenge 5. sense of fulfilment

EWL affects JS
RQ 1, RP 1
JS affects EWL

JS affects performance
RQ 2, RP 2
Performance has a link with JS

RQ= Research question
RP= Research proposition

JS

JS Related Factors:

1.Importance of job 2. higher pay and fringe benefits 3. working conditions 4. organisation's policies 5. organisational culture 6. job security 7. career advancement 8. promotion 9. firm size 10. relationship with co-worker 11. supervision

Research gaps

Gap 1: EWL is not researched in the context of UKBRs
Gap 2: Insufficient research on the relationship between EWL and JS in the UKBRs
Gap 3: Inadequate research on the relationship between JS and performance in the UKBRs

Overcomes

Empirical Research

Research aim

Establish a New Model

Figure 2.2 above depicts the relationship between EWL, JS and performance. It shows that EWL affects JS and performance. JS also affects EWL. On the other hand, a poor EWL leads to job dissatisfaction, and job dissatisfaction influences poor performance. Therefore, the framework shows that:

EWL affects JS and performance; JS affects EWL and performance, and performance has a link to both EWL and JS. Hence, it demonstrates that:

 I. Good EWL relates to good JS and performance
 II. Poor EWL relates to poor JS and performance
 III. EWL affects JS and performance
 IV. JS affects EWL and performance
 V. Performance has a link to EWL and JS

So, there is a relationship between EWL, JS and performance. However, the relationship whether strong or weak depends on the size of the firm, employee perceptions, and the overall HRM (i.e. formal or informal) of the organisations (Storey et al., 2010).

From Propositions 1 and 2, the researcher can, therefore, develop a 3rd proposition:

  Proposition 3: EWL affects the performance of SMEs in the UK.

The findings of the literature review identified three research gaps (Figure 2.2), which are explored through primary research. It is expected that the empirical research will make observations about the contextual reality about EWL, JS and performance in the UK Bangladeshi restaurant industry. Furthermore, based on the expected findings this research will produce a new model that will meet the research gaps to contribute to existing theory.

Following this review, this thesis will examine the propositions of EWL, JS and performance. The components of EWL, JS and their relationship to performance will also be explored (Figure 2.2). These components will be used to help to develop the research questions and data collection strategy.

2.6 Conclusions

This chapter has identified salient research gaps and has developed propositions for research. It has established a conceptual framework for the study. Thus, the gaps have been outlined in the research context in relation to EWL, JS and the performance of UK SMEs.

This literature review identifies that research into EWL, JS and restaurant performance has been dominated by quantitative methodological approaches, although, several studies have used qualitative research. Moreover, the findings indicate that the relationship between EWL, JS and performance in UK based SMEs of Bangladeshi origin has not been sufficiently explored through qualitative studies. Hence, this could potentially highlight a knowledge gap.

The literature on EWL demonstrates EWL is an essential part of the organisation (e.g. Laar et al., 2007; Truss et al., 2006) as it is integrated with JS and performance (e.g. Akehurst et al., 2009; Naseem et al., 2011). However, this review could not locate sufficient research findings of Bangladeshi SMEs in relation to employee EWL and JS. Hence, this could be another potential knowledge gap.

The performance literature shows that organisational performance measures include financial (e.g. profit or turnover) and non-financial (e.g. job autonomy, work-life balance) criteria (Gray et al., 2012; Walker and Brown 2004). This thesis focuses on measures of the non-financial performance of UKBRs, which are scarce in this industry. Thus, it finds another potential research gap relevant to this sector.

Finally, the literature review demonstrates that EWL is an integral part of any organisation's performance. EWL is an essential issue to explore, whether the organisation is small, medium or large. EWL is also linked with JS and performance. The literature review shows there very little research has been carried out on UK Bangladeshi SMEs. Therefore, this research into the SME community will shed new light on EWL, JS and performance amongst these EMBs.

Chapter Three: Research Methodology

3.1 Introduction

The literature review in the previous chapter identified research gaps and provided an overview of EWL, JS and the performance of UK SMEs operated by people of Bangladeshi origin. Following the literature review, this chapter discusses the research design and research methodology adopted to conduct empirical research. The objective of empirical research is theory building and theory verification (Flynn et al., 1990). The conceptual and empirical rationale is stated at the outset of the research to establish the logic behind the empirical methodology. Quinlan (2011) asserts that the research methodology signals to the reader how the research was conducted and the philosophical assumptions that underpin the scope of the research. Accordingly, the two sections of this chapter discuss, first the theoretical and empirical rationale of the study including its underlying philosophical assumptions; and second, the more detailed research approaches, research strategy, data collection methods, and data analysis techniques. The chapter concludes with a discussion of the ethical issues raised by this research.

Theoretical Rationale

This research is based on key EWL, JS and performance theories related to SMEs. For example, Truss et al (2006) state that EWL is related to occupation, workplace pattern, hours of work, annual leave, flexible work, pay and benefits.

Nandan and Krishna (2013) related JS to occupation, working conditions, working relations, organisation's policies, pay and benefits. JS also appears to be influenced by the size of firms so that, for example, smaller organisations have higher levels of JS. (Storey et al., 2010; Cooke, 2005; Curran and Stanworth, 1981).

The performance of businesses, whether small or medium-sized, can be measured by financial and non-financial criteria (Walker and Brown 2004). Financial performance refers to increasing sales, profit and numbers of employees, while non-financial performance measures include data on employee autonomy, JS and work-life balance.

As discussed in the previous chapter, however, there are gaps in the research. Hence, this study aims to address the knowledge gaps identified by investigating this key area as a contribution to EMBs.

3.2 Research Philosophy

A research philosophy is a belief that helps define a methodology in terms of data collection, analysis and presentation. The research philosophy is concerned with the development and the nature of the knowledge (Saunders et al., 2012). The philosophy of the research can be understood in terms of 'epistemology' and 'ontology'. Epistemology is concerned with ways of knowing and creating meaning about the social world. It focuses on questions such as how we can know about reality, and what the basis of our knowledge is. Ontology is concerned with understanding what is known about the world and how such knowledge can be gained (Ritchie and Lewis, 2012). Benton and Craib (2001) view the nature of knowledge and reality as based on appropriate theoretical methodological frameworks concerning a broad understanding of ontological and epistemological beliefs. Thus, research philosophy is an overreaching term relating to the development of knowledge and the nature of that knowledge as it relates to research (Saunders et al., 2012).

The different research philosophies are reflected in the research methods that researchers choose for their studies. Thus, interpretivists tend to favour qualitative research, while positivists tend to favour quantitative research (Bryman and Bell, 2011). They characterise interpretivism as an approach 'predicated upon the view that a strategy is required that respects the differences between people and the objects of the natural sciences and therefore needs the social scientists to grasp the subjective meaning of social action' (Bryman and Bell, 2011, p. 17). Positivist research, in contrast, aims to reach a statistical conclusion. Bryman and Bell define positivism as an epistemological position that advocates for the application of methods that belong to the natural sciences to the study of social reality and beyond (Bryman and Bell, 2011).

The EWL and JS are difficult to measure empirically and this study aims to identify the links between EWL, JS and performance through qualitative research. The data gathered through semi-structured analysis will be subjected to thematic analysis to establish the aims of the study.

The research methodology adopted for this study can be summarised as follows:

Figure 3.1: Research methodology adopted for the study

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┌─────────────────────────────────────────────────────────────┐
│            ┌───────────────────────────────────┐            │
│            │       Research Methodology        │            │
│            └───────────────────────────────────┘            │
│                            ⇩                                 │
│          ┌─────────────────────────────────────┐            │
│          │ Research Philosophy: Interpretivism  │            │
│          └─────────────────────────────────────┘            │
│                            ⇩                                 │
│          ┌─────────────────────────────────────┐            │
│          │    Research Approach: Inductive      │            │
│          └─────────────────────────────────────┘            │
│                            ⇩                                 │
│          ┌─────────────────────────────────────┐            │
│          │    Research Method: Qualitative      │            │
│          └─────────────────────────────────────┘            │
│                            ⇩                                 │
│          ┌─────────────────────────────────────┐            │
│          │    Research Strategy: Interviews     │            │
│          └─────────────────────────────────────┘            │
│                            ⇩                                 │
│          ┌─────────────────────────────────────┐            │
│          │ Research Design: Cross-sectional     │            │
│          └─────────────────────────────────────┘            │
│                            ⇩                                 │
│          ┌─────────────────────────────────────┐            │
│          │ Data Collection: Semi-structured interviews │     │
│          └─────────────────────────────────────┘            │
│                            ⇩                                 │
│          ┌─────────────────────────────────────┐            │
│          │ Data Analysis: Thematic Analysis     │            │
│          └─────────────────────────────────────┘            │
└─────────────────────────────────────────────────────────────┘
```
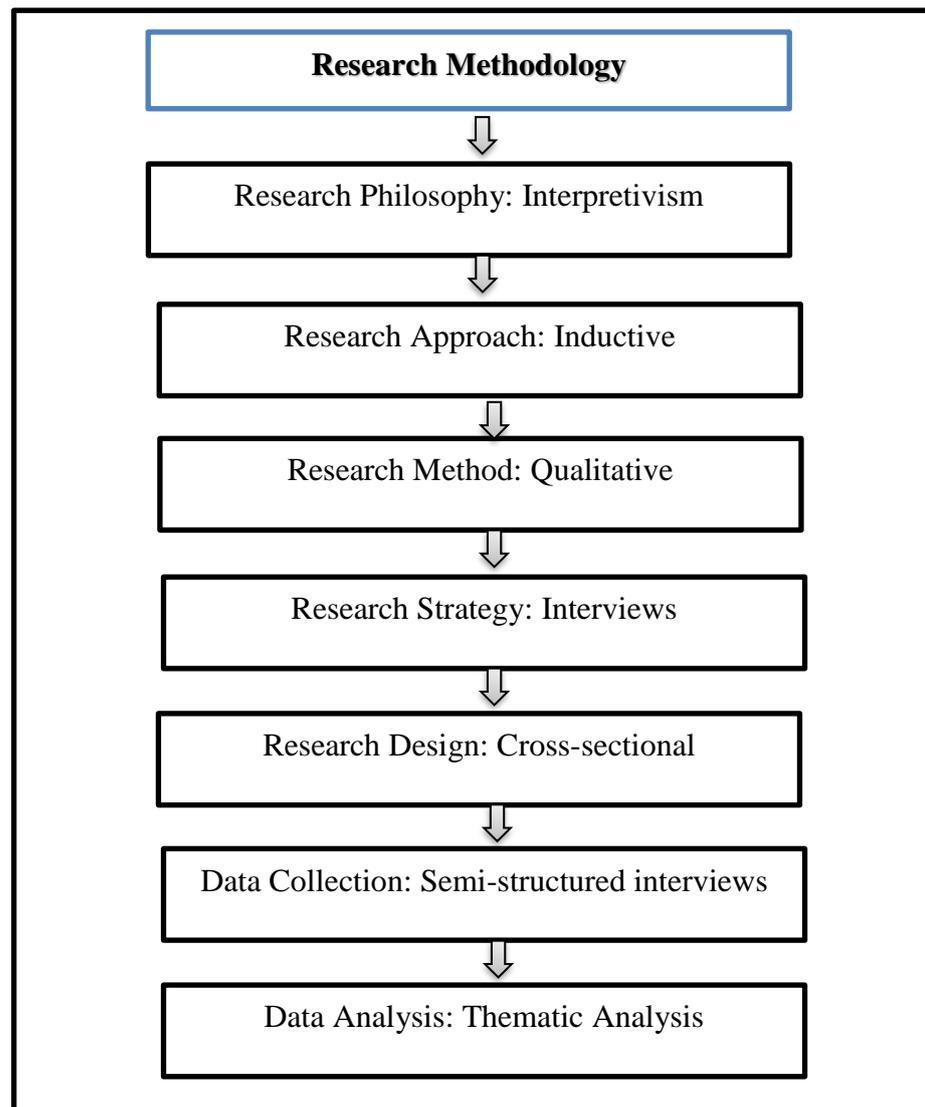
Source: Adopted from Saunders et al, 2012 and Bryman and Bell, 2011

3.2.1 Epistemological and ontological stances of the study

3.2.1.1 Epistemology

Epistemology is concerned with how knowledge can be acquired, and alternative methods of investigation. It is a way of thinking, analysing and deciding on an appropriate philosophy to gain a body of knowledge so that it can meet the objectives of any intended research. Modern epistemology is dominated by debates between rationalism and empiricism. Rationalism believes that knowledge can be gained through the use of reason, whereas empiricism holds

that knowledge requires experience. Thus, rationalism is linked with positivist approaches to research, while empiricism is related to interpretivist approaches. This study is based on an interpretivist approach. Bryman and Bell note that 'Interpretivism is taken to denote an alternative to the positivist orthodoxy that has held sway for decades' (Bryman and Bell, 2011, p. 17). Thus, interpretivism is predicated upon the view that a strategy is required that respects the differences between people and the objects of the natural sciences and therefore requires the social scientists to grasp the subjective meaning of social action (Bryman and Bell, 2011). Furthermore, Saunders et al (2012) state that interpretivism aims to interpret social reality and interpretivist research focuses on the interpretation of human views. This is the approach that has been adopted for this study and it is accepted as the most appropriate approach for a study of EWL and JS.

This study is based on social research related to EWL, JS, performance, employee relations, organisational behaviour, HR practices and organisational culture. As such, the data required is based on the views of human beings, rather than on non-social actors such as machines. Data derived from non-social actors can be analysed, measured, monitored and modified using approaches linked to positivism. However, the data produced by social actors such as human beings are based on belief, values, attitudes, faith, understanding, views, sense and opinions, which cannot be adequately measured or analysed empirically. Therefore, it was decided that the gathering and analysis of the data required for this study would require an interpretivist approach.

3.2.1.2 Ontology

Ontology is the researcher's view of the nature of reality, and it determines the nature of truth (Saunders et al., 2012). Ontology is a 'branch of philosophy concerned with articulating the nature and structure of the world' (Wand and Weber, 1993, p. 220). Bryman and Bell (2012) assert that ontology is a theory of the nature of social entities. Ontology has two branches: objectivism and subjectivism.

I.   Objectivism

Bryman and Bell (2012) assert that social phenomena and their meanings have an existence which is independent of social actors. This is an ontological stance based on realism

because it considers that there is an external reality that exists independently of people's beliefs or understanding (Ritchie and Lewis, 2012). For example, a restaurant manager has a clear job description and job specifications. So, there is clarity about who reports to whom, when to report and what to report. There is also clarity around the procedure, and how to complete it. This clarity and clarification determines the nature of reality and truth in a restaurant setting. Therefore, the nature of reality and truth is based on external entities which link to social actors.

II.   Subjectivism

Subjectivism (also known as constructionism or interpretivism) is based on the belief that the nature of reality and truth is comprised of both internal and external perspectives that are linked with social actors. According to Saunders et al (2012), subjectivism is an ontological position that asserts that the nature of reality and trust is based on both internal and external social factors. Thus, the nature of reality and truth is based on individual perceptions and actions. For example, a study of EWL and JS in UKBRs must be based on how individual employees perceive the world around them, and how they act, react and interact with the restaurant environment.

Objectivism is linked with positivism, and subjectivism linked with interpretivism. This is why a subjectivist approach was chosen for this research. Interpretivism in the context of epistemology determines the nature of reality and truth and is an appropriate approach to adopt for this research.

Table 3.1 below presents a comparison between positivism and interpretivism, as defined by different authors:

Table 3.1: A comparison of positivism and interpretivism research philosophy

Research Philosophy		
Authors	Positivism	Interpretivism
Bryman and Bell, 2012	Quantitative, objectivist, natural science	Qualitative, subjective, social science, human views
Saunders et al, 2012	Natural science	Human role as social actors
Ritchie and Lewis, 2012	Quantitative, natural science	Qualitative, human views, social world

Robson, 2011	Natural sciences such as physics, chemistry and biology	Focus social world
Collis and Hussey, 2003	Quantitative, objectivist, scientific, experimentalist or traditionalist	Qualitative, subjectivist, humanistic, interpretative

Based on above critical analysis of the approaches taken by the different philosophies, it was decided that the adoption an interpretivist approach would be rational, appropriate and logical for this investigation. Thus, the research title, objectives and research questions are closely related to social science and related perspectives, including EWL, JS, performance, employee relations, organisational behaviour, HR practices and organisational culture. This requires the research to focus on the views of respondents as well as their opinions, levels of satisfaction and dissatisfaction, working life, working environment, relationships with management and the broader organisational culture to which they belong.

3.3 Research Methods and Approaches

Having decided upon a research philosophy, it is necessary to select an appropriate research method and approach for any investigation. This study adopts qualitative methods through an organised research design that addresses the research objectives, questions, propositions and methodology.

3.3.1 Qualitative vs. quantitative research methodology

Research methods are often divided into quantitative, qualitative and mixed. Each method is based on a different understanding of the nature of phenomena and thus is suited to various kinds of study. The selection of a research methodology depends on the approach the researcher takes to data gathering and analysis. Mixed methodologies are often selected to capitalise on the benefits of both quantitative and qualitative methods.

Qualitative research is typically based on non-numerical data, often in the form of text (Robson, 2011). Bryman and Bell (2011) state that qualitative research tends to be concerned with text

rather than numbers, but three features are noteworthy: (a) an inductive view of the relationship between theory and research, (b) an epistemological position described as interpretivist and (c) an ontological position described as constructivist. Lewis (2012, p. 47) state that:

> 'A good qualitative research study design is one which has a clearly defined purpose, in which there is coherence between the research questions and the methods or approaches proposed, which generates data which is valid and reliable'.

On the other hand, quantitative research can be construed as a research strategy that emphasises quantification in the collection and analysis of data (Bryman and Bell, 2011). Creswell (2009) characterises quantitative approaches in terms of postpositive knowledge claims, experimental strategies of inquiry, and pre-and post-test measures of attitudes. Thus, quantitative research typically relies on the collection of data in numerical form (Robson, 2011). For Bryman and Bell (2011, p. 150), quantitative research entails 'the collection of numerical data and exhibiting a view of the relationship between theory and research as deductive, a predilection for a natural science approach (and positivism in particular), and as having objectivist conception of social reality' (Bryman and Bell, 2011, p. 150). Furthermore, for Robson (2011), quantitative research follows the so-called 'natural' sciences approach to research such as physics, chemistry and biology.

3.3.2 Inductive vs. deductive research approach

Inductive approaches are flexible because there is no requirement for a pre-determined theory to collect data and information. According to Bryman and Bell (2011), an inductive approach refers to theory as an outcome of research. Saunders et al (2009) state that an inductive approach involves the development of a theory as a result of the observation of empirical data, while a deductive research approach allows the researcher to establish a hypothesis by using theory. According to Bryman and Bell (2011), deductive approaches to research explore the nature of the relationship between theory and research, and in particular, the extent to which theory guides research. For Saunders et al (2009), a deductive approach involves the testing of a theoretical proposition by the employment of a research strategy.

Broadly speaking, the key differences between an inductive and deductive approach is that an inductive approach is based on the formulation of a new theory on the basis of emerging data, while the deductive approach involves testing existing theory by applying it to new data.

3.3.3 The theoretical rationale for qualitative method

The object of this study is not deductive in that it aims to reach statistical conclusions and test existing theory. Instead, this research is inductive, in that it aims to examine new data to build or generate a new theory. Thus, it employs a qualitative approach and seeks to establish causality, rather than establish quantitative correlations.

The key reason for the selection of a qualitative method is that the review of the literature did not find any major research on UKBRs. Hence, a qualitative method and inductive approach are adopted so that a new theory can be developed as a contribution to the existing body of knowledge. The study undertakes an inductive approach to qualitative research in order to develop a theory that recognises the importance and relevance of EWL, JS and performance in Bangladeshi-owned SMEs in the UK.

Finally, there is also a practical rationale for this study to adopt an inductive and qualitative approach, based on the previous background, knowledge and experience of the researcher. Fortunately, this personal context fits well with the subject of the present research, as the research is of Bangladeshi origin. This provides a number of practical and cultural advantages when interviewing key informants.

Based on the above circumstances, this thesis follows a qualitative approach to methods, and an inductive approach to methodology through an organised research design (see Figure 3.1 above).

3.4 Research strategy

The research strategy indicates to the reader how the research has been conducted. A clear, concise and appropriate link between research strategy and research design is required for successful research. Saunders et al (2012) describe the research strategy as the general plan of how researchers go about answering research questions. It also provides a framework for the collection and analysis of data. A choice of research design reflects decisions about the priority being given to a range of research process (Bryman and Bell, 2011).

There are several types of research design including, experiments, cross-sectional, longitudinal, case study, and comparative approaches (Bryman and Bell, 2011). The nature of the present

study lends itself to a cross-sectional research design, often also called a social survey design. So, the rationale behind this approach is that data are collected through semi-structured interviews with participants (Bryman and Bell, 2011). According to Robson (2011), in a cross-sectional research design, data are collected at a single point in time. Following such a research design helps the researcher to understand the relationship between EWL, JS and performance in UK SMEs of Bangladeshi origin.

3.5 Data Collection Method

This study focusses a sample of Bangladeshi-owned and managed restaurants in the UK. The data collected comprises of both primary and secondary data.

3.5.1 Sampling procedures

The sampling procedure is a vital step for any research. It is usually impossible to collect data from an entire target population of a study. A sampling procedure helps researchers to gather appropriate data from a sample of the target population. However, sample selection depends on research questions, research objectives, sample frames, geographical positions and the nature of the population. Hence, this study is based on a carefully considered data collection process that has produced empirical data through semi-structured interviews, and secondary data through an analysis of online customer reviews of UKBRs.

Indeed, the sample firms for this study are from UK restaurants that are owned by Bangladeshis. The study considers 20 enterprises that have an average of five employees (e.g. the 2004 WERS), and selects two interviewees from each enterprise, giving a sample size of 40. The interview participants consist of employees and/or managers, depending on the structure of the enterprise. The semi-structured interviews continued until the answers had met the terms of the research questions.

3.5.2 Sampling Method

This research uses a convenience sample, which was selected purposively for this research. Bryman and Bell (2011) explain that a convenience sample is one that is easily available to the researcher by virtue of its accessibility. Convenience sampling is thus one of the most widely

used sampling strategies. Robson (2011) asserts that convenience sampling involves selecting as respondents those whose location and accessibility makes them convenient. The study also follows the sampling method of Hasle et al (2012) and Pajo et al (2010) who employed convenience sampling. However, the use of convenience sampling is often biased to some extent (Saunders et al., 2012; Hasle et al., 2012; Bryman and Bell, 2011; Robson, 2011; Pajo et al., 2010).

3.5.3 Justification of convenience sampling

Before selecting convenience sampling as a strategy, the researcher visited Bangladeshi restaurants in Greater London to gain some initial understanding about the nature of the data likely to be gathered. The researcher also talked with the president of the Bangladeshi Caterer's Association. Most of the Bangladeshi businesses in the UK are based in Greater London. Moreover, it was found that 8 out of 10 Indian restaurants businesses are owned by Bangladeshi entrepreneurs (Gillian, 2002). The researcher also benefitted from suggestions from colleagues and students about Bangladeshi restaurants, their HR practices, and their willingness to participate in this research. They were confident, therefore, of the suitability of convenience sampling for this study.

3.5.4 Sample selection

The selection of a good sample was difficult because of the high number of UKBRs; approximately 12,000 (Bangladesh Caterers Association, 2013). Therefore, the researcher used a number of different strategies to develop a sampling frame of restaurants for this research. These included:

I. Compiling a list of Bangladeshi restaurants by visiting different areas of Greater London, and communicating with Bangladeshi communities, with a view to communicating with them to establish their suitability for interviews;

II. Collecting information from family, friends and colleagues about Bangladeshi restaurants location.

III. Compiling a list of Bangladeshi restaurants from the Bangladesh Caterers Association website.

IV. Identifying those restaurants from the results of the above searches that had a minimum of 5 employees (i.e. the 2004 WERS the size threshold to include smaller workplaces of 5 or more employee)

V.   Finally, selecting 20 restaurants, and interviewing two employees from each, in order to achieve a total sample size of 40.

Overall, this led to a sampling frame representative of Bangladeshi restaurants.

3.5.5 Sample size

A sample size of 40 employees from 20 enterprises in the restaurant sector in the UK was selected to take part in interviews. The restaurants are selected by employing convenience sampling methods. The interview participants included both managers and employees, depending on the human resources of the firm. Some sources suggest a threshold level for sampling, saying that for the generalisation of research results, the sample size should be at least 30. That is to say that, as a rule of thumb, the choice of n=30 marks the boundary between small and large samples (e.g. Hogg and Tanis 2005). However, Cohen (1990) states that this 'magic number' of 30 is a fallacy. Therefore, the investigation selected n=40 as the sample size for this study.

3.5.6 Primary data collection

 The investigation employed face to face interviews because it is one of the best methods for collecting qualitative data in a way that is good for both researchers and respondents. It is also flexible and convenient and creates mutual understanding and an environment in which interviewees feel comfortable and confident to share useful information. A structured interview uses a set questionnaires consisting of a predetermined and standardised set of questions, while in a semi-structured interview the researcher has a list of themes and questions to be covered in a more flexible discussion (Saunders et al., 2009). The rationale for semi-structured interviews (Hasle et al., 2012; Kitchen, 2004) is that the researchers are concerned for more in-depth information about the issues, which cannot be collected through email, mail questionnaire, telephone calls and postal survey questionnaires that do not permit follow-up questions and more in-depth probing.

Semi-structure interviews have some drawbacks (Hasle et al., 2012; Kitchen, 2004). For example, some participants may be worried about disclosing information in the interviews and that may affect their work life Moreover, there is also a tendency to ignore some questions and

focus on others, as well as concerns about the confidentiality of the research results. However, a confidentiality agreement between the researcher and the interviewees established a degree of trust between them (see 3.7).

Bryman and Bell (2011) argue that qualitative research often entails a form of cross-sectional design whereby researchers employ unstructured interviews or semi-structured interviews with several people. This is the approach adopted for this study. Thus, the interview questions cover aspects of EWL, JS, performance, working environment, organisational culture and employee perceptions, as well as employee attitudes to HR policy. In this way, a complete picture can be captured to meet the research objectives.

Primary data were collected through 40 semi-structured face to face interviews (Hasle et al., 2012; Kitchen, 2004) with employees from 20 UKBRs, including managers, assistant managers, chefs, waiters and kitchen assistants (see Table 3.4). Some 63 percent of the interviews (n=25) took place inside the restaurant, and 27 percent (n=15) took place external to the restaurant. The interviews lasted an average of between 45 and 60 minutes and were audio recorded. The interview questionnaire was developed based on the literature reviewed in Chapter 2. The literature review identified gaps in existing research. Based on these research gaps, the open-ended questionnaire consisted of three sections, comprising of a) EWL (25 questions); b) JS (32 questions) and c) performance (18 questions) (see Appendix 1). The interviews were conducted between April 2015 and October 2015.

However, the data collection process was the subject of some obstacles. For example, 4 interviews were cancelled due to the unavailability of interviewees. A further 6 interviews were rejected since the interviewees being reluctant to be recorded, and 2 interviews were cancelled as the interviewees were unable to speak English. The researcher further arranged 12 interviews to replace these ones, and maintain the appropriate sample size.

Table 3.2 lists the restaurant codes, respondents' pseudonyms and respondents' codes used to maintain the confidentiality of the research.

Table 3.2: Restaurant's Codes, Anonymous Name for Respondents and Respondent's Codes

Restaurant's codes	Respondent's anonymous name	Respondent's codes	Job position	Interviews conducted	Interviews place

BR001	Shahid	R01	Waiter	Face to	Inside Res
	Kamal	R02	Waiter	face	Inside Res
BR002	Lalu	R03	Manager	Face to	Inside Res
	Hasan	R04	Assist. Chef	face	Inside Res
BR003	Sabu	R05	Manager	Face to	Inside Res
	Rojina	R06	Waiter	face	Inside Res
BR004	Saiful	R07	Chef	Face to	Inside Res
	Shahdat	R08	Waiter	face	Outside Res
BR005	Marady	R09	Shift manager	Face to	Inside Res
	Azizul	R10	Manager	face	Inside Res
BR006	Sobuj	R11	Waiter	Face to	Inside Res
	Abdus	R12	Waiter	face	Outside Res
BR007	Jamal	R13	Waiter & Delivery	Face to	Inside Res
	Jalil	R14	Waiter & Delivery	face	Inside Res
BR008	Monna	R15	Chef	Face to	Inside Res
	Rahim	R16	Chef	face	Inside Res
BR009	Afjal	R17	Manager	Face to	Inside Res
	Raju	R18	Waiter	face	Inside Res
BR010	Hasem	R19	Manager	Face to	Inside Res
	Kalam	R20	Chef	face	Inside Res
BR011	Sadek	R21	Head Waiter	Face to	Inside Res
	Tareq	R22	Waiter	face	Inside Res
BR012	Zafor	R23	Assist. chef	Face to	Outside Res
	Shamsu	R24	Waiter	face	Outside Res
BR013	Azahar	R25	Waiter	Face to	Outside Res
	Arif	R26	Waiter	face	Outside Res
BR014	Ibrahim	R27	Assist. Manager	Face to	Inside Res
	Rokib	R28	Waiter	face	Inside Res
BR015	Monir	R29	Waiter	Face to	Outside Res
	Shokumar	R30	Manager	face	Inside Res
BR016	Nasir	R31	Waiter	Face to	Outside Res
	Mamun	R32	Manager	face	Outside Res
BR017	Kader	R33	Waiter	Face to	Outside Res
	Khokon	R34	Manager	face	Outside Res
BR018	Belal	R35	Manager	Face to	Outside Res
	Rob	R36	Assist. Manager	face	Outside Res
BR019	Mofhijul	R37	Waiter	Face to	Inside Res
	Jobber	R38	Waiter	face	Inside Res
BR020	Hamed	R39	Chef	Face to	Outside Res
	Delwar	R40	Manager	face	Outside Res

3.5.7 Secondary data collection

The research also used secondary data to pursue its objectives. The sources of secondary data include other data sets and publications and institutions that contain relevant discussion

(Quinlan, 2011). Saunders et al (2009) explain that secondary data can include both raw data and published summaries.

This thesis, therefore considered another key source of secondary data on UKBRs, consisting of 509 online customer reviews of the 20 restaurants implicated. Details of this secondary data are given in Table 3.3 below, including restaurant codes, numbers of reviews and sources. Additionally, this study used data from online resources from publications authored by the Bangladesh Caterers Association, the British Bangladesh Caterers Association, the Department for Business, Innovation and Skills (BIS) and the Department of Trade Industry (DTI) of EWL of SMEs in the UK. The research also uses data from previous PhD theses, both published and unpublished from ethos.org, Kingston University Icat search and Google Scholar.

Table 3.3: Online Customer Reviews

Online of Customer Reviews		Sources
Restaurants Codes	No. of Reviews	
BR01	10	TripAdvisor
BR02	20	TripAdvisor
BR03	10	TripAdvisor
BR04	10	TripAdvisor
BR05	60	TripAdvisor
BR06	10	Google user
BR07	05	Google user
BR08	05	Google user
BR09	33	TripAdvisor
BR10	10	TripAdvisor
BR11	50	TripAdvisor
BR12	42	TripAdvisor
BR13	40	TripAdvisor
BR14	52	TripAdvisor
BR15	10	TripAdvisor
BR16	30	TripAdvisor
BR17	05	TripAdvisor
BR18	04	TripAdvisor
BR19	33	TripAdvisor
BR20	70	TripAdvisor
Total	**509**	

Classification of Customers Reviews		
Sources	Total Reviews	Percentage
TripAdvisor	489	96%
Google User	20	4%

Online customer reviews were accessed to meet research objective one, which identifies the major factors of JS and performance of the restaurants. The study identified five non-financial factors from primary data which are known as internal factors. However, there were no external factors, so, in terms of the potential generalisability of the research, some online customer reviews were considered which have a direct relation to workers as well as restaurant performance. The key advantage of this data is that the researcher can identify whether customer satisfaction is related to employee satisfaction and performance. However, biased customer reviews may be misleading in terms of the findings of the research.

3.5.8 Selection of participants

In terms of the selection of participants, no particular method was applied. Initially, owners and managers were contacted, either directly or by indirectly to confirm an interview. Based on a predetermined schedule, the researcher visited each of the restaurants. However, the researcher did not select the participants for interview. In most cases, the researcher spoke with the owner or manager on arrival at the restaurant. Participants were then selected based on their shifts and availability. Thus, the selection of participants was largely led by the convenience of both owners/managers and respondents. However, for interviews that took place outside the restaurants (n=15), the respondents were pre-selected through prior communication with owners/managers and participants. The owners and managers were happy for the researcher to arrange interviews outside of the restaurant for the convenience of the respondents. The interview process comprised of the following steps:

I. Before starting the interview, the researcher discussed the confidentiality of the data and assured respondents that data would be used purely for academic and research purposes, and would be kept confidential.

II. The researcher explained the research aim and objectives, to ensure participants were aware of the object of the research.

III. The researcher then provided the questionnaire to the respondents, clarifying the research terminology and themes of the research.

IV.   The researcher then explained that respondents could ignore any questions.

V.   The researcher briefed the respondents about the interview process and explained the starting and finishing time of the interview.

VI.   The researcher explained the reasons for the recording of the interview.

VII.   Finally, the researcher received permission from respondents to begin the interview.

3.5.9 Classification of participants

Restaurant staff are divided into two sections, 'front of house' and 'kitchen side'. The front of house employees were managers, assistant managers and waiters. On the other hand, kitchen employees include chefs, chef assistants and kitchen assistants. Both sections are monitored and managed by the restaurant manager. For this study, the participants are classified based on their job or position and these were classes as a) managers b) assistant managers c) chefs d) waiters and stock delivery staff and e) kitchen assistants. In the selection of participants, the researcher ensured that all groups of employees were represented. The distribution of participants is shown in Table 3.4 below:

Table 3.4: Categories of participants

Participants		
Job Position	**No. of interviews**	**%**
Manager	10	25%
Assistant Manager	3	8%
Chef	5	12%
Waiter and Stock Delivery staff	20	50%
Kitchen Assistant	2	5%
Total	**40**	**100%**

3.5.10 Justification of participant's selection

Non-probability convenience sampling was used for the selection of participants to suit both researchers and respondents. A random sampling method was not considered appropriate because of the research questions and objectives. In restaurants, employee positions include the roles of general manager, assistant manager, chef, waiter and stock delivery staff and kitchen assistant. Although no particular method was used to select participants, the researcher

was aware of the need to gather information from all groups of employees. The distribution of participants is given in Table 3.4 above.

3.6 Data Analysis and Interpretation methods

The research follows an inductive research approach, aiming to develop a theory from emerging data rather than to test an existing theory. This method requires that qualitative data be analysed using an appropriate method. For this research, thematic analysis was considered appropriate.

3.6.1 Thematic analysis

Thematic analysis is a popular form of data analysis in qualitative research. According to Ryan and Bernard (2003), themes represent the fundamental concepts that describe the subject matter of each author's article. Consequently, the themes represent the core ideas, arguments and conceptual linking of expressions on which an article's research questions, constructs, concepts and measurements are based (Thorpe et al., 2005). Quinlan (2011) indicates that thematic analysis is an analysis of data using themes. Thematic analysis is a qualitative analytic method for:

> 'Identifying, analysing and reporting patterns (e.g. themes) within data. It minimally organises and describes your data set in (rich) detail. However, frequently it goes further than this and interprets various aspects of the research topic'. (Braun and Clarke, 2006, p. 79)

Moreover,

> 'Thematic analysis allows the researcher to determine precisely the relationships between concepts and compare them with the replicated data. By using, thematic analysis there is the possibility to link the various concepts and opinions of the learners and compare these with the data that has been gathered in different situation at different times during the project'. (Alhojailan, 2012, p. 10)

Blacker (2009) argues that a rich thematic description of the data would assist him and/or the readers to get a sense of 'the predominant and important themes'. The key benefits of thematic analysis are that it offers the flexibility to begin data analysis at any time during the project, as there is no association between the data gathered and the result of the process itself. More importantly, thematic analysis provides the flexibility to approach research patterns in two ways; both inductive and deductive (Frith and Gleeson 2004). Consequently, the study follows six phases of thematic analysis which involve becoming familiar with the data, generating

initial codes, identifying themes, reviewing themes, defining and naming themes and producing reports (Robson, 2011; Namey at al.,2008; Braun and Clarke, 2006; Wright and Pollert, 2006; Thorpe et al., 2005; Welsh, 2002; Boyatzis, 1998). The present research uses thematic analysis because it offers flexibility in terms of data analysis and establishing research patterns (i.e. inductive and deductive). The key benefit of this technique is that the research employs the QSR N10 tool for data analysis.

The six phases of thematic analysis are presented below:

Phase 1: Familiarisation with data

This is the first stage of thematic analysis, in which the researcher reads and re-reads the transcripts. In this case transcripts were made from 40 semi-structured interviews and 509 customer reviews (Robson, 2011; Braun and Clarke, 2006). The interviews were recorded and transcribed with consent. Although the process of transcription is time-consuming and frustrating, it can be an excellent starting point for familiarisation with the data (Robson, 2011; Riessman, 1993). This initial data, comprising of interviews and customer reviews, were stored in NVivo software (see Table 3.5 below). At this stage, the researcher took notes on initial ideas but did not start coding (Robson, 2011). Braun and Clarke (2006) assert that during the initial phase, it is a good idea to start taking notes or marking ideas for coding that can be referred to in subsequent phases. This process helps researchers to prepare for the formal coding process. Therefore, at this stage, the researcher was already familiarised with interviews and customer review data for thematic analysis.

Table 3.5: Interviews Data in NVivo

Name	Nodes	References	Created On	Created By	Modified On	Modified By
Abdus	91	517	28/08/2015 01:16	BM	05/08/2016 20:00	BM
Afjal	69	490	28/08/2015 01:16	BM	05/08/2016 20:01	BM
Arif	85	525	28/08/2015 01:16	BM	05/08/2016 19:55	BM
Azahar	86	501	28/08/2015 01:16	BM	05/08/2016 19:55	BM
Azizul	77	424	28/08/2015 01:16	BM	05/08/2016 19:59	BM
Belal	63	120	26/10/2015 23:20	BM	05/08/2016 19:51	BM
Delwar	62	114	26/10/2015 23:20	BM	05/08/2016 19:49	BM
Hamed	65	115	26/10/2015 23:20	BM	05/08/2016 19:48	BM
Hasan	79	467	28/08/2015 01:16	BM	05/08/2016 19:57	BM
Hasem	93	570	28/08/2015 01:16	BM	05/08/2016 20:06	BM
Ibrahim	85	503	28/08/2015 01:16	BM	05/08/2016 19:54	BM
Jalil	69	432	28/08/2015 01:16	BM	05/08/2016 20:00	BM
Jamal	76	409	28/08/2015 01:16	BM	05/08/2016 20:00	BM
Jobber	57	110	26/10/2015 23:20	BM	05/08/2016 19:50	BM
Kader	62	122	26/10/2015 23:20	BM	05/08/2016 19:52	BM
Kalam	73	502	28/08/2015 01:16	BM	05/08/2016 20:06	BM
Kamal	97	591	28/08/2015 01:16	BM	05/08/2016 19:56	BM
Khokon	62	122	26/10/2015 23:20	BM	05/08/2016 19:51	BM
Lalu	71	536	28/08/2015 01:16	BM	05/08/2016 19:56	BM
Mamun	57	120	26/10/2015 23:20	BM	05/08/2016 19:52	BM
Marandy	66	380	28/08/2015 01:16	BM	05/08/2016 19:59	BM
Mofhijul	57	102	26/10/2015 23:20	BM	05/08/2016 19:49	BM
Monir	77	493	28/08/2015 01:16	BM	05/08/2016 19:53	BM
Monna	70	377	28/08/2015 01:16	BM	05/08/2016 20:01	BM
Nasir	61	127	26/10/2015 23:20	BM	05/08/2016 19:53	BM
Rahim	77	414	28/08/2015 01:16	BM	05/08/2016 20:01	BM
Raju	70	424	28/08/2015 01:16	BM	05/08/2016 20:02	BM
Rob	62	116	26/10/2015 23:20	BM	05/08/2016 19:51	BM
Rojina	72	397	28/08/2015 01:16	BM	05/08/2016 19:57	BM
Rokib	74	417	28/08/2015 01:16	BM	05/08/2016 19:54	BM
Sabu	72	374	28/08/2015 01:16	BM	05/08/2016 19:57	BM
Sadek	71	495	28/08/2015 01:16	BM	05/08/2016 20:06	BM
Saiful	69	450	28/08/2015 01:16	BM	05/08/2016 19:58	BM
Shahdat	69	458	28/08/2015 01:16	BM	05/08/2016 19:58	BM
Shahid	75	491	28/08/2015 01:16	BM	05/08/2016 19:56	BM
Shamsu	72	537	28/08/2015 01:16	BM	05/08/2016 20:07	BM
Shokumar	76	424	28/08/2015 10:41	BM	05/08/2016 19:53	BM
Sobuj	73	414	28/08/2015 01:16	BM	05/08/2016 19:59	BM
Tareq	67	464	28/08/2015 01:16	BM	05/08/2016 20:07	BM
Zafor	82	550	28/08/2015 01:16	BM	05/08/2016 20:08	BM

Phase 2: Generating initial codes

Codes refer to 'the most basic segment, or element, of the raw data or information that can be assessed in a meaningful way regarding the phenomenon' (Boyatzis, 1998, p. 63). Other terms are sometimes used instead of code, such as, 'segments', 'units', 'data-bits' or 'chucks' (Ryan and Bernard, 203, p. 87). Hence, codes are flexible and can be used with virtually all types of qualitative data (Robson, 2011; Braun and Clarke, 2006). Codes identify features of data (Braun and Clarke, 2006). Gibbs (2007) states that codes should include specific acts, behaviours, events, activities, strategies or tactics, states, meanings, participation, relationships or interactions, conditions or constraints, consequences, settings and reflexives. Coding can be done manually or using a software programme such as Nvivo. Manual codes (e.g. highlighters, coloured pens or take notes) can also be used (Robson, 2011; Braun and Clarke, 2006; Kelly, 2004). Braun and Clarke's key advice for initial coding is:

> 'a) code for as many potential themes/patterns as possible (time permitting) – you never know what might be interesting later; b) code extracts of data inclusively –i.e., keep a little of the surrounding data if relevant, a common criticism of coding is that the context is lost (Bryman, 2001); and c) remember that you can code individual extracts of data in as many different 'themes' as they fit into - so an extract may be uncoded, coded once, or coded many times, as relevant'. (Braun and Clarke, 2006, p. 19)

This study analysed data with the help of QSR N10 data analysis software to provide a consistent and rigorous approach to the data being analysed for coding. The study initially coded 3,222 codes and 16,761 references from 40 semi-structured interviews and 285 codes and 1,530 references from 509 online customer reviews (see Table 3.6: Initial Codes). The problem of developing initial codes because it was a lengthy process.

Table 3.6: Initial Codes

Phase 3: Identifying themes

After identifying initial codes, the researcher developed a long list of different codes. The researcher attempted to sort codes into potential themes. Techniques for identifying themes include repetitions, categories, similarities and differences (Ryan and Bernard, 2003). Braun and Clarke (2006) explained that the researcher could use tables and mind-maps, or write the name of each code with a brief description on a separate piece of paper and play around with organising these into theme-piles. However, it is likely that some codes might appear not to belong anywhere. In such circumstances, these can be files under a 'miscellaneous' category. Thus, the researcher has an intuitive feeling about different themes that fit together. Finally, it was possible to identify 54 themes and sub-themes from the initial codes (see Table 3.7).

Table 3.7: Themes and sub-themes

| Name	Sources	References	Created On	Created By	Modified On	Modified By
Silent and 'soundless' matters measures JS	27	43	03/09/2015 00:32	BM	05/08/2016 19:19	BM
Absent job security	8	10	26/12/2015 00:14	BM	02/03/2016 21:15	BM
Lack of interest	12	14	03/09/2015 23:09	BM	18/02/2016 23:32	BM
Long hours shift	2	2	29/09/2015 00:44	BM	28/12/2015 20:06	BM
Night shift job	3	3	04/09/2015 10:37	BM	30/10/2015 20:21	BM
Other related issues of job dissatisfaction	5	5	30/10/2015 11:34	BM	02/03/2016 21:16	BM
Employees' alternative job opportunities in other industries is narrow	36	50	03/09/2015 00:16	BM	05/08/2016 19:23	BM
Alternative job opportunity of employee is limited in other sectors	8	8	03/09/2015 00:17	BM	18/02/2016 23:30	BM
Employee alternative job opportunity is available within the same industry	30	41	03/09/2015 00:16	BM	18/02/2016 23:30	BM
Owners' attitudes and behaviour are unpredictable to changing situations	40	226	03/09/2015 01:30	BM	05/08/2016 19:21	BM
Both formal and informal relationship between employer and employee exists	37	41	04/09/2015 00:30	BM	02/03/2016 21:32	BM
Owner's attitude and behaviour is full of discrimination with staff	38	40	03/09/2015 01:30	BM	18/02/2016 23:58	BM
Owner's prior job knowledge and experience leads to restaurant success	38	38	03/09/2015 01:33	BM	18/02/2016 23:58	BM
Owner's regular visits to restaurant brings decent outcomes	38	40	03/09/2015 01:31	BM	19/02/2016 00:00	BM
Owner's roles leads to success or failure of the restaurant business	40	41	03/09/2015 01:30	BM	18/02/2016 23:59	BM
Owner's variable supportive approach to staff	22	23	04/09/2015 12:07	BM	18/02/2016 23:59	BM
Relationship between employees job satisfaction and performance in restaurants	32	33	04/09/2015 09:55	BM	18/11/2015 00:17	BM
Restaurant workers are considered as robots	40	108	01/09/2015 00:56	BM	02/03/2016 21:17	BM
Job target adds value to employee dissatisfaction	39	44	03/09/2015 00:55	BM	02/03/2016 21:18	BM
Pressure of work adds value to stress	0	0	11/09/2015 22:00	BM	02/03/2016 21:19	BM
Unstructured scheduling adds value to employee dissatisfaction	39	41	03/09/2015 00:54	BM	02/03/2016 21:21	BM
Working as a robot	0	0	18/02/2016 23:35	BM	02/03/2016 21:18	BM
Restaurants have diverse financial and non-financial performance	5	8	03/09/2015 19:25	BM	05/08/2016 19:22	BM
Financial performanceUK Bangladeshi restaurants at downturn	1	1	02/09/2015 23:11	BM	02/03/2016 21:34	BM
Number of employees	0	0	11/09/2015 00:32	BM	02/03/2016 21:34	BM
Profits situation	0	0	11/09/2015 00:32	BM	02/03/2016 21:34	BM
Sales situation	0	0	11/09/2015 00:33	BM	19/02/2016 00:04	BM
Non-financial performance is less likely satisfactory	1	1	01/09/2015 00:48	BM	19/02/2016 00:04	BM
Customers reviews	0	0	03/11/2015 08:24	BM	03/11/2015 08:27	BM
Employee turnover is low	0	0	11/09/2015 00:27	BM	19/02/2016 00:06	BM
Job autonomy is restricted for some employees	0	0	10/09/2015 23:29	BM	19/02/2016 00:05	BM
Multiple job challenges lead to the stressful WL	0	0	10/09/2015 23:35	BM	02/03/2016 21:36	BM
Partial sense of fulfilment level is variable	0	0	10/09/2015 23:42	BM	19/02/2016 00:08	BM
The level of JS is partial	0	0	10/09/2015 23:39	BM	19/02/2016 00:05	BM
Work and family life is imbalance	0	0	11/09/2015 00:04	BM	19/02/2016 00:06	BM
The connection between EWL and JS is resilient	37	49	04/09/2015 09:50	BM	05/08/2016 19:22	BM
WL and JS has a robust rapport	37	42	04/09/2015 09:50	BM	19/02/2016 00:10	BM

Phase 4 Reviewing Themes

Phase 4 begins when the researcher has devised a set of candidate themes and has then refined those themes (Braun and Clarke, 2006). This involves collecting candidate themes. Consequently, two themes may need to be combined to form a new theme. Reviewing and refining the themes identified in Phase 3 is the main task of this phase.

In this reviewing phase, researchers need to go through all the collated extracts for each theme, to determine whether or not they form part of a coherent pattern. If a theme appears to form part of a coherent pattern, then it can be refined. If not, the themes may need to be reworked or discarded (Robson, 2011; Braun and Clarke, 2006). When researchers are satisfied with the themes, they might develop a thematic map (see figure 3.2).

In the refining phase, researchers should consider the validity of each theme in relation to the data set. Researchers should also consider whether the candidate 'thematic map' accurately reflects the meanings evident in the data set as a whole. The accurate representation of data and themes in a thematic map depends on the selected theoretical and analytic approach (Braun and Clarke, 2006). When the thematic map works accurately, the researcher can progress to phase 5; defining and naming themes. If the map does not accurately reflect the data set, researchers need to return to further review and refine the coding until they can devise a thematic map of a satisfactory level (Robson, 2011; Braun and Clarke, 2006). Thus, phases 3 and 4 of the thematic analysis serve to ensure that the analysis of qualitative data achieves a satisfactory standard for the aims of the study.

Figure 3.2: Developed thematic map for employees' working life
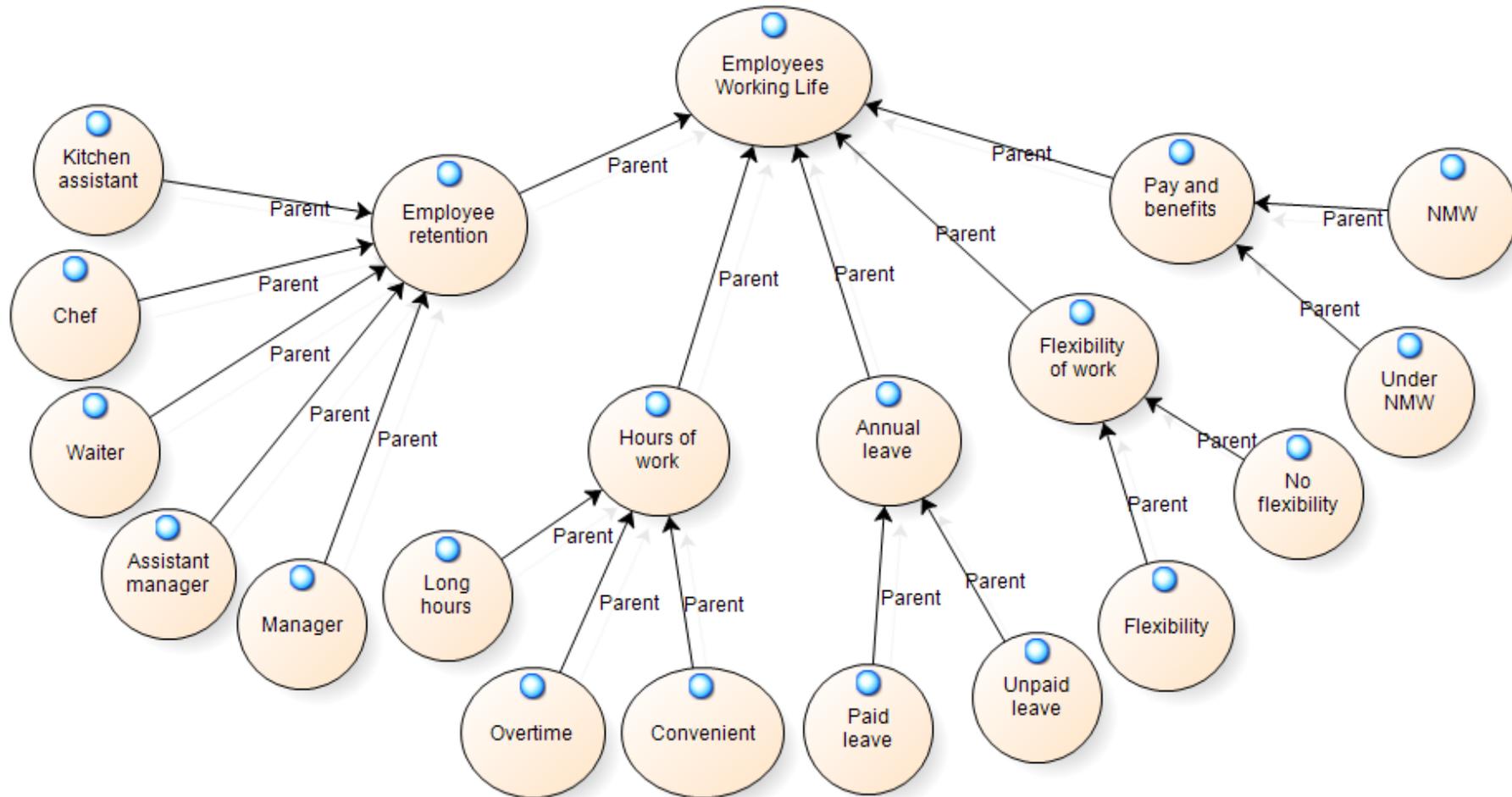
Source: Researcher data gathered from primary research

Phase 5: Defining and naming of themes

At this stage, researcher can create an overall narrative reflecting all of the data. Researcher can analyse each theme and its individual details. It might also be possible to clearly identify which themes are valid and which are not. Finally, the researcher can develop names for themes that must be concise and immediately give the reader a sense of what the theme is about in terms of the research questions. (Robson, 2011; Braun and Clarke, 2006). By this stage of the research, nine key themes had emerged (see Table 3.8 below).

Table 3.8: Nine Key Themes

Name	Sources	References	Created On	Created By	Modified On	Modified By
Theme 1 UKBRs Employees' Working Life is beyond the UK Tradition	36	50	03/09/2015 00:16	BM	12/03/2017 18:09	BM
Theme 2 'Silence and Soundlessness' Matter in Measuring job dissatisfaction	40	102	01/09/2015 00:48	BM	12/03/2017 18:09	BM
Theme 3 Restaurant Workers are considered as Robots	27	43	03/09/2015 00:32	BM	12/03/2017 18:13	BM
Theme 4 The Principal Determinants of JS Factor are Complex	40	267	01/09/2015 00:47	BM	12/03/2017 18:11	BM
Theme 5 The Unpredictability of Owners' Attitudes and Behaviour	5	8	03/09/2015 19:25	BM	12/03/2017 18:13	BM
Theme 6 Restaurants Performance both Financial and Non-financial is in a Slump	37	49	04/09/2015 09:50	BM	12/03/2017 18:13	BM
Theme 7 The Connection between EWL and JS is Resilient	40	223	03/09/2015 01:40	BM	12/03/2017 18:13	BM
Theme 8 Employees Alternative Job Opportunity in Other Business Industries is Narrow	40	226	03/09/2015 01:30	BM	12/03/2017 18:13	BM
Theme 9 Contemporary Working Circumstances in UKBRs	32	33	04/09/2015 09:55	BM	12/03/2017 18:13	BM

Phase 6: Producing the report

The final phase of data presenting begins when the researcher has a set of fully worked-out themes (Braun and Clarke, 2006). The time for the write-up of a thematic analysis is when the researcher is ready for submission or publication by presenting a full analysis and interpretation.

3.6.2 Rationale for thematic analysis

Thematic analysis is appropriate for this study for the following reasons:

First, thematic analysis is capable of detecting and identifying factors that influence any issues generated by respondents. This study identified different issues through qualitative research into EWL exclusively in the Bangladeshi restaurant sector in the UK. Second, the flexibility of thematic analysis allows it to be used in both inductive and deductive methodologies (Frith and Gleeson, 2004). In this study, it is applied as part of a qualitative and inductive strategy. Third, thematic analysis can be appropriate for the analysis of individual perspectives of social circumstances, in this case, the study of EWL, JS and performance. Finally, thematic analysis provides a methodology that codes and categorises data into themes. These themes might, for example facilitate an understanding of how particular issues influence the perceptions of participants. It enables processed qualitative data to be classified according to similarities and differences (Miles and Huberman 1994). Hence, the application of thematic analysis is appropriate as it helps to map out the perceptions of restaurant workers in terms of their EWL, JS and performance.

However, reliability is of some concern with thematic analysis; more so than with word-based analyses, because more interpretation goes into defining the data items (i.e., codes) and applying the codes to chunks of text. Moreover, thematic analysis has no clear and concise guidelines that explain how it should be conducted (Braun and Clarke, 2006). Despite these issues relating to reliability, researchers still feel that a thematic analysis is the most useful approach for capturing the complexities of meaning within a textual data set (Robson, 2012; Bryman and Bell, 21011; Braun and Clarke, 2006)

3.6.3 Themes developed from codes

A theme is a pattern found in the information in primary research which, at a minimum, describes and organises the possible observations and at a maximum interprets aspects of the phenomenon (Boyatzis, 1998). Thematic analysis presents an opportunity to understand the potential of any issue more widely (Marks and Yardley 2004). Namey et al (2008, p. 138) explained that-

> 'Thematic analysis moves beyond counting explicit words or phrases and focuses on identifying and describing both implicit and explicit ideas. Codes developed for ideas or themes are then applied or linked to raw data as summary markers for later analysis, which may include comparing relative frequencies of themes or topics within a data set, looking for code co-occurrence, or graphically displaying code relationships'.

Indeed, this study has been able to precisely determine the relationships between concepts and compare these with the replicated data (Alhojailan, 2012). The research context consists of the background of EWL in working environments of UK restaurants, which especially focuses on EWL, JS and restaurant performance, and it establishes those understandings to the reader through interpretive paradigms. The thesis endeavoured to maintain a consistent approach to present themes which can enable the reader to understand, follow and become familiar with the contents effortlessly (Bryman, 2012).

Consequently, this presentation used key themes with distinctive findings and each theme has a link with others, which helped to build a new model. The themes consist of the issues of EWL, JS and performance which shed light on UK Bangladeshi owned restaurant working environment contexts. Hence, each theme from this research is considered of equal importance, and these are presented in numbers such as Theme 1, Theme 2 and so on. Also, the researcher attempted to set out a logical process to build up each theme by using QSR N10 NVivo software. In the discussion section of chapter five, the research will link all themes back to the literature so that the reader can gain a complete picture of existing theory. This section will also justify whether or not there is a relationship between EWL, JS and performance. However, in this chapter, the reader will appreciate the background of themes as well as the different views, emotions and reactions of participants and the reasons to construct themes and subthemes. Readers can also see customer review findings in relation to restaurants as the researcher reviewed 509 online customer reviews through thematic analysis. The objective of this review is to understand, analyse and present customer opinions and comments and identify any link to restaurant performance as customers are external to the restaurant business.

3.6.4 Themes supported by codes

Using the research objectives, the study developed 9 key themes through the application QSR N10 which was supported by 3,507 codes and 18,281 references from interviews and customer reviews. EWL is articulated in this study in the context of UK SMEs of Bangladeshi origin. For this reason, the researcher conducted 40 semi-structured interviews in 20 restaurants in Greater London, and the participants were; kitchen assistants (n=2), chefs (n=5), waiters (n=20), assistant managers (n=3) and managers (n=10). Interviews were carried out so that the researcher could bring together the views of these participants and gain a clear picture of their research foci. The researcher also reviewed 509 online customer reviews as these were important external narratives that supported the development of evidence about restaurant performance along with food, service, value and the atmosphere of the business. Hence, the main pillars of the thesis are semi-structured interviews and online customer reviews. Based on these two pillars, the research has been developed based on nine themes which were used to develop a new model to contribute existing body of knowledge.

It should be noted that, during the data collection process the researcher interviewed only employees, and the interviews took place (63% or n= 25) within restaurants or (27% or n= 15) outside the restaurants. Readers might question the priority exclusion of employers as the researcher did not attempt to invite employers to take part in interviews because there was an ethical issue raised around this. First, interviews with employer's influence researchers to unconsciously disclose issues of 'silence and soundlessness' in relation to job dissatisfaction which the researcher achieved from employees. This might lead to other unethical behavioural relationships between employers and employees in this industry. Second, they might have provided biased information to consider their business which could put this study at risk of a validity issue.

3.6.5 Generation of themes

The outcomes of the interviews and customer reviews are presented in themes which establish the potential of the research. The 'silence and soundlessness' of employees' is implied in their expectations of the job, their JS, the working conditions and their relationship with the owner. Within the context of this research, the researcher was keen to seek insight into participant

expression as a means of interpretation and to understand the potential for any issues in their working life in the restaurant. The researcher also diagnosed customer reviews with key constructs, for example, food, service, value, atmosphere and overall rating. Customer reviews specify the views, opinions, emotions, comments and concerns of customers in relation to food, service, quality and the atmosphere of the restaurants, which are integrated with the restaurants' performance. Wright and Pollert (2006, p. 9) commented in their recent work on ethnic minority workers in the hotel and catering industry that:

> 'Interviews face-to- face, and telephone conversations were held with key informants to provide contextual information on features and trends within the sector, affecting ethnic minority and migrant workers'.

Eventually, the researcher expected to develop an overall picture of a scenario unique to UKBRs and worker JS. Hence, those factors led the researcher to develop the main themes. As such, 3,507 codes and 18,281 references were deployed into nine distinct core themes. However, it is noted that later on these themes can be changed constantly and may be opposed, adjusted, protected, confronted or altered by some means.

3.7 Ethical Considerations

Ethical issues arise at a variety of stages in business and management research. Hence, ethical matters were considered as part of this research in terms of researcher justification with other authors. Therefore, everyone has to be careful to get as close an approximation of the argument presented as possible (Barrientos, 1998 in Thomas et al., 1998). So, 40 semi-structured interviews were audio recorded and transcribed with the consent of participants, and each was assured of the confidentiality of information. The researcher also assured participants that reference to individuals and businesses would only be made using pseudonyms. The data were analysed with the help of QSR N10 data analysis software to achieve a consistent and rigorous approach to the data being examined.

3.8 Conclusions

This chapter discussed the research philosophy, research design, research strategy, data collection and methods of analysis involved in this research. Furthermore, sampling

procedures, sampling techniques, sampling methods and sample size were discussed. The selection of each approach taken in this study is justified.

The key points made include:

1. In this investigation, data were collected from both primary and secondary sources.
2. Primary data were collected through 40 semi-structured, face to face interviews, and secondary data were collected through 509 customer reviews of 20 restaurants. Data were also collected from online sources such as the Bangladeshi Caterers Association, BIS, DTI, and from both published and unpublished PhD theses.
3. The sampling method used was convenience, non-probability sampling.
4. Qualitative research methods were undertaken based on an inductive research approach.
5. The research is based on the interpretivist philosophy of epistemology.
6. The data were analysed using thematic analysis
7. Ethical concerns raised by the research methodology were discussed.

Chapter Four: Theme and Thematic Analyses

4.1 Introduction

The aim of this chapter is to develop key themes and thematic analysis. Hence, in this research the interviewer looks for an understanding of the relationship between EWL, JS and performance. Face-to-face interviews were designed to obtain information about:

- EWL
- annual leave
- flexibility of work
- hours of work
- job position, job roles
- length of service
- pay and benefits
- working environment
- job dissatisfaction
- job responsibilities
- JS factors
- roles of owners
- employees financial and non-financial performance
- key barriers of restaurants and overcoming those barriers.

Semi-structured interviews were undertaken in a in UKBRs. The study also analysed 509 customer reviews from 20 restaurants from TripAdvisor (n=489) and Google users (n=20). The data were analysed using thematic analysis and this involved familiarisation with data before generating initial codes, searching for themes, reviewing themes, naming themes, developing thematic models and producing a final report (Braun and Clarke, 2006). Hence, the study was based on 40 semi-structured interviews which were recorded and transcribed. Later, the transcribed interviews and 509 customer reviews were placed into QSR N10 software to develop codes and thematic models.

4.1.1 Thematic analyses: step-by-step

To become familiar with data, the researcher read and re-read the transcripts and reviews several times. However, the researcher did not develop any codes at this stage. To generate initial codes, the researcher used NVivo software, rather than manual codes. Initially, some 3,222 codes were developed from 40 semi-structured interviews and 285 codes were generated from 509 customer reviews. These codes were then sorted into 54 potential themes. These were later 'fitted together' under a key theme. However, there are no hard and fast rules about how many themes should be included as part of a key theme. Based on 54 themes, the researcher developed 9 key themes. Robson (2011) indicates that, from a practical stance, more than 15 themes may be too many and less than 4 may be too few to justify the data. During the final stage, the researcher analysed each theme and identified whether or not any of these contained sub-themes. Finally, official names were developed for the themes so that the reader can get a sense of what the theme is about. Lastly, from the 9 key themes, 6 emerged as the most salient and were used to build a novel model for the industry to improve EWL.

4.1.2 Key findings are linked with research objectives

The key findings of this chapter have been organised across nine key themes. Each theme was generated through the accumulated concepts and findings from interviewing participants. All themes were organised in a sequence of research objectives such as:

Under objective 1; present theme 1, 2 and 4

Under objective 2; present theme 3, 5, 6, 8, and 9

Under objective 3; present theme 7

Under objective 4: This study will develop a new model

4.2 Theme analyses

During interviews, the researcher explained the research topic to participants as well as the purpose and objectives of the research. Initially, the researcher asked permission to record the interviews. However, some participants were reluctant to be recorded. The researcher, in such instances therefore clarified the confidentiality of the interview and ensured them verbally that

the interview information would remain confidential. The researcher also assured participants that information would remain entirely anonymous and the data would be analysed and published purely for academic and research purposes. All participants appeared to be happy with this, and took part in interviews.

The researcher explained the purpose of the research and offered clarity around some questions where it was required. Some of the participants were not clear about certain business terminologies in the questionnaire such as 'Working life', 'Job satisfaction' and 'employee turnover'. Clarity was provided in such cases.

4.2.1 Key themes are discussed

The section begins by introducing the results of the themes as:

The first theme: UKBRs employee working life is beyond the UK tradition. This refers to absence of annual and sick leave and there are restrictions to job flexibility as well as long hours of work, vague job descriptions, remuneration below the NMW and poor working environments and health and safety policies in UKBRs.

The second theme is titled 'Silence and soundlessness' and this refers to complexities in measuring job dissatisfaction. The empirical investigation shows that workers are dissatisfied because they are obliged to undertake compulsory night shift work and have an imbalance in their working life that often means they work longer than they are expected to. Despite this situation, they continue to work in such an environment because of work permit restrictions amongst immigrant labourers, and as a result of a lack of literacy and other skills to break-out of the employment trap.

The third theme titled 'Restaurant workers are considered as a robots', comprises four sub-themes. The term Robot is used in the sense that workers must take multiple job responsibilities involving huge job pressures and long working hours (i.e. 10 to 12 hours shift in a day). However, they are not eligible for paid annual leave and sick leave.

The fourth theme, 'The principal determinants of JS factor are complex', identified the degree of JS in the UKBR. Although it is perceived that levels of JS are high in small firms, the qualitative interviews found that some workers are dissatisfied. The researcher explores a contradiction between two groups of workers and concludes that the factors influencing JS are

complex. For some, job satisfaction is low because they strive for higher levels of pay and other fringe benefits. On the other hand, some workers have adopted a 'win-win compromise' with their employers. These employees report lower levels of earnings from their employers to allow them to be eligible for social benefits from the government while employers save on corporation tax.

The fifth theme is the 'Unpredictability of owners' attitudes and behaviour'. This theme explores the owner's attitude and behaviour to their staff. It is found that most of the owners behave well with customers but not with their staff. This varies over time. At Christmas time, owners are cooperative, helpful, polite, and gentle and behave well with their staff. However, after Christmas, the owners are reported to be rude, unprofessional, uncooperative and bullying towards employees. This may be related to the financial health of the enterprise.

The sixth theme, 'Restaurants' performance both financial and non-financial is in a slump' consisted of two key factors, financial and non-financial. The first factor shows that the UKBRs are in a downturn with sales and profits down. The reasons behind this include a new, strict immigration policy leading to staff shortages. On the other hand, non-financial factors include restrictions in job autonomy, an imbalance in work and family life, multiple job challenges and a partial sense of fulfilment. Surprisingly, employee retention is high because workers fall into the owner's 'trap strategy', which prevents workers from easily going elsewhere to work.

The seventh theme is entitled 'The connection between EWL and JS is resilient'. The empirical research explores the positive relationship between EWL and JS in the UKBR. This finds that, although employees receive additional income from government social security schemes to strengthen EWL, the pressures of work and the working environment in UKBRs, adversely affect EWL and JS.

The eighth theme, 'Employees have narrow alternative job opportunities in other business industries', discovers that employees have job opportunities within the BR industry rather than other industries. The reasons include poor skills English language skills, a cultural attachment to a familiar working environment, despite job dissatisfaction, and restrictions in work permits.

The ninth theme is entitled 'The Current working circumstances in UKBR'. This theme reflects that Bangladeshi workers tend to choose to work in BRs. Workers can easily access prospective employers, and there are few or little skills requirements and low educational qualification requirements. However, there is an absence of written agreements or job contracts between

employers and employees. Despite this, workers continue to work in BR to 'survive' and most hope to secure a future in the UK.

4.3 Theme 1: UKBRs Employees' Working Life is beyond the UK Tradition

The UK business environment has established norms and business standards. However, research shows that UKBRs are outside of the established rules of UK enterprises. Most of the BRs do not follow standard UK practices. They must follow owner-imposed policies that are inconsistent and often incompatible with UK employment law. Hence, UKBRs employees' working life is beyond the UK tradition. To establish this theme, the researcher analysed eight sub-themes and codes under this first theme.

4.3.1 Diverse EWL

The study refers to EWL as; integration of EWL, working environment, organisational culture, management attitude, promotion, pay and benefits. The researcher found diverse views amongst respondents regarding their working life. Some perceived that 'life is good' while others considered their work as a 'slave's life'. However, one waiter Kamal (R02, BR01) enjoyed his working life and reflected on it as follows-

> 'I like to work in a restaurant because I am used to working in a restaurant. I know most of the customers and how to serve them. I like the working environment and location. I do not like late night customers as we need to wait extra time. My restaurant working life is good that's why I am working here; otherwise, I would have to find another job'.

Some respondents explained that they had a lot of experience in restaurants. For example, Lalu (R03, BR02); a manager of a restaurant revealed that-

> 'I have been working for almost 29 years in this sector. I like this sector because of the working environment, wages and freedom of work.... Sometimes if any important issues arise, the owner shares his concerns with me, and signifies my opinions.'

Likewise, the same views were supported by Shahid (R01, BR01), another waiter who indicated he had a great deal of experience in the sector. He had been working for a long time and described working life as follows-

'I am working for more than 12 years in the restaurant. I am quite happy because my job is flexible, I know all my colleagues, and know most of the owners; they are from Sylhet, Bangladesh. So, to be honest, I am quite happy'.

One of the respondents described working life as follows-

'I like BRs because of Bangladeshi foods, and I have a chance to meet local people who are from Bangladesh. In this restaurant, around 70% South Asian customers and 30% British and European, but I prefer everybody in this restaurant. Overall, working life is good as I have good colleagues, support from the owner, flexibility of work and promotion'. (Sabu, R05, BR03, Manager)

One of the respondents explained that she works in this restaurant because of the working environment and facilities, although she faces some difficulties working at weekends. However, she cannot avoid these days because sales are higher at weekends. For this reason, it is compulsory to work on weekends. She described her working life in the following way:

'I like my job because of the good working environment and other facilities. I dislike working on Saturday and Sunday because of the job pressure. My working life in the restaurant is nearly 3 years, and it is good because I get some supports from the owner and manager'. (Rojina, R06, BR03, Waitress)

A friendly working environment is necessary for any job. Another respondent explained the significance of his working life. He started working in restaurants in low-level positions in the kitchen as an assistant. He noted:

'I like this job because of the environment and the good relationship with colleagues. I dislike working under too much pressure, for example, two shifts in a day. I mean I work 2 shifts which are a morning shift from 11.00am-02.30pm and evening shift from 4.30pm-11.00pm. But it makes my personal life tough. Overall the restaurant working life is okay because every job has some good and bad points'. (Jafor, R23, BR12, Chef Assistant)

However, one respondent wanted to work as part of a team, but was frustrated as there were no opportunities in his workplace. He noted that-

 'I like to work as a team. I dislike it when I do not get any cooperation, but I have to do my job. Overall my restaurant working life is below standard. I would say I am not happy at all'. (Abdus, R12, BR06, Waiter, Waiter)

Furthermore, another respondent criticised government legislation and strict monitoring in this sector. Some restaurant workers perceived of autocratic workplace cultures that did not follow UK laws. He stated:

'We are supposed to gain many advantages from our job but we do not get it. Very few restaurants may provide it. So, government legislation should be strictly monitoring and considering employees' benefits'. (Shamsu, R24, BR12, Waiter)

Key findings:

The degree of JS of EWL is variable in the UKBRs.

4.3.2 Annual leave and sick leave is most likely absent

Annual leave or holiday is an immense issue for restaurant owners, and they tend to seek to address this as much as possible by applying policy. Most of the respondents said that they are entitled to a 1-week holiday after six months, which means they can take two weeks holidays in a year, paid or unpaid. Whether or not they can take this depends on the owner's discretion. Kamal (R02, BR01), a waiter from a restaurant stated that:

> 'We get annual leave, paid or unpaid leave depends on the owner's decision. I have not yet had any holiday but after six months I will get a one-week holiday, and I heard it is a paid holiday'.

The researcher found some employees do not care whether holidays are paid or unpaid, but they want a holiday nonetheless. Kalam (R20, BR10, Chef), a long experienced chef in this sector explained that-

> 'I get two weeks' holiday over the year but sometimes paid sometimes unpaid because it depends on the business situation. However, I am not eligible for sick pay'.

Similarly, another respondent also discussed his holiday entitlement and said that 'most of the BR's annual leave and sick leave is unpaid'. (Rahim, R16, BR08, Chef). However, according to UK employment law, almost all workers are legally entitled to 5.6 week's paid holiday per year (known as statutory leave entitlement or annual leave), and employees only need a fit note from a doctor after seven days off work sick.

The majority of the respondents in this research were not eligible for sick leave. A small number of respondents said they were eligible but there was no perception of an equitable policy, and entitlement depended on work experience, job position and relationships with managers and owners. Thus, the statutory sick pay system is rare in this sector.

Shamsu (R24, BR12) stated that the sick policy of a company is entirely unfair. He explained that working legislation is different in the UK compared to European countries. For this reason, many UK Companies take advantage of it. He says that-

> 'Some companies have a sick policy, for example, if any employee gets sick for more than three days then he/she is eligible for sick pay otherwise no. I think this policy is unfair. If I compare the working legislation between Europe and UK, there is a lot of differences between working benefits. In this restaurant, I am not eligible for sick pay'. (Shamsu, R24, BR12, Waiter)

Key findings:

Annual leave and sick leave systems create job dissatisfaction of EWL.

4.3.3 Flexibility of work is at a minimum level

Flexibility in any job is a motivational factor for employees as it helps employees become more emotionally engaged, more satisfied with their work, more likely to speak positively about their organisation and less likely to quit their job. Considering the idea of flexibility at work, the researcher interviewed a number of participants. Most interpreted flexibility as unusual in the context of the UK work environment. This is because the management of work schedules is systematised with strict rules and regulations that do not favour flexibility. However, the flexibility of work is provided for a privileged few who have an interpersonal relationship with managers or owners. Workers in the UKBRs interviewed identified both positive and negative aspects of the concept of a 'flexible job'. An experienced manager noted of job flexibility in his restaurant-

> 'We have flexible working hours. If we face any problem, we can go there because of job flexibility, which is absent in other sectors. We understand each other because we come from the same country for example, on Friday for prayer time we go to Mosque. We can go easily because we know the importance of Friday prayer, but in other jobs, they cannot understand it. But here we get a break for prayer, and it is easily manageable. Not only on Friday but also other days we have to pray five times prayer in a day and our colleagues help each other at prayer time. However, the restaurant is busy. So, overall I am happy'. (Lalu, R03, BR02, Manager)

Flexible work and a good working environment are imperative for the success of any businesses (Atkinson, 1984b). The researcher talked to another restaurant managers to obtain views on job flexibility. He stated that, without such opportunities we cannot continue in a job. He explained that-

'We have fixed timetables, but we can change it. For example, I live in far distance away from the restaurant and if I face any problems come in work. I can change my time and day with my colleagues. So, it is good for us'. (Afjal, R17, BR09, Manager)

However, some of the respondents stated that job flexibility is absent in their workplace and it is very hard for them to alter their schedule as they have fixed timetables. Shokumar (R30, BR15), a manager of a restaurant noted that 'hospitality jobs are never really flexible'. Moreover, the researcher spoke to another respondent who was also sceptical about job flexibility. He noted-

'Job flexibility is not here. We have a fixed rota. So, it is very hard to change it. However, if I am very sick, they may consider me. But job flexibility is very limited' (Abdus, R12, BR06, Waiter).

Key findings:

Job flexibility is restricted.

4.3.4 Hours of work are beyond the Law

It is a common phenomenon that there are long working hours in restaurants and many respondents mentioned that this affects them physically and mentally. Mofhijul (R35, BR19), a head waiter of a BR was stressed due to long shifts and he noted:

'I do 12 hour shifts every day and 60 hours in a week. I serve customers most of the time. Sometimes I find it difficult working long hours, and I am not happy as I get less time to spend with my family'.

Restaurant workers have limited job skills and some are reluctant to search for work in other job sectors since there is a perception they may lack the required skills. This limitation is seen as an opportunity for employers. Most workers have no appropriate qualifications and abilities to go elsewhere, and they have to work under inflexible settings. Hence, owners or managers coerce workers to work long shifts. Otherwise, workers will lose their job.

Jobber (R38, BR19, Waiter), a head waiter in a restaurant noted of his working hours-

'I work 45 hours per week. However, sometimes I work more than 45 hours. I have to work to survive in the UK. Most of the time I take orders and serve customers and take the customer's bill'.

However, another waiter explained that he is happy with his working hours. He is a full-time worker and works more than 50 hours per week. He suggests that if anybody wishes to work more hours, they can. He explained:

> 'I work 50 hours more per week. I spend most of the time in customer service. I am happy with the hours because it is standard is a full-time job. If I need more money, I have an opportunity to work extra hours and can more money'. (Arif, R26, BR13, waiter)

Key findings:

Long working hours affects EWL.

4.3.4.1 Overtime is unpaid

Most participants claimed that they have to work extra hours and unfortunately, they are not paid for overtime. Sometimes workers asked their employers for additional payments due to these extra hours, but owners explained:

> 'It is your job to serve customers until they finish. So, you are not eligible for more pay as I pay you weekly not hourly. It is a restaurant's policy for that reason workers have to wait until the last customer has finished'. (Delwar, Manager, R40, BR20)

A worker from a restaurant stated the following:

> 'As a part time employee, I work 24 hours per week. Sometimes I work more hours. Our restaurant closing time is 11.00pm but sometimes a customer comes before 11.00pm and we have to wait 1 or 2 hours more and that is unpaid'. (Nasir, R31, BR16, Waiter)

Moreover, the researcher interviewed another waiter in a restaurant who had a similar situation with overtime payment. He stated that-

> 'Restaurant timetables are not good at all. For example, if any customer comes at a closing time for example just before 12 am we have to serve them, and it causes a delay in finishing our shift, and we do not get extra payment'. (Kader, R33, BR17, Waiter)

However, a few employees receive payments for overtime, but not minimum pay. Delwar (R40, BR20), the manager of a restaurant in London said the following about overtime pay:

'We are ready to close restaurant, at that time a group of customers came in the restaurant. We have to serve them and wait another 2 hours. However, we get some extra bonus for this service rather than full payment. Overall, I dislike it'.

Key findings:

Working hours are not legally contracted, and overtime is unpaid, and these are the sources of job dissatisfaction.

4.3.5 Job position is not well structured and multiple roles involved

Employees are not concerned with job positions because most jobs involve more or less similar tasks and responsibilities. The research focussed on five job positions in restaurants; specifically: manager, assistant manager, chef, waiter and stock delivery and kitchen assistant. Nonetheless, those who had recently started work were called 'commis waiter' , 'commis chef' or kitchen assistants. Following a successful probationary period, they are then promoted to 'waiter' or 'assistant chef'. However, managers, chefs and assistant manager positions necessitate experience, strong performance and excellent communication in English. Afjal (R17, BR09), a Manager of a renowned restaurant in London explained his job responsibilities as follows-

> 'My main job responsibility is customer service. As a store manager, I have to do everything such as customer service, check the quality of food, restaurant temperature, cleaning, tidying up and checking kitchen equipment. After that, I talk to my colleagues in case any issues are raised. I also manage phone calls for customer service. My colleague does a similar job when I absent in the restaurant'.

Moreover, Jalil (R14, BR07, Waiter) is a waiter and stock delivery worker at a restaurant. He also explained that he is involved in different tasks at the restaurant and stated that:

> 'My position is a waiter and customer service and sometimes I responsible for delivery while there is staff shortage.'

The empirical investigation revealed that all of the restaurants comprised of two sections; front side and kitchen. The front side is managed by waiters and the manager while the kitchen section is responsible for chef and kitchen assistants. So, all employees must know their job responsibilities as the owner and manager frequently monitor these. However, written job responsibilities are less likely to be in place. Shokumar (R30, BR15) is a manager of an old restaurant in Brick Lane, London. Brick lane was known as the 'Food Capital City' during the Olympic World Cup 2012. He noted:

'As I am the manager, I come to the restaurant in the morning. I need to check everybody is coming on time and everything is satisfactory to run the shift. If any problems arise, then I need to sort it out quickly because everything turns on my shoulders'.

Kalam (R20, BR10, Chef) has worked in different restaurants for the last 17 years in the UK. As a chef, he claimed that he is involved in many different duties. He noted-

'I am responsible for shopping, cooking and making sure no problem arises. As a chef, my primary responsibility is cooking. I am also responsible for keep health and safety, cleanliness and the tidying up. I make sure everything is ready before opening the restaurant. I also take care the taste and quality of the food, otherwise, customer will not come again'.

The research suggests that all staff are involved in multi-tasking, which makes employees frustrated with working life.

Key findings:

Employees have to involve in multi-tasks and roles.

4.3.6 Employees length of service is short period

The trait duration of services in this sector varies from worker to worker. The study found some of the employees have been working for a long time, and they had no intention of finding another job. However, the researcher also found that many employees had left jobs. Hence, some of the worker's stability within restaurant only lasts a short period, for example, three months to one year. On the other hand, some of the employees have been working for a long period. Lalu (R03, BR02) is a manager of a Bangladeshi-owned restaurant in Putney, London. He is a unique example of someone who has been working at the same restaurant for almost 29 years. He explains the reason for his long service at the same restaurant-

'I have been working in this restaurant for the last 29 years. When I came to Britain, most of the Bangladeshi people were working in restaurants. So, that attracted me because I had relatives and I needed to get a job easily. I did not have any skills and educational qualification when I came to England'.

A waiter in another restaurant who joined less than a year ago reflected on his length of service at the restaurant as follows-

'I have been working in this restaurant for nearly 8 or 9 months. I worked in this area before and I knew the owner. Before, joining this restaurant, I got a job offer from the

proprietor. My salary is quite similar in comparison to my previous job'. (Kamal, R02, BR01, Waiter)

Based on all the information gained from interviews, the data about employees' length of service can be categorised. The thesis found that the longest period of duty was 10 years or more from 2 employees, while shorter lengths of service of between 1 to12 months were observed from 14 respondents. However, the research found that 9 respondents had worked 1 to 2 years or 5 to 6 years. On the other hand, 5 respondent had 3 to 4 years of service and one had 7 to 8 years of service. Low lengths of service were associated with for example, job dissatisfaction, under NMW, job pressures, illness, verbal bullying and family pressures. Such staff tended to seek alternative employment. Some respondents stated that staff left for better jobs at reputable companies. The diagram below (Figure 4.1) demonstrates the length of service of the 40 respondents in this research.

Figure 4.1: Length of service
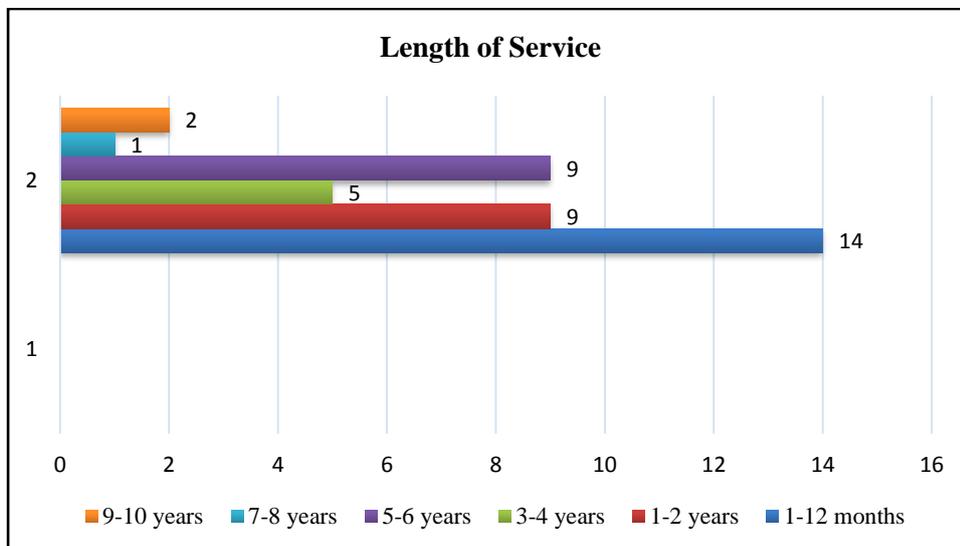
Source: Data gathered from primary research

Key findings:

Employees' retention rate is low in UKBRs.

4.3.7 Pay and benefit is not maintained at UK standard

The study found that most employers did not pay NMW. The analysis suggests that a higher percentage of restaurants overlook the NMW. They provide other benefits such as free food,

accommodation, a uniform and sometimes a feasible bonus. Hence, this theme was split into three subthemes which are flat rate rather than NMW, under NMW, tips and other related benefits.

4.3.7.1 Flat rate wage rather than NMW

UKBRs workers in this sample do not get paid according to NMW. The researcher noticed that employees get a fixed salary per month rather than the NMW. Some respondent opinions are below:

> 'I am a manager and a full-time employee. I get £300 weekly as salary, and it is paid cash in hand. I have to do this job because I have no alternative options'. (Lalu, R03, BR02), Manager)

> Jobber (R38, BR19, Waiter), Head Waiter said that 'I get £900 monthly salary'.

> Moreover, Kamal (R02, BR01), a waiter of a restaurant stated that he gets a fixed salary monthly. He said that: 'I get a fixed salary, and additionally I get free food'.

> Kader (R33, BR17, Waiter) claimed that he never gets minimum pay. He explained that:

> 'Restaurant schedule is not good as I have to do two shifts in a day. Every day we work an extra 2 hours, but we do not get paid. I will say that I never get minimum pay in this restaurant. So, this is a common practice for most of the UKBRs'.

Payment polices therefore violate UK law. However, the owner has no concern for such unethical business practices.

Key findings:

Flat rate payment method is practised, which is illegal in the UK.

4.3.7.2 Tips grasped by owner

Tips are a financial reward for labour and they are given by customers who are satisfied with service. This incentive motivated employees to work harder in the restaurants studied. Employees consider tips as an additional financial benefit from the restaurant; hence they like

to provide excellent service. It is most likely accepted that customer service is linked to restaurant performance. However, workers did not receive tips in some cases due to company policy. The waiter of a BR commented that:

> '99 per cent BR owners do not give tips to the waiters or staffs which are bad. Customers think tips belong to the waiters or service provider. So, customers give it because of excellent service. They gave tips to staff, not to the owner. However, the owner thinks it belongs to him because he pays staff. This is entirely wrong because the customer paid money for food and they gave extra money for customer service. However, I did not ask my manager or owner about this as they said it is the restaurant's policy'. (Monir, R29, BR15, Waiter)

Similarly, a manager of a BR explained that-

> 'In Indian restaurants tips, do not work. Some of the restaurants share it with employees. I heard most restaurants do not share it with the waiter and staff. All tips belong to the owner'. (Shokumar, R30, BR15, Manager)

Another waiter commented that this is about the owner's mentality, as they provide free food to all staff whilst retaining tips:

> 'We get tips but most BR owners take it. We are not getting it at all. I think tips belong to staff. I do not know the reason, it may be their mentality, or they may think because they gave free food to the staff they can compensate it from tips' (Shamsu, R24, BR12).

Key findings:

Owners retain employees' tips demonstrating a lack of leadership.

4.3.7.3 Other related benefits

The research found that employee payments are below the NMW. However, they gain some additional benefits such as free meals, accommodation and uniforms. Some living costs are taken care of in this way, and these perks are designed to motivate staff. Rahim (R16, BR 08, Chef) has worked for a long time in this sector. He earns a flat rate per week and notes that 'I enjoy free food and accommodation. But I did not gain any performance bonuses'

A famous chef in Whitechapel, London stated that-

> 'I like free food but not free accommodation. We also get a free uniform and sometimes we earn a bonus. It includes performance bonus and Eid Day bonus. So, all staff gets Eid festival bonus. (Saiful, R07, BR04, Chef)

However, one waiter shared his working experiences and noted-

'We enjoy free food and Christmas bonus. But Eid bonus is not regular. It is very rare to obtain it. However, we never gain performance bonus. Other colleagues justify the performance of employees. The owner never appraises whoever is performing well because if he does, the employee may request an increase in his salary'. (Monir, R29, BR15, Waiter)

Moreover, an experienced manager explained the 'other' benefits that are available and commented-

'Actually, I did not receive any additional benefits apart from my wages. We used to get free food, but accommodation is for Bachelor staff. We also get free kitchen uniform, but we have to buy the customer service uniform'. (Lalu, R03, BR02, Manager)

Key findings:

Fringe benefits add value to employee JS.

4.3.8 Health and safety issue is underprivileged

The research suggests that workers labour in hazardous conditions without insurance and without the ability to report breaches of employment law because of poor employment records. They have no pension rights and poor access to statutory sick pay. However, several respondents said that the working environment is supportive and health and safety is practiced effectively in line with local council polices. One waiter replied that:

'I always get support from management and the owner. Sometimes if any product is faulty or anything is broken, we ask them to fix it and they do it quickly'. (Kamal, R02, BR01, Waiter)

Health and safety compliance is vital for businesses and customers. One of the respondents noted the importance of these matters, stating-

'We always fill up health and safety issues. Every Sunday we clean everything and wash the whole restaurant. So, we try to follow health and safety regulations. I got health and safety training from outside the workplace'. (Saiful, R07, BR04, Chef)

Similarly, another restaurant manager was interested to discuss health and safety issues. He mentioned that their restaurant accommodates disabled customers and he explained that:

> 'We maintain health and safety here. We are always concerned when something is broken, not hygienic and care about disabled people and we accommodate them. We have disabled access and toilet facility'. (Lalu, R03, BR02, Manager)

Moreover, a shift manager from one of the restaurants explained that he was trained in health and safety and he commented-

> 'The health and safety issue in this restaurant is good and I got informal training about this. For example, when a glass is broken how to deal with it or if I see the floor is wet we have to put yellow sign etc.' (Marady, R09, BR05, Shift Manager)

However, several respondents observed that their employer did not maintain health and safety standards properly. Monir (R29, BR15, Waiter), a waiter at a restaurant observed-

> 'Some restaurants abide by health and safety regulations and some restaurants do not. They keep records for maintaining formality only'.

It can be concluded that owners are careful when it comes to health and safety issues in the front of house in order to avoid customer complaints. However, health and safety is poor in kitchens, and the staff living quarter are also poor.

Key findings:

The health and safety facilities are focused on customers rather than staff.

Theme Summary:

Subthemes within the key themes suggest the degree of satisfaction of EWL varies depending on the extent of work freedom and support. Annual leave and sick leave entitlement entirely depends on the owner's judgement as does the issue of whether such leave is paid or unpaid. Job flexibility is uncommon due to fixed schedules, and long working hours are a key concern as is unpaid overtime. Job positions are not a significant concern as most of the workers are responsible for all types of work. Moreover, the owner's strict monitoring of processes and occasional evidence of bullying and verbal abuse interfere with the employee's personal life. A distinguishing feature is that all the workers are deployed across two shifts that amount to eleven hours per day. However, the employees are unable to use their personal 13 hour quota due to the arrangement of shifts. For example, their working shift is 3 hours (11.00-2.00pm) and 8 hours (3-11pm). Outside of service time, staff are busy for preparation rest 13 hours of

the day. Therefore, staff feel they are being treated like 'maid-servants' throughout the day, which implies that their working hours are above the UK legal provision and the catering industry more broadly.

4.4 Theme 2: 'Silence and Soundlessness' Matter in Measuring Job Dissatisfaction

The empirical investigation divulged some key issues in relation to job dissatisfaction in the industry, such as long shifts, obligatory night shift work, imbalances in work life and the absence of a safe working environment. Hughes and Bozionelso (2007) state that the imbalance in EWL is a major source of job dissatisfaction which can lead to high employee turnover. In terms of BRs in the UK, the research found several factors linked to job dissatisfaction: a lack of interest in the job because they have been doing the same work for long years, long hours which means a minimum at 10 hour shifts, 6 days a week, night shifts and a lack of job security. Despite this, UKBR's workers continue to work in such environments as they lack the competence and skills to find alternative work. However, they tend not to vocalise their job dissatisfaction which is referred to earlier as 'silence and soundlessness'. This latter point impacts profoundly on job dissatisfaction, as demonstrated below:

4.4.1 Lack of interest

While carrying out interviews, the researcher noticed several respondents were dissatisfied with their jobs, and they openly acknowledged this. One participant was too depressed to come to the UK because he was comparing his job back home with the one he had secured in a UK restaurant. He commented:

> 'I was never happy with my job because I compared my job back home to this job. I feel it is like a slave job, I am not used to this type of job and never thought it. I never thought I would face such things in the UK. If I knew, I would not have come to the UK'. (Abdus, R12, BR06, Waiter)

Weekday work is acceptable to most employees because it is convenient. However, weekends are the busiest periods for restaurants, and staff are often scrutinised during these periods to maximise sales and profit. Nonetheless, pay does not vary by demand so weekend work incurs no additional payment. One waitress said that her qualifications are geared towards hospitality

and hotel management and, for this reason she sought work in a restaurant. However, she was not interested in working on weekends when it is mandatory. She notes that:

> 'I dislike working on Saturday and Sunday because there is a lot of pressure'. (Rojina, R06, BR03, Waitress)

Key findings:

Employees are dissatisfied due to fixed work schedule.

4.4.2 Long shifts

Long working hours are a typical feature of UKBRs. It is rare to find full-time workers putting in less than 50 hours per week (Wright and Pollert, 2006). This research finds that most of the restaurants have in place two shift patterns comprising of a morning shift from 11.00am to 2.30pm and an evening shift from 4.30pm-11.00pm. Most the restaurants apply a similar policy. So, full-time employees have to work an average 50 to 60 hours per week. A kitchen assistant spoke of his experience working long hour shifts as follows-

> 'I dislike working under too much pressure from two shifts job in a day. I mean I work 2 shifts which are morning shift from 11.00am-02.30pm and evening shift from 4.30pm-11.00pm. It is tough as it affects my normal life'. (Jafor, R23, BR12, Chef Assistant)

Similarly, a waiter in one restaurant explained 'I dislike this job because of the long hours, sometimes the boss is too rude and the chef is too' (Kader, R33, BR17, Waiter). One restaurant manager indicated that, in the UKBRs there is no social life because he has to work long hours, 6 days a week and has no holiday opportunities. Another manager also claimed that 'He has to work about 60 or 70 hours, 6 days a week which affects his personal and social life' (Shokumar, R30, BR15, Manager).

Key findings:

Employees are dissatisfied because of long shifts.

4.4.3 Night shift job

Night shift jobs or late-night work was a particular concern for some staff travelling home late at night. This is a security issue for them. On the other hand, some staff suffered from stress

due to many years of working night shift jobs which affected their family life. A senior waiter explained-

> 'Many staff are leaving their job in the restaurant because of the stress. I am not happy with my job because of the different working roles for example, in the evening shift and finishing just mid-night. It affects me mentally and has an impact on my family life'. (Nasir, R31, BR16, Waiter)

> Moreover, Delwar (R40, BR20, Manager) explained that 'they dislike the night shift job due to the extra hours they work every night which is unpaid, and there is not a premium payment for the night shift job which is bad, but they have to survive in the UK'.

Night shift workers are engaged in extra hours due to customers leaving late, but owners have no concern for over-time payment as they have explained that aa 'flat rate contract' is on offer which means they are paid on a weekly or monthly basis, not on an 'hourly basis'.

Key findings:

Employees are dissatisfied due to long time night shift work.

4.4.4 Poor job security

BRs are well established in the UK, and began to emerge around 1946 when some Bangladeshi entrepreneurs set up businesses in the UK. However, an employees' job is more likely insecure in this sector in modern day Britain. Job security is a concern for all employees and is often subject to contracts or written agreements which ensure job security. However, this policy is rare in Bangladeshi-owned restaurants and contracts of employment are uncommon. Hence, many respondents stated that there is no job security in BRs. A manager of a restaurant explained as follows:

> 'I tell you honestly that the business in Bangladeshi restaurants is not well organised, they have no written policy and procedure and it is verbal and at the end of the day, it does not work. So, this is not right honestly speaking. In this sector, staff does not have the right work environment, similar support and this is a big problem in this industry'. (Shokumar, R30, BR15, Manager)

The findings suggest that most jobs are based on an oral contract which has no validity. This is convenient for owners as they can sack staff any time without any legal notice. However, staff will not be entitled to any legal recourse as they have no contract of employment. One waiter noted:

> 'We did not get any appreciation from the owner or manager in this job, and we do not know why. This is an oral contract job. So, the owner can give notice at any time to leave the job'. (Monir, R29, BR15, Waiter)

This is an important issue as some of the restaurant owners do not observe UK law and they follow their own agenda. For this reason, employers can overlook the need to produce a written contract of employment. One waiter noted-

> 'Policy is wrong because they do not follow government law. They use their law and policy. Different restaurants have different policies. An important thing to remember is that the policy is oral' (Nasir, R31, BR16, Waiter)

Key findings:

Job security is low due to absent of written contract.

4.5.5 Other issues related to job dissatisfaction

Aside for the above issues relating to job dissatisfaction, the findings also reveal some factors which are related to job dissatisfaction, for example, some customers are rude or drunk and harder to manage. Moreover, some owners at busier times bully restaurant workers and verbally abuse them. However, many respondents were unlikely to discuss these issues out of a concern for the security of their job should the owner discover their opinion.

Key findings:

Employees job dissatisfaction does not disclose because of job insecurity.

Theme Summary:

The themes originating from the above subthemes relating to a reluctance to discuss dissatisfaction with owners are interesting. First, it is very unusual for employees to be encouraged to complain about their employer. Second, they are restricted to receiving support from trade union associations as they have no written contract. Finally, they have few options to discuss concerns with other organisations due to a lack of knowledge about the available institutional facilities. These circumstances result in 'silence and soundlessness'. However, in the UK many employees have a written contract and an opportunity to join a trade union and others employee associations. The absence of these opportunities in BRs means that workers are afraid to speak out for fear of jeopardising their jobs.

4.5 Theme 3: Restaurant Workers are considered as Robots

UKBRs workers are treated as 'robots' in the sense that they are expected to perform multiple tasks and responsibilities, work long hours and receive no holidays. This theme consists of four subthemes which are analysed below:

4.5.1 Working as a robot

A young restaurant manager responsible for customer service as well as other sections was interviewed. He noted of his remit to look after many aspects of the restaurant-

> 'As a store manager, I have to do everything such as check the quality of food, restaurant temperature, cleaning, tidying up and checking kitchen equipment. I also manage phone calls for customer service'. (Afjal, R17, BR09, Manager)

Moreover, one waiter explained his job responsibilities as follows-

> 'My primary job responsibilities are to serve customers ensuring they are happy, taking orders, serving food and cleaning issue the restaurant opens. As a waiter, my main job responsibility is in the front section'. (Kamal, R02, BR01, Waiter)

Lalu (R03, BR02), a manager has been working many years in the restaurant sector. He is responsible for the restaurant he works in and sometimes has to also look after the kitchen. He commented-:

> 'I am responsible for the whole restaurant. I have knowledge in the kitchen section as I previously worked in that department. Most of the restaurant managers should have a knowledge and how to cook. I have 3 years' experiences in the cooking section another restaurant. So, it is very easy for me to identify any problem regarding the quality of food in my restaurant'. (Lalu, R03, BR02, Manager)

Moreover, Raju (R18, BR09), a waiter at restaurant views his job responsibilities as follows:

> 'My main job responsibility is customer service and event management. For the event management, I go to different places. I work at the restaurant and sometimes outside for event management. So, I work with different people and in different environments and I have to multi-task'.

Thus, it is perceived that employees are forced by owners to carry out certain tasks; otherwise, workers will face job instability.

Key findings:

Job responsibility and accountability is unlimited.

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4.5.2 Job target adds value to employee dissatisfaction

Job target is a psychological pressure, but some employees see this as normal, and some of them see it as pressure. Analysis suggests that there are both positive and negative opinions. Many respondents have no specific job target, but others do. One waiter stated that he has a weekly sales target and explains-

> 'We have a target as a minimum sales target. We have a sales target around £2000 to £2500 per week. In my overall opinion, a target is good as we have to work hard. If we do better, we get rewarded or motivation from owner'. (Kamal, R02, BR01, Waiter)

A sales target is common in this sector, and generally, the manager works under pressure to achieve some targets. An assistant manager in a restaurant in Brick Lane, London notes:

> 'We have a sales target. Every month we discuss sales if it is up or down, and we find out reasons. We also take into consideration any occasion and what we have to do on occasion. Figure out what offers we can give for this occasion' (Ibrahim, R27, BR14, Assistant Manager).

However, Mofhijul (R35, BR19) is a head waiter in a high-quality restaurant in Whitechapel, London. He stated that 'I have no job target and it is not a pressure'. So, job targets are not a feature of all restaurants.

Key findings:

Job target is varied among restaurants and owner's perception.

4.5.3 Pressure of work adds value to stress

A restaurant job is a hospitality job, and job stress is a part of working life in this sector. One restaurant manager noted 'obviously, a hospitality job always has pressure, pressure, and pressure but I have to take it'. (Shokumar, R30, BR15, Manager)

During busy times, the owner and managers pressure their workers. One waiter shared his views on working life with job pressure-

> 'We get pressure from the manager such as go, quick, hurry and speed up. This is common practice in the restaurant. We have to take it seriously because managers follow us and will face problems in my job'. (Azahar, R25, BR13, Waiter)

However, several respondents stated they feel pressure particularly at weekends. The pressure of work makes them nervous which affects their performance negatively. Monir (R29, BR15) a restaurant waiter explained-

> 'We face pressure at weekends, and I feel worried. If anybody becomes nervous, they cannot work properly. This is one kind of mental torture in my job as we are not 'machines'.

Sometimes job pressure makes employees active, competent, skilled and good performers. Kamal (R02, BR01) stated that-

> 'We do not face any pressure, but sometimes we do for good customer service. During busy times or rush hour, we need to serve quickly. I do work at speedy as I can. I am a skilled worker and I know my job and how to manage pressure'.

Therefore, some workers consider job pressure as a form of mental anguish; however, others think it is normal for the sector. In a real sense, job pressure causes nervousness.

Key findings:

The behaviour of employers causes pressure which leads to low performance.

4.5.4 Unstructured scheduling adds value to employee dissatisfaction

Specific timetables are developed to implement restaurant policy and keep the business activities running smoothly. Schedules help managers to balance their business performance. Some respondents accept the positive aspects of schedules for example one noted;

> 'Specific timetables are good, but while it is busy, it is hard to balance everything. So, plan of work is good, and sometimes it is difficult'. (Zafor, BR012, BR23, Waiter)

Moreover, (Kamal, R02, BR01), offered constructive views on work schedules-

> 'We have a work schedule for each such as cleaning once a week including inside, outside and the windows of the restaurant. It is good for everybody as the job is classified. If there is no schedule, we may not clean properly or regularly, and the restaurant will be dirty which looks wrong and we will face customer's complaints. So, every week we have to follow a schedule for individual tasks'.

However, some respondents have a different view regarding work schedules and one noted that:

'There is no schedule in my restaurant, and I think it is good. If there is a schedule, staff may not follow it. So, I think a combination is better rather than a specific plan'. (Kader, R33, BR17, Waiter).

Moreover, Jobber (R38, BR19, Waiter) explains that 'we have no schedule. I think it is good because if we implement this, we cannot work different tasks'
.

Therefore, in some cases, a schedule can help. However, it is difficult for some workers as it limits their work diversity and skills which leads to job dissatisfaction.

Key findings:

Poor scheduling system increased employers' dominating behaviour which leads to employee dissatisfaction.

Theme Summary:

The theme focuses entirely on the employer's attitude to employees. The various interpretations suggest that the work environment is less likely to be systemised with the provision of a scheduling system. Mismanagement actually provides opportunities for employers/managers to dominate staff through coercion. The direct interpretation of workers represents the situation where human beings are treated like robots. Therefore, employees feel disgraced, which is a cause of dissatisfaction in UKBR.

4.6 Theme 4: The Principal Determinants of JS Factor are Complex

JS is a combination of feelings, beliefs and values which employees hold in relation to their job. In some cases, employees were reasonably satisfied in their jobs, either with the rewards or other benefits such as free meals, free accommodation and cash in hand salaries. However, this satisfaction or acceptance was based on a comparison with conditions in their countries of origin or in other countries in which they had worked. There was a perception of hardships suffered while trying to get into the UK (Wright and Pollert, 2006).

The study found that staff work hard during long shift including night shifts, and unsocial hours. Employees claim to have no social life due to working 6 days a week with restricted holidays. However, some of the workers are happy to work, and this was an anomaly as far as the findings go. The study was devoted to finding out some of the underlying reasons behind

job dissatisfaction by asking questions (e.g. Are you satisfied with your job? What are the main JS factors in your restaurant job? Would you say that your pay and benefits are necessary for your JS? Do you think your working life has a relationship to your JS?).

One manager of a restaurant stated that he is happy because 'jobs are not available in the business environment' (Belal, R35, BR18, Manager). Hence, JS varies from person to person. For example, some people have family here if the job location is convenient and in such cases, they are happy, and not exclusively motivate by money. On the other hand, some choose this career because of the cash in hand salary. So, working environments, locations and the option of a cash in hand salary are sources of JS in this sector.

Based on these responses, the research developed 10 subthemes to analyse JS factors in UKBRs.

4.6.1 Interesting work

The study explored factors relating to the motivation of employees to work in restaurants and some of these included the location, job satisfaction, team work and colleagues, dealing with new customers from different countries and alcohol-free environments. A student was interviewed and stated that he was happy to work in his place of employment because-

> 'My job schedule is in the evening. So, in the morning I study at home. It is good for me. If I get employment in an English company, I may have different shifts which will make it difficult for me to study'. (Raja, R28, BR14, Waiter)

Another manager gave noted:

> 'Multicultural people live nearby, and they come to our restaurant which helps me to enhance my experience, for example, I can talk to them and gain some knowledge from them. I also have a good personal relationship with my boss that's why I am interested in working'. (Afjal, R17, BR09, Manager)

An assistant manager set out his motivation for working in the in noting-

> 'This is a hospitality industry and if anybody is interested, they have to know people. I am working in Brick Lane which is called 'Curry Capital' in London. People come from all over the world. So, this is an excellent opportunity for me to know other people which attracted me'. (Ibrahim, R27, BR14, Assistant Manager)

Analysis also reveals that workers like working in BRs to promote and celebrate Bangladeshi foods with foreigners. Hence, employees work under too much pressure, have no job security and face verbal abuse and bullying from owners.

Key findings:

Some workers work emotionally in UKBRs.

4.6.2 Willing to work

Enthusiastic workers are a strong asset for any business. Analysis suggests that some employees in this sector are self-directed. Some are responsible, and like to work as part of a team and many feels that they are part of the culture of the business. The researcher interviewed a chef who has a great deal of experience in the sector having worked in three restaurants. He explained that:

> 'I work hard because I enjoy my job and consider this business as my own business. I am honest, punctual and responsible'. (Hamed, R39, BR20, Chef)

Some employees are strongly motivated to work in the restaurant business. For example, one waiter stated that he works hard to satisfy his boss. He stated that-

> 'I would like to show certain things to my boss that's why I like to work hard. I get paid for doing my job, so I have to work hard for them'. (Shahdat, R08, BR04, Waiter)

The above discussion produces some surprising findings, for instance, most of the employees have poor JS. However, the study found that many employees are happy and willing to work. The researcher was keen to know the reasons behind this and probed further to establish the reasons behind a will to work despite low JS:

First, it was found that most of the employees were paid cash in hand and a few received payment via a bank transfer. If they receive their salary in cash both employers and employees can save on tax and national insurance liability. Moreover, this is an opportunity, especially for an employee as it motivates them to 'hide income' and continue to claim social security benefits, housing benefits and child tax credit. Hence, workers calculate overall how much they

earn at the end of the month. However, sometimes employees are not bothered about minimum pay due to the other financial benefits which motivate them to work.

Second, the researcher also discovered that most employees in the sample already receive government benefits and are aware that, if they a cash salary that is 'undeclared to HM customs and revenues' they can continue to receive government benefits. Both parties benefit in this scenario, since employers pay less corporate tax and employees receive government benefits and a cash salary.

Finally, some workers who are not claiming benefits from the government and who are legitimately employed can be viewed as victims of this restaurant policy. It is also observed that some employees would like to stop government benefits due to the government's strict rules and regulations. Workers would like to work properly in the restaurant. Thus, the relationship between employers and employees is not friendly or sociable, which is a concerning issue in this sector. Therefore, the industry might face uncertainty in future operations in an increasingly difficult UK working environment.

Key findings:

Employees demonstrate artificial JS due to job insecurity.

4.6.3 Systemised job promotion is absent

Job promotion is one of the most vital factors for JS. However, promotion opportunities are sometimes felt by several interviewees to be inhibited by discrimination on the grounds of race, ethnicity, nationality, nepotism and favouritism. As a result, some experienced workers are overlooked for promotion.

Kalam (R20, BR10), who is a Chef in a restaurant was interviewed and he explained that he worked in many restaurants to be given a promotion and more salary. He said that:

> 'I started my job in a restaurant and involved in cleaning and tidying up and helping my colleagues. After 5 years, I received a chef position. I am holding this chef position for more than 12 years. I moved from my previous restaurant and joined as chef of this restaurant'.

However, sometimes promotion is based on performance, explained one of the chefs in the sample. He gave a practical example of promotion in his restaurant as follows:

'The chief chef left the job. Now, this vacant position holds two assistant chefs. There was a problem for the owner to select one out of the two. However, based on performance I received this chef position'. He also says that:

> 'At the beginning, I was a Tandoori chef. After a few months, I acquire the chef position. So, I received my promotion based on my performance'. (Saiful, R07, BR04, chef)

However, another waiter, Shahid (R01, BR01) explained that systematic promotion is uncommon in the sector compared, with other English jobs. He said that:

> 'In an English job, for example, they have HR manager, top management, middle management and bottom line management. However, in the BR I saw only one person who is the owner as well as a manager. So, most of the BR owners are managers as well as HR. For this reason, in the restaurant sector, there is no promotion. But in British business environment jobs, job promotion is systemised. For example, if I started as a customer service assistant after a period I will be promoted to supervisor, and then there is a great opportunity to be a manager'. (Kamal, R02, BR01, Waiter)

It can therefore be concluded that the concept of promotion in this industry is irregular and unsystematised and is a cause for employees' dissatisfaction.

Key findings:

Appropriate appraisal systems are not exercised for employee job promotion.

4.9.4 Suitable job is motivated workers

Job convenience is linked to JS and has a positive impact on business performance. In the workplace when workers enjoy convenience and job flexibility it enhances their performance. This point was discussed with one of the restaurant managers who suggested that the environment in his workplace is convenient because of the culture and religion that is dominant. He says-

> 'The key JS factors are culture, religion and same understanding. So, if I work in a multi-cultural organisation, there will be a difficulty for us but we enjoy this job'. (Lalu, R03, BR02, Manager)

Moreover, Kamal (R02, BR01) who is a waiter in another restaurant noted-

'My main JS factor is the restaurant's location which is good, it is convenient, there is a nearby over ground station, and the owner and colleagues are helpful'.

Job flexibility promotes employability and competitiveness and is combined with a commitment to fairness. One of the waiters noted of the flexibility of his job:

'JS depends on flexible work, good wages, good working environment and it is a significant factor that influences the success of the restaurant'. (Jobber, R38, BR19, Waiter).

Key findings:

The personal circumstances of staff lead them to express JS.

4.6.4 Good relationship with colleagues

It appears that there is a common problem with working environments which is linked to workplaces in which colleagues of different nationalities are gathered. This problem relates to communication and cultural and language barriers. However, in UK Bangladeshi-owned restaurants, most of the workers are from Sylhet, Bangladesh (Shahid, R01, BR01, Waiter). The remainder come from other parts of Bangladesh (i.e. called Dhakaiya). Sylheti workers (from Sylhet, a division of Bangladesh) have a unique language and express themselves differently in language communication. Kamal (R02, BR01), who is a waiter in a restaurant noted:

> 'Colleague's attitude and behaviour are good. They are helpful. For example, the restaurant business is like a team work. If we like to make customers happy then we need to work together. Otherwise, it is quite difficult. So, it is integrated work as someone depends on me and I depend on someone'. (Kamal, R02, BR01, Waiter).

Another participant; Khokon (R34, BR17) who is a restaurant manager explained that he values his colleague's health and safety. He commented that:

> 'Sometimes a few of my colleagues said they are not feeling well. I gave them 10 minutes' break to rest, and when they feel better then they started working again.' (Khokon, R34, BR17, Manager)

However, some colleagues are rude and have a different mentality and see themselves as natural leaders (Abdus, R12, BR06, Waiter). A similar response was derived from another restaurant manager-

'I think it is common to have difficulties with colleagues. Some are rude and do not listen, but some are helpful. However, at the end of the day, we try to overcome these problems through meetings and try to get the work done'. (Shokumar, R30, BR15, Manager)

Thus, it can be concluded that most participants would like to maintain a healthy relationship with others. However, a few senior colleagues occasionally attempt to assume leadership roles and ill-treat new colleagues in particular. It was also found that local culture has an impact on relationships.

Key findings:

Discriminative behaviour is found with some employees

4.6.5 Situational support from management

Without management support, it is hard to continue a job in any organisation. Management support, cooperation, suggestions, guidance and motivation are key factors for EWL in a business setting. In sole trader and partnership based models the manager or owner tends to be the same person as they have invested money in the business. In such cases, employees receive support from management due to business growth and development.

The perception of the researcher in this thesis is that most British BR managers or owners provide good support to employees as they want the business to succeed. One of the waiters in the sample reflected on the support he received from his managers:

'I received support from management when I need it. For example, when a customer is not happy then we get support from management. In some cases, management provides free drinks to the client and makes them happy. Therefore, we get support from management'. (Shahid, R01, BR01, Waiter)

Moreover, another interviewee also reflected on management support-

'I obtained support from management and the owner. Sometimes, if any drinks or products run out, they help us to bring those things. Sometimes, any product is faulty, or anything is broken, then we can ask them to fix it and they do it quickly'. (Kamal, R02, BR01, Waiter)

However, contrasting responses were given by a senior waiter in a restaurant based in London. He explained that he received support from management, but this depended on the manager or

the owner's business interests. The researcher found that the respondent was quite upset with management support and he explained that:

> 'Sometimes we received support when management understands their needs but not all the time. For example, before Christmas they are kind and supportive because of more sales and good business; however, after Christmas, their behaviour totally changes because the market is quiet'. (Nasir, R31, BR16, Waiter).

Analysis suggests that management/owner support is not a mainstay of working in restaurants. Support depends on business situations (e.g. more sales and profits) which mean some owners supports changes due to business conditions.

Key findings:

Employees receive support but depends on business conditions.

4.6.6 Restaurant's policies and procedures are not well organised

Primary data find that a few policies and procedures are supportive, but most are not helpful which makes life harder for workers. Some policies are of benefit to employees; however, most are damaging. It can be concluded that employees' judgement of policies varies. Some view such policies as 'strict'; however, others stated on 'helpful policy'. One chef described the policies in his restaurant as follows-

> 'Restaurant policies and procedures are supportive, and I did not face any difficulties. Because the policy and procedure simply explained what I can and what I cannot do'. (Kalam, R20, BR10, Chef)

However, another waiter was concerned about policies and noted that:

> 'Actually, I am not sure if they have any rules and regulations. They only maintain verbal policies and procedures. I did not see any formal or written policy and procedure'. (Abdus (R12, BR06, Waiter)

Similarly, a manager stated of his restaurant policy-

> '…UKBRs are not well organised, they have no written policies and procedures, and it is verbal only and end of the day it does not work...This is the reason why staff do not receive equal support, right environment to work, that's a big problem, and this problem is everywhere in this sector'. (Shokumar, R30, BR15, Manager)

It appears that policies and procedures in this business setting are not well organised. Though some of the employees benefitted, most were negatively affected and this led to job dissatisfaction.

Key findings:

Employees express different opinions on restaurants policies.

4.6.7 Satisfied workers contributed to restaurants success

Employee motivation is a substantial factor in the success of a restaurant. It is essential that owners should understand the motivation of employees and how individuals feel about the workplace in light of policies. Sometimes higher pay and a supportive working environment motivates workers, while lower pay may impinge on motivation. Empirical data find that motivated workers contribute to the success of organisations. From the interviews, a few key points are notable, particularly around how employees contribute while they are motivated through sharing knowledge and experiences and by offering support or by organising people and processes and work and working hard. Others are motivated by training colleagues and working together to produce suggestions as well as rising to the challenge of providing excellent customer service in a punctual and honest way.

Other data in relation to the motivation of employees to contribute to the success of business came from interviews. For example, Rob (R36, BR18), the manager of a restaurant is happy in his workplace and comments that-

> 'As a manager, I can contribute to the success by giving suggestions such as add new items on the menu, more discount for customers and suggest advisements in the local magazine'. (Sabu, R05, BR03, Manager)

Another interviewee, a waiter named Abdus (R12, BR06, Waiter) is not happy at all, but cares about the sector. He explained:

> 'I can contribute by sharing knowledge and experience. I would also say the management should arrange meetings every month with the staff because this is an opportunity to share relevant information for the success of the businesses'. (Abdus, R12, BR06, Waiter)

Moreover, (Kamal, R02, BR01), a waiter focused on customer services. He thought that the success of the restaurant was attributed to providing the best customer service and noted-

> 'I can contribute to the success through excellent customer service. If a customer is happy, it is a success to the business as customers will come back and sales will increase. At the end of the day, the company will make more of profit'. (Kamal, R02, BR01, Waiter)

Motivation is a key factor in restaurants as motivated staff work harder and are more willing to work. However, dissatisfied employees are less motivated by the success of the business.

Key findings:

Satisfied workers contribute to success through sharing knowledge and experience.

4.6.8 Training and development opportunity is most likely informal

A minimal level of training is provided to restaurant workers and often simply includes induction training to communicate information about health and safety, hygiene or fire procedures which are both formal and informal. In addition, some restaurant managers or owners ignore employees to pursue National Vocational Qualifications. This is to save on the time and costs which are involved in this training.

Restaurant workers obtain on-the-job training because it is easy, convenient and cheap, which is common in this business setting. It was found that training opportunities depends on the size of the business. For instance, large or organised restaurants provide systematic training by covering customer service, food hygiene, health and safety and management. However, in small restaurants training is usually minimal, or in some cases non-existent.

Hasem (R19, BR10, Manager) was appointed by his employer as a manager in a newly established restaurant. He said that:

> 'I acquired training for customer service level 3, health and safety training and retail customer service training. I think next time I will start a new business'.

Moreover, Ibrahim (R27, BR14) is an assistant manager of a restaurant and he suggests that:

> 'I obtained training on health and safety. I have exams for food level of security 2 certifications. Because without these skills I will not be allowed to be an assistant manager. Both training I was through authorised awarding body'.

However, the researcher found that several respondents received no training. Below are comments from two respondents in this regard:

'I did not get any health and safety training in this restaurant' (Abdus, R12, BR06, Waiter). Moreover, 'I did not receive any training on my restaurant job' (Shahid, R01, BR01, Waiter).

Training is therefore not standard and mandatory for all employees. In some cases, informal training is provided due to the low costs involved. However, the study found that some newly appointed employees had started working without any training and had no training opportunities to learn about health and safety. The absence of training is a significant cause of job dissatisfaction.

Key findings:

Formal or informal training depends on owner's intention and the size of the business.

4.6.9 Minus and minus equals plus

Under this key theme, the researcher developed 9 subthemes. However, the principal determinant of JS factor is complicated. To establish this concept, the researcher produced another subtheme: 'minus and minus equals plus'. The researcher is motivated to uncover the 'mysterious JS factor' in this sector. A few salient points emerged, specifically; some workers are highly motivated by a 'cash in hand' salary. Such employees meet the minimum requirement to receive social and security benefits. Shahid (R01, BR01), a waiter at one of the restaurants explains this issue-

> 'I think 97 percent restaurant workers work more than 50 hours per week; however, they show 24 hours to meet the minimum requirements for social and security benefits, while owners also benefit as workers work more hours and technically show fewer hours which helps them to pay less corporate tax at the end of the year. This is a win-win compromise between them'.

Hence, this opportunity helps workers reduce the amount of personal income tax they pay and it motivates them to claim social security and child credit benefits. However, it is an unethical practice in the UK working environment that benefits both owners and workers who can enjoy government benefits dishonestly.

Key findings:

Owner and workers' self-centeredness leads to unethical practice.

Theme Summary:

This chapter has presented some key findings derived from the data which focuses on the degree of satisfaction in the EWL industry. The researcher has endeavoured to quantify the subthemes based on some determinants of employee JS. It could be interpreted that the degree of satisfaction of EWL is high for the majority of staff. On the other hand, the qualitative interviews found that some workers have arguments on satisfaction. So, there is a contradiction between the two groups of staff. However, in the process of investigating, the research found that there is some mystery surrounding the degree of satisfaction. The determinants of JS suggest levels of satisfaction are low. It is likely that there are some unarticulated factors which add value to level of job comfort. First, employees have compromising dealings with employers. Second, employers provide some facilities because they also enjoy reduced amounts of corporate tax. Finally, employees are grateful to employers because they are presented with two opportunities; to pay reduced amounts of income tax and to receive a reasonable amount of public benefits by presenting as job seekers while working at the same time. Therefore, the additional income from public benefits is added to their declared amounts of income. So, unethical practice on both sides have positive but morally ambiguous consequence.

4.7 Theme 5: The Unpredictability of Owners' Attitudes and Behaviour

The roles of owners are the key to the success of a business. Business success also depends on the owner's attitude, behaviour, knowledge and experience, and their relationship with colleagues. The findings suggest that some businesspeople start a restaurant business without prior knowledge, and are unsuccessful. Thus, to obtain an overall appreciation of UKBRs, this study developed 6 subthemes which are presented below.

4.7.1 Owner attitudes and staff discrimination

Employees in any organisation expect to be treated fairly by employers and are usually motivated by strong leaders. On the other hand, if employees are treated poorly, they become demotivated and this impacts negatively on the business. The researcher therefore attempted to

understand these issues through interviews to understand the implications for JS and the success of the business. Hamed (R39, BR20), a chef at one of the restaurants explained that:

> 'Owner's behaviour is important to employees. If the owner does not talk to employees in a good way and behave well, staff will leave for another place. Not only staff but also customers will not come to that restaurant. So, good behaviour and attitude are essential for the business successes'. (Hamed, R39, BR20, Chef)

Kamal (R02, BR01), a waiter and Hamed (R39, BR20) a chef had similar views on this. Kanal explained that:

> 'Of course, it is an important issue for employees which are linked to the success of the restaurant. If the owner is rude, bossy, then people do not want to work under them because some staff do not like too this authoritative attitude. If they are friendly, then it will be comfortable to work with him. So, if we feel comfort, then we will come across more relaxed which is helpful for the business. Overall, there is a reflection of employees' satisfaction and business performance to the owner's attitude and behaviour'. (Kamal, R02, BR01, Waiter)

Moreover, the owner has to understand the expectations of employees as well as customers. If he fails to understand, then the performance of the business will suffer. One of the respondents in a reputed restaurant in Whitechapel explained that:

> 'Of course, the owner's attitude and behaviour are important for the success of the business. I think an owner should know of employees and customer's expectation. If he does something wrong regarding his behaviour, then both employees and customers will leave the restaurant. As a result, the business will face a big problem'. (Jobber, R38, BR19, Waiter)

A waiter at one of the restaurants comments on the attitude and behaviour of the owner of the restaurant in which he is employed. He stated that the owner behaves well with customers but not with employees. He noted that:

> 'Good behaviour with customers but not with staff… and in BRs only the boss makes a good amount of money and staff nothing, struggling and passing life as a 'slave….'. (Kader, R33, BR17, Waiter)

Empirical data find that concerning that, in the same working environment, employers behave well with customers but not with employees who are a source of job dissatisfaction.

Key findings:

Employers behave well with customers rather than employees, which causes of job dissatisfaction.

4.7.2 Prior job knowledge and experience leads to restaurant success

The empirical investigation discovered that several BR entrepreneurs started a business without any previous knowledge and experience. Nonetheless, after a time, they realised a 'hard business life' impacts on EWL. Interviewees were therefore asked whether knowledge and experience in the restaurant business are important. Most respondents replied that experience is important for someone looking to start a restaurant business. An experienced chef commented:

> 'If anybody starts a business without it, he will not be established. No, he cannot stay. He has to be experienced and knowledgeable in the business environment. Otherwise, it will shut down after a certain time. If he is lucky, he may be succeeding. However, as employees, we will be affected adversely because owners are arrogant'. (Hamed, R39, BR20, Chef)

Kamal (R02, BR01) gave a similar account to Hamed (R39, BR20, Chef). Kamal (R02, BR01) in saying that:

> 'I think previous knowledge and experience is necessary to run a business. If they have no previous experience, they cannot survive. So, they should know how to run a business, how to talk with staff and how to manage people…. So, without experience to run a business, it might fail, and ultimately employees will be affected'. (Kamal, R02, BR01, Waiter)

Jafor (R23, BR12, Chef Assistant), a restaurant also explained that it would be unwise to start a business without prior knowledge and experience since such a manoeuvre would lead to business failure. He noted that:

> 'Without prior knowledge and expertise, anybody can start a business. I think it will be like the initiate and finish the business. I do believe prior knowledge and experience is critical for a restaurant's successes'. (Jafor, R23, BR12, Chef Assistant)

However, another manager disagreed and suggested anybody could start a business, even without previous knowledge and experience. He argued that:

> 'He can employ some experienced staff. It will help in the favourable position. It also depends on his luck to succeed'. (Belal, R35, BR18, Manager)

Therefore, there is a perception that basic business knowledge and experience is required before starting a new business.

Key findings:

Owner poor business knowledge can lead to employees' vulnerable work life.

4.7.3 Both formal and informal relationships between employer and employee exists

Stable relationship between owners and employees are key to the success of the business. To maintain a good relationship, both parties should work together. However, the relationship depends on the owner's leadership skills. The research finds that the relationship between the owner and employee is unstable and sometimes based on formal relationships, and sometimes not. For example, Shokumar (R30, BR15), a manager of a restaurant demonstrated that:

> 'Well, we naturally maintain a formal relationship. We, all are friends and working together but maintain a professional manner. So, this is necessary for employee's satisfaction'. (Shokumar, R30, BR15, Manager)

Moreover, the researcher interviewed another manager who suggested that:

> 'There is a formal relationship with the owner. I always maintain a formal relationship both with the owner and colleagues. I think this is good for all as there is less chance for nepotism which is a JS factor'. (Lalu, R03, BR02, Manager)

However, several respondents valued an informal relationship as they suggested this means colleagues understand each other better which contributes to strong JS. One chef noted:

> 'We maintain an informal relationship because it helps us to share many things. It also brings good things for the business success. By developing informal relations, we understand each other easily and enjoy working life'. (Kalam, R20, BR10, Chef)

Some benefits to informal relationships were identified. Raju (R18, BR09), a waiter explained:

> 'I maintain an informal relationship, and I can share my personal information with my boss for help or suggestions. So, the informal relationship enhances employee motivation'. (Raju, R18, BR09)

On the other hand, some participants valued both formal and informal relationships in the working environment. Jobber (R38, BR19, Waiter) stated that 'we try to enjoy working life and maintain both an informal and sometimes formal relationship'. (Jobber, R38, BR19, Waiter)

Hence, relationships are significant for the EWL as well as for business success. However, some owners do not place value on this issue and think that their experience helps then with judgement in the workplace. Thus, they consider themselves to be leaders.

Key findings:

Both formal and informal relationships between employers and employees are key to JS.

4.7.4 Owner roles determine business success rates

The role of the owner is vital to the success of the restaurant business. Without good leadership and leading workers, business performance can be jeopardised. A strong leader helps to improve business success. The role of the owner is explained by one assistant manager as follows:

> 'Of course, owner role is important. When the owner comes to the restaurant, everybody concentrates on their work. So, the owner plays a good role in the success of the businesses'. Rob (R36, BR18, Manager)

Lalu (R03, BR02), a manager agrees with Rob (R36, BR18, Manager). Lalu (R03, BR02) explained that sometimes the owner makes the wrong decision which negatively affects the whole business. He explains that:

> 'If the owner does something wrong, it will be a problem for the entire business. So, his role is significant for the success of the businesses'. (Lalu, R03, BR02)

However, Nasir (R31, BR16), a waiter argues that some owners frustrate employees. He explained that:

> 'We see two different sides to the owner when its busy and quiet. Sometimes behaviour is like bossy which we do not like, and it makes us frustrated. Thus, my performance goes down, and I have a plan to leave the job soon'.

Moreover, Monir (R29, BR15, Waiter) is a new waiter in a restaurant and suggests that:

> 'Most BRs owners do not know their roles which have an influence on the business performance. Sometimes a manager plays an autocratic role which means what they said is right, and they behave like a boss. As a result, we are demotivated and poor performance'.

It can therefore be concluded that the owner's role has an influence on the restaurant's success because their personality motivates staff, which lead to business success.

Key findings:

Owner's roles plan an important for the business performance.

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4.7.5 Variation in support for staff

In terms of the supportiveness of management some percipients felt that they received strong support from owners and managers. Kalam (R20, BR10) a chef in one of the restaurants explained that he received support from an owner in the following ways:

> 'If anything is missing or there is a shortage of raw materials or any other problem, I always get support from the owner. This restaurant is excellent as I have the authority to make decisions. So, overall I am happy with this job'. (Kalam, R20, BR10, Chef)

Another chef had favourable opinions of the support he received which were similar to Kalam (R20, BR10). He noted that 'I get good support from the owner when I face any difficulty' (Rahim, R16, BR 08, Chef). Moreover, a similar opinion was shared by another waiter who commented: 'Yes, of course. I had support from the owner when I faced any difficulty'. (Shahdat, R08, BR04)

However, Nasir (R31, BR16, Waiter) argued that he received support such as job flexibility and assistance, but it depends on the situation. He argued that:

> 'We get support when the owner understands their need but not all times. For example, during the Christmas period the employer was good and supportive because of more sales and good business, but after Christmas, the employer changed because business was quiet'.

It is perceived that employee support from management varies. However, there was a feeling that support can lead to increased sales. Support from owners therefore varies across business environments.

Key findings:

Employees receive owners' supports but it depends on business situation.

4.7.6 Owner's regular visits to restaurant brings positive outcomes

Primary data find that the owner of a restaurant is responsible for the whole business and is involved in managing a number of tasks such as looking after staff, ordering stock, scheduling shifts, offering a strong quality of service and ensuring the quality of food. In some restaurants, the owners and managers are same person, but in other cases they are not. Analysis suggests

that some owners take a very hand on approach to managing their business. However, Hamed (R39, BR20, Chef), a waiter at a state that:

> 'The owner comes once a week, but the manager comes every day. He checks sales and profit matters. But the manager is managing everything in the restaurant'. (Hamed, R39, BR20, Chef)

Moreover, Tareq (R22, BR11, waiter) said that the owner of the restaurant in which he is employed was seldom on the premises. He commented that:

> 'The owner does not come every day, but the manager does. The manager orders stock or raw materials make salary sheets and time sheets. Overall, he looks after everything in the restaurant'.

However, Saiful (R07, BR04, waiter) explained that the manager and owner are the same people and he comes every day to monitor the workplace. He stated that:

> 'The owner and manager is the same person in his restaurant. He manages the day to day activity. He is responsible for everything and observes and monitors. He looks after customer service'. (Saiful, R07, BR04, Chef)

It can therefore be concluded that monitoring is useful, but rigorous monitoring elicits mental pressure that makes employees frustrated (Wright and Pollert, 2006).

Key findings:

Owner's rigorous monitoring can improve business performance but employees are dissatisfied.

Theme Summary:
The subthemes of the main theme discussed above reveal that most of the owners overtly value their customers but not their staff. Some owners started up their business without prior business knowledge and many interviewees suggested this is risky. Analysis suggests that formal relationships are preferred by staff, but not prevalent in the sector. Moreover, some owners monitor customer service; however, they fail to look after key stakeholders (e.g. staff) and their needs and expectations. For example, over Christmas, owners are polite, gentle and well behaved towards employees because of the anticipated increase in sales and profits. Conversely, after Christmas, their behaviour changes. Therefore, the attitude of owners and their behaviour are unpredictable in this sector.

4.8 Theme 6: Restaurants Performance both Financial and Non-financial is in a Slump

The performance of restaurants is measured by financial and non-financial metrics. Financial performance is measured by sales, profits and numbers of employees. Non-financial performance is measured by job autonomy, work and family life balance, employee turnover, job challenge, sense of fulfilment and customer reviews (Gray et al., 2012). The analysis underscores two subthemes: (1) financial performance: UKBRs at a downturn and (2) non-financial performance is less likely to be satisfactory.

4.8.1 Financial performance: UK Bangladeshi restaurants in downturn

The study focuses on non-financial performance measures rather than financial performance measures since it is qualitative in scope. Moreover, financial data is not available due to its confidentiality. However, some questions were asked in interviews about sales, profits and numbers of employees to understand financial performance. Based on responses three themes were developed which are sales situation, profits situation and employees.

4.8.1.1 Sales

Currently, the restaurant business faces a tough situation due to a labour shortage, a strict government immigration policy and new rivals in the business environment. An assistant manager explained this situation as follows:

> 'Recently the restaurant business environment has become tougher because of new competitor joining this business climate, for example, Turkey, Lebanon and the Middle East businessmen.' (Azahar, R25, BR13, Waiter).

Saiful (R07, BR04, chef) agreed with Azahar (R25, BR13, Waiter) and in a similar way he described the business environment as follows:

> 'BR business is not doing well now a day. Because the competition is very high. Now, we see Middle East people have started a new restaurant business in the UK. Besides different retail businesses, for example, Tesco's, Sainsbury's and Morrison, etc. are selling frozen meals which are cheaper than restaurant meals'.

However, Kamal (R02, BR01, waiter) stated that business performance is better than the in the previous year and he stated that:

> 'I think we are performing better than the last year. Now it is getting busier and more customers are coming to this restaurant. Because we are promoting like leafleting and advertising. By advertising customers know more about our restaurant that's why sales are improving'. (Kamal, R02, BR01, Waiter)

The bar diagram (Figure 4.2) below demonstrates that 17 respondents stated that sales had increased. However, 13 respondents indicated that sales did not increase. Moreover, 10 respondents made no comment about sales. The primary research therefore implies that the growth of sales is either in decline or stabilising, which suggests an eccentric growth pattern in this industry.

Figure 4.2: Sales
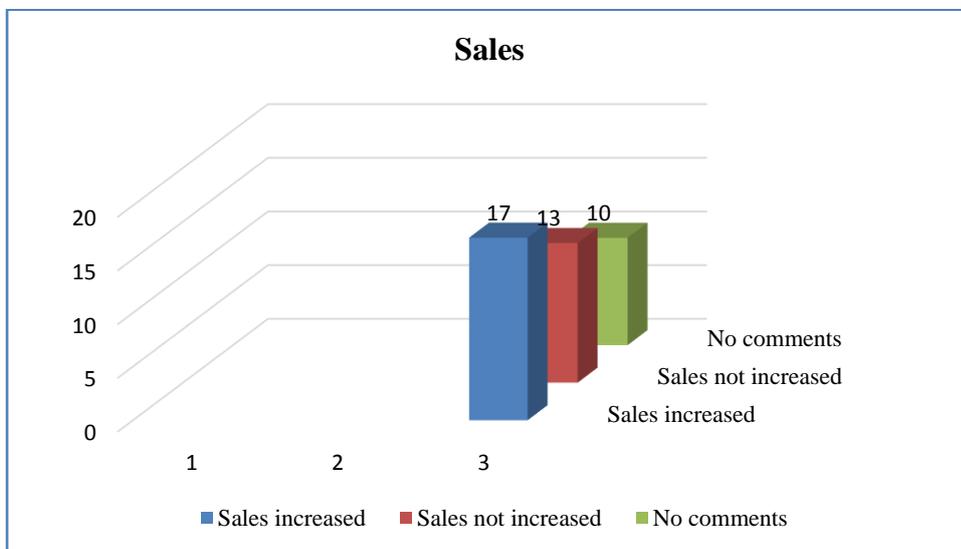
Source: Primary data gathered by the researcher

Key findings:

Restaurant sales are downturn due to staff shortage.

4.8.1.2 Profit

A relationship exists between sales and profit. Since sales increase to some extent, profits will also increase if other expenses remain unchanged. Several interview respondents explained that profit is also experiencing downturn. Lalu (R03, BR02), a manager of a restaurant suggested:

'There are no profits because the economic condition is not good. So, I would say the business has dropped from last year. I think the economic reasons the sales and profit are down'.

However, Kalam (R20, BR10), a chef argued that:

'Now the business is growing than the previous year. Sales have increased as we have started promotional activity such as leafleting, new menu items, good offers and have a new advert in the local newspaper'.

The QSR N10 software found that 17 respondents mentioned that profits have increased. However, 13 respondents said that profit did not increase, and 10 respondents gave no comment since they had no details to share (see below figure 4.3).

Figure 4.3: Profits
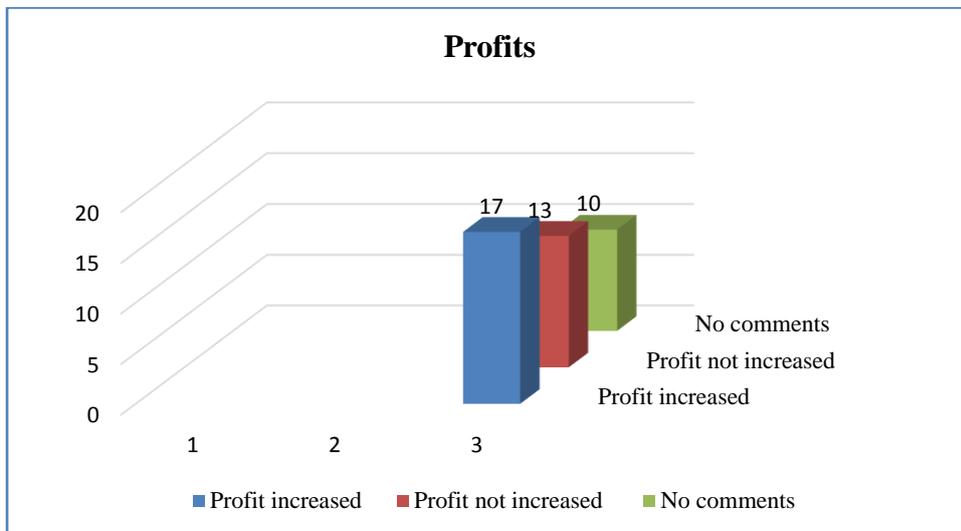
Source: Primary data gathered by the researcher

Key findings:

BR profit is at downturn due to new entrants, job dissatisfaction and impact of external factors.

4.8.1.3 Number of employees

The study also found that recruitment is managed by both owners and managers. Most respondents explained that owners are less interested in recruiting new people every year because this saves money and enhances profits. Ibrahim (R27, BR14, Assistant Manager) stated that 'I observed that management is interested in continuing to do business with less employees and, as a result, new staff are not recruited as a consequence of management policy'.

Such a policy exerts pressure on existing staff as they have to work harder and have more responsibilities with fewer incentives. The diagram below (Figure 4.4) demonstrates a clear picture based on 32 interviewees who claimed that new employees are not being recruited. Only 8 respondents noted that the number of new employees has increased in their restaurant. It is perceived that employee retention is strong as no new employees are hired; however, staff are often overburdened as a consequence.

Figure 4.4: Number of employees
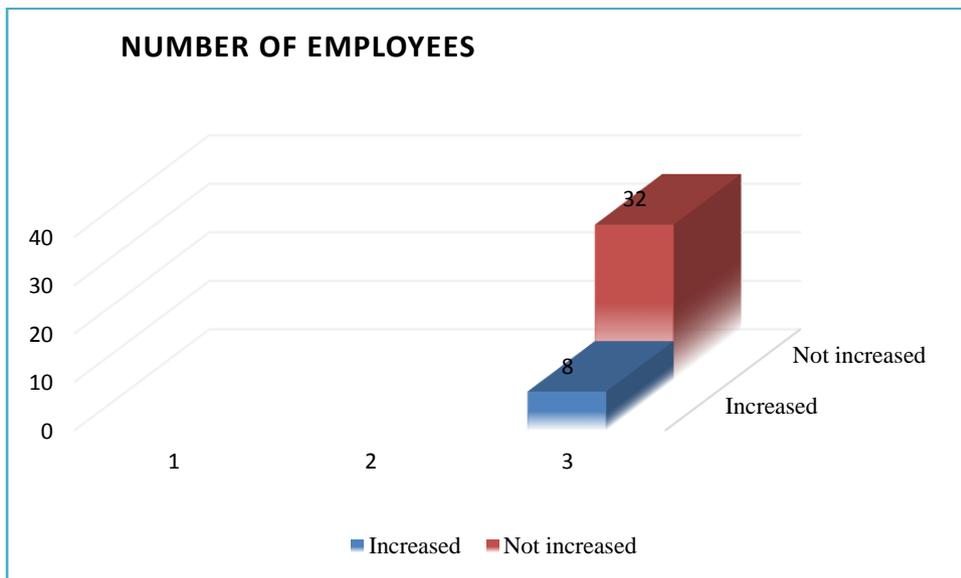
Source: Primary data gathered by the researcher

Key findings:

The number of employees is constant due to no new recruitment.

Theme Summary:

The subthemes suggest that, currently, UKBR businesses face a challenging situation for a number of reasons including: strict immigration policies for students (i.e. TR4 Visa status holders) and TR2 worker permit visas. Most employees in this sector belong to these two categories. As a result, restaurants are not recruiting sufficient numbers of staff. Even those who are at present in the UK are at risk and wish to leave the country. For this reason, sales and profits have decreased (Khandaker, 2016). Therefore, UKBRs are at risk and are struggling to survive.

4.8.2 Non-financial performance is less likely satisfactory

One of the key aims of this research has been to measure the non-financial performance of the UKBRs. The third research question sought to establish the relationship between JS, EWL and restaurant performance. According to literature non-financial performance measures are captured through observations of employee job autonomy, work-life balance, employee turnover, job challenge and sense of fulfilment. The research also took account of external factors such as customer reviews so that valid findings could be arrived at.

4.8.2.1 Job autonomy is restricted for employees

It has been argued that job autonomy, both at the organisational level and at the individual level is related to higher employee JS (Morgeson, 2005). JS brings positive outcomes to businesses, as well as greater levels of satisfaction and a good work life balance. Job autonomy can be formed in different ways such as employees setting schedules or choosing how to do their job. They might elect to work from home as another option. Perceptions of autonomy have positive effects on workers. When employees understand, they can have a say in their job and they become accountable for any decision making. They will be happier and more productive (Saari and Judge, 2004). The potential benefits of job autonomy create greater employee commitment, better performance, higher productivity and lower employee turnover (Morgeson, 2005; Saari and Judge, 2004).

In this thesis, the researcher has attempted to establish the extent to which workers have job freedom (For example, employees have job flexibility and decision-making power). Some respondents said that they have no job freedom. Raju (R18, BR09), a waiter at a restaurant noted in the context of job freedom:

'We have job freedom, and happy to work in this restaurant'.

Another interviewee gave a similar reply to Raju (R18, BR09). He commented- 'I am happy as I have job freedom and I can manage my family life and working life' (Hussain, Waiter).

However, Rojina (R06, BR03) a waitress in a BR stated that she did not experience any job freedom when she first joined the restaurant. She now perceives of some job freedom because she is in a senior position at the restaurant. She reflects that 'when I started my job I did not have job autonomy'.

Moreover, Shamsu (R24, BR12), a waiter said that:

> 'Regarding non-financial performance employees' freedom is not good from my experience. So, we have to listen to the owner, and there is no opportunity to bargain with him'.

Therefore, it is perceived that some employees benefit from job autonomy, but others do not perceive of any sense of job freedom.

The bar diagram (Figure 4.5) below shows that 23 interviewees perceive of having job freedom while 17 respondents said they did not benefit from job freedom.

Figure 4.5: Job autonomy
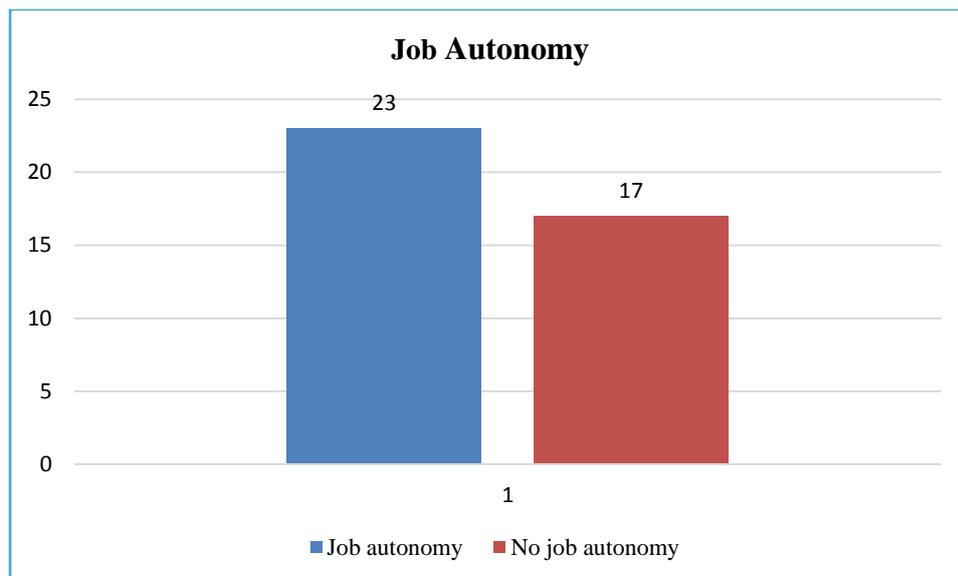
Source: Primary data gathered by the researcher

Key findings:

Employees in BRs did not receive equal job freedom which affects their JS and performance.

4.8.2.2 Work life and family life imbalances

Many view the achievement of a work-life balance as important since it has an impact on organisational performance. For this reason, this research considers such a balance to be of central importance. The study has sought to discover the extent to which employees in restaurants can balance work and family life. Analysis suggests that many participants find it hard to balance work and family life. One of the waiters explained that

'It is impossible to balance work and family responsibility while I work in the restaurant'. (Abdus, R12, BR06, Waiter)

Another respondent said that unmarried workers faced difficulties, but those who are married will face harder situations:

'I face difficulty in balancing work and family life. The employees who have family face hard situation trying to balance work and family life'. (Monir, R29, BR15, Waiter)

Likewise, Afjal (R17, BR09), a manager faced problems with his family because of his job as he could not set aside enough time for family life, and as a result, his wife and child are not happy. He says that:

'My wife and daughter are not happy because they would like to go out with me but I cannot give them time at weekends. I have to work as a soldier. It is very tough to balance work and family life as I have to work on the weekends and have long hour shifts'. (Afjal, R17, BR09, Manager)

However, Shahid (R01, BR01) stated that he could balance his work and family life because his wife works in the morning and he works in the evenings. He commented-

'My wife works in the council. So, evening time is very easy for me. If I go elsewhere…, Time management is the main factor. But here I can start in the evenings'. (Shahid, R01, BR01, Waiter)

The bar diagram below (Figure 4.6) shows that the majority of employees in the sample (n=22) said they had difficulty balancing work and family life while a further 18 respondents explained that they could balance their work and personal life. Therefore, most employees found it a challenge to balance their work and family life, which ultimately impacted on business performance.

Figure 4.6: Work life and family life

Work Life and Family Life
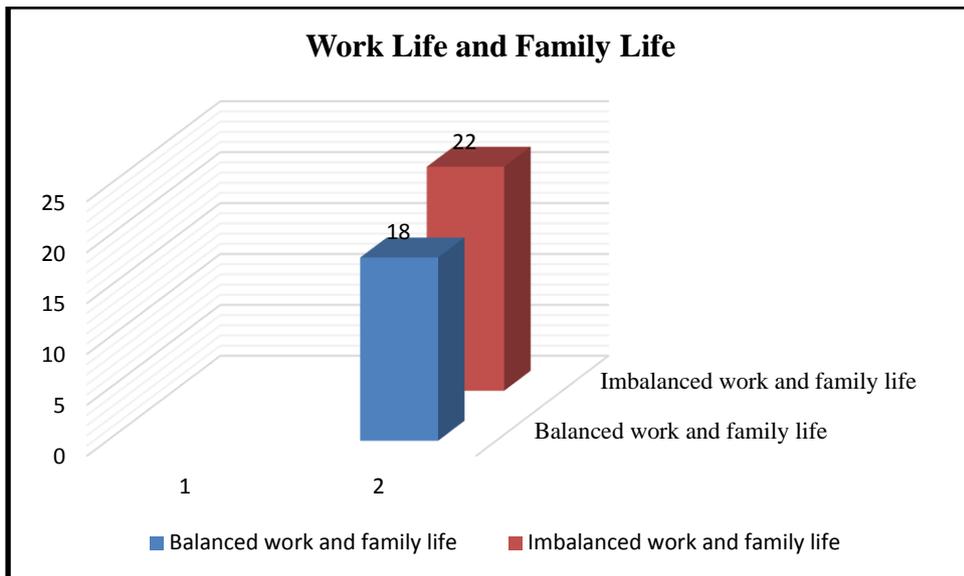
Source: Primary data gathered by the researcher

Key findings:

It is challenging to balance work and family life in restaurants and this influences JS and performance.

4.8.2.3 Employee turnover is low

High employee turnover is common in this sector. The reasons for employee turnover include the lack of a stable working environment, low rates of pay, long shifts, poor management, management, and a poor social life. Another important issue is that there is no worker's association of UKBRs because employers place restrictions on trade union membership. However, there are two established restaurants owner associations (i.e. Bangladesh Caterers Association and British Bangladesh Caterers Association), and every year they celebrate these comprehensively. These associations were developed to benefit employers and promote their business rather than protecting the welfare of employees.

One of the managers explained that employee turnover varied as a consequence of many factors. He commented on employee turnover, noting:

> 'About employee turnover it varies in my observation, staff stay nearly 6 months and then they try to go elsewhere to gain more benefits. But now employee turnover rate is low'. (Lalu, R03, BR02, Manager)

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Raju (R18, BR09), a waiter said that employee turnover is low and he stated that: '…the number of employees remained unchanged in this restaurant for a long time'. Moreover, another manager explained that they are not recruiting new employees because staff turnover is low. He explained that:

'The employee turnover is low in this restaurant. At this moment, we are not recruiting any new staff''.

However, Nasir (R31, BR16, Waiter) explained that the 'coming and going' of employees is an everyday practice in the restaurant trade. He explained:

'Employees are coming and going which is a continuous practice in BR. New employees join and after 3 or 6 months later they leave the job because of other good facilities'

The bar diagram below (Figure 4.7) indicates that 9 participants (n=11) said employee turnover is high. Nonetheless, many respondents (n=29) noted that staff turnover is low.

Figure 4.7: Employee turnover
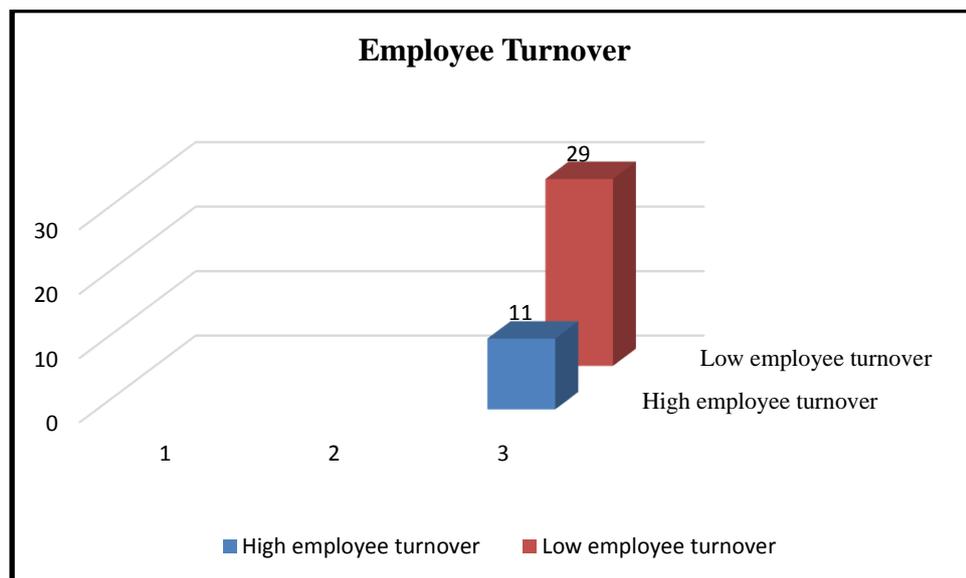
Source: Primary data gathered by the researcher

Based on the primary data, it assumes the employees' turnover will be higher in the UKBRs. However, analysis suggests that employee turnover is low. The researcher was keen to discover which factors influence low employee turnover. The researcher asked respondents about the key issues associated with this. A number of noteworthy points around staff turnover were

raised. Employee turnover is low, but the question is why? One explanation is that most Bangladeshi TR2 workers came to the UK without strong English skills and with poor levels of educational attainment. The weaknesses for new employees are that employers are aware of this. However, they are happy to continue to employ them as they are not paid NMW. These new workers are satisfied since they receive free accommodation, free food and a weekly lump sum of money and they are not aware of their entitlement to NMW.

The research reveals that this is an example of a 'trap strategy' to catch and keep staff for a long time at the restaurant. Workers in this situation have not had the opportunity to develop English communication skills. They have received no proper training and no education and they lack the skills and knowledge required to work in the industry. Hence, their job prospects are limited, and they have less interest in looking for new employment. Therefore, employees work at the same restaurant for a long time which limits staff turnover.

Key findings:

Trap strategy to catch and keep staff for a long-time consequences employee turnover is low.

4.8.2.4 Multiple job challenges lead to the stressful working life

Every job has unique challenges, and UKBR workers face their own set of challenges. It is helpful therefore to clarify the specific challenges, and to identify the source of the problem. Analysis underscores some of the difficulties involved, such as ensuring customer satisfaction and the quality of food in the sector. For instance, individual customers have different levels of expectation. So, it is hard sometimes to satisfy them based on their expectations. One of the waiters said that:

> 'Individual customers have distinct attitudes and demands. So, when we want to fulfil their need, it is quite difficult. It is hard work if we face new customers every time. So, the main challenge is to satisfy individual customer requirements'. (Kamal, R02, BR01, Waiter)

On the other hand, the research found that many restaurant workers faced challenges from visitors such as European customers because they are not proficient in English. A waitress in Brick lane, London, explained:

'From my experience, I have had a few European customers and they are so rude. So, I approach them, otherwise, they would be rude or start shouting. Though I managed them politely, it did affect me'. (Rojina, R06, BR03, Waitress)

Afjal (R17, BR09), the manager of a restaurant in Stepney, London also faced some challenges. He explained:

'As I am younger than some of my colleagues, there is a lot of jealously if I progress further than them.... I have also faced challenges with customers who have come into the restaurant drunk and have become abusive. But this is my job I have to manage somehow'.

However, several employees revealed that they did not face any specific challenges in the restaurant trade. The bar diagram below (Figure 4.8) shows that 33 respondents faced challenges and 7 respondents faced no challenges.

Figure 4.8: Job challenge
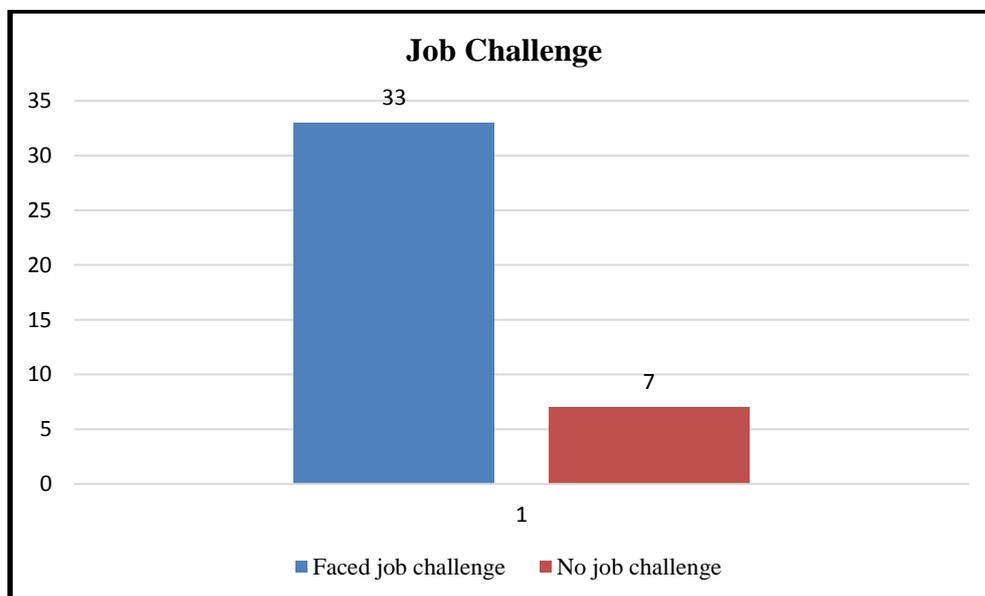
Source: Primary data gathered by the researcher

However, Rahim (R16, BR 08, Chef), a chef, reflected over his job in the restaurant as follows:

'I did not face any challenges in this job but sometimes customers are eating different items, and they do not know much about the dish and its taste'.

Moreover, Lalu (R03, BR02), a manager of a restaurant commented that, recently, the number of drunk customers is low. He explained that:

'We faced customer challenge a long time ago, but now it is fine. For example, 20 years before, especially on Fridays and Saturdays we had many drunk people, and we called the police. The police solved the problem'. (Lalu, R03, BR02, Manager)

Key findings:

Job challenges negatively affect JS and performance.

4.8.2.5 Sense of fulfilment

It is important for employees to feel genuine happiness in the workplace in order to reach a sense of fulfilment (Gray et al., 2012). Fulfilment is a perception, but it is essential for organisational life. It is widely recognised that genuinely happy workers perform better than other workers.

One question which may be raised is what are the reasons that some staff feel a sense of fulfilment when others do not. The issue has relevance for this research since it focuses on EWL in the UKBRs sector. So, it is vital for the research to explore how owners towards treat staff in order to understand how they promote feelings of happiness. E. For example, while employees are happy and feel a sense of fulfilment, they will perform far better than unhappy workers.

Before asking this question, the researcher offered some examples of what is meant by a sense of fulfilment. Shamsu (R24, BR12), a waiter replied that:

'I am satisfied with my job and have a sense of fulfilment because of the good working environment, good relation and the convenience'.

Monir (R29, BR15) also a waiter at a restaurant, agreed with Shamsu's (R24, BR12) statement. Monir (R29, BR15, Waiter) explained what he regarded as a sense of fulfilment:

'I am satisfied with my job and have a sense of accomplishment because of the working environment, colleagues and relationship'.

Conversely, another manager explained that he is happy, but in one sense he is not happy and he noted that:

'In one sense, I am not 100 per cent satisfied with the restaurant's job because there is an absence in the sense of fulfilment'. (Belal, R35, BR18, Manager)

However, the bar diagram below (see Figure 4.9) represents majority of the respondents (n=28) felt a sense of fulfilment and 12 respondents felt no sense of fulfilment in the working environment.

Figure 4.9: Sense of fulfilment
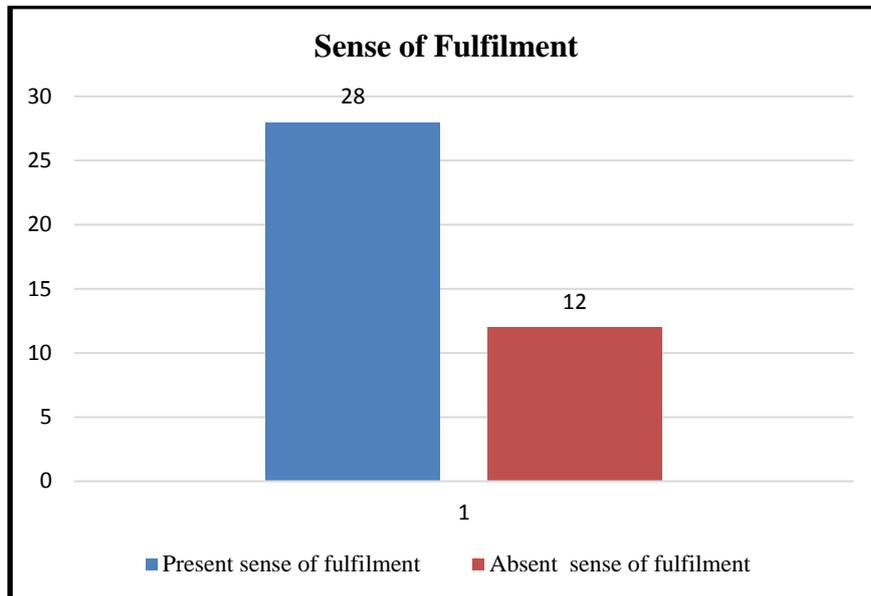
Source: Primary data gathered by the researcher

Key findings:

Some restaurants workers are happy but true happiness is variable.

4.8.2.6 Customer reviews

In addition to primary data from the interviews, the analysis examined customer reviews. To arrive at precise research findings, the researcher examined customer reviews as important relevant external narratives that have a direct impact on the restaurants and influenced their performance.

Customer reviews on food, service, value, atmosphere and overall ratings of the restaurant were consulted.

By considering these five factors, it was found that service and overall ratings are related to employees to a greater degree that the other factors. As such, service and overall ratings were analysed most keenly out of these categories. However, other factors such as food, value and atmosphere were explored more superficially.

4.8.2.6.1 Food

This is the first attribute of customer reviews. However, the research has given less priority on it as the quality of food is predetermined by recipes. Employee is responsible for cooking and serving food in a given atmosphere. Thus, food is a less important attribute of the research.

4.8.2.6.2 Service

Figure 4.10: Service
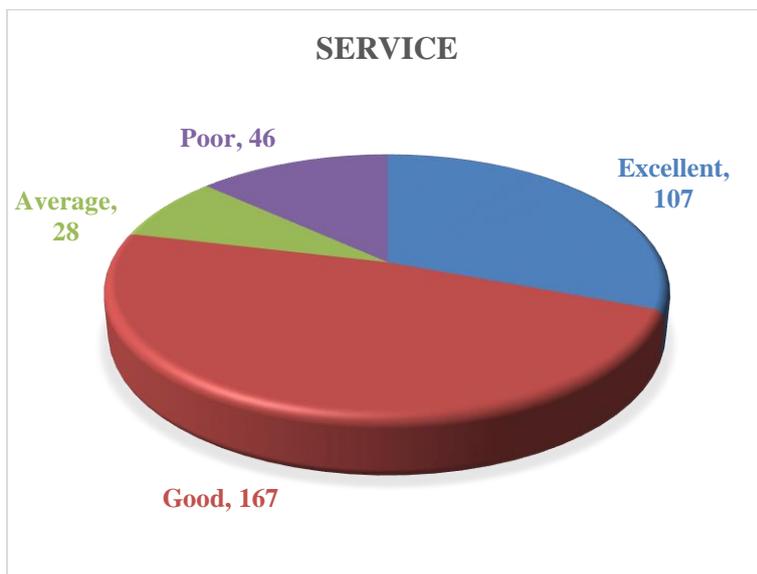
Source: Primary data gathered by the researcher

Some 348 customer comments on service from 509 reviews were examined. The above pie chart (Figure 4.10) illustrates perceptions of service from these reviews (excellent 107 and good 167 total 274) from 348 reviews. The chart illustrates customer satisfaction within services provided by restaurant employees. It reveals that service is good because the level of employee satisfaction is high. However, 28 customers perceived of average service and 46 perceived of poor service.

4.8.2.6.3 Value

Value is the third attribute of customer reviews. The value of food is not directly related to employees JS and performance because the owner or manager determines the value of food.

4.8.2.6.4 Atmosphere

Atmosphere is the fourth attribute of customer reviews. Restaurant's modern or poor atmosphere depends on owner's policies. Hence, it has no relationship with employees JS and Performance.

4.8.2.6.4 Overall rating

Figure 4.11: Overall rating

Source: Primary data gathered by the researcher

Some 505 customers from 509 reviews were considered in relation to overall ratings. The overall score determined by customers suggest the majority (Four star 119 and Five star 233 total 352) from 505 customer reviews felt that performance is highly related to customer service (see above pie chart, Figure 4.11).

4.8.2.6.5 Overall customer reviews

Figure 4.12: Customer reviews on individual attributes
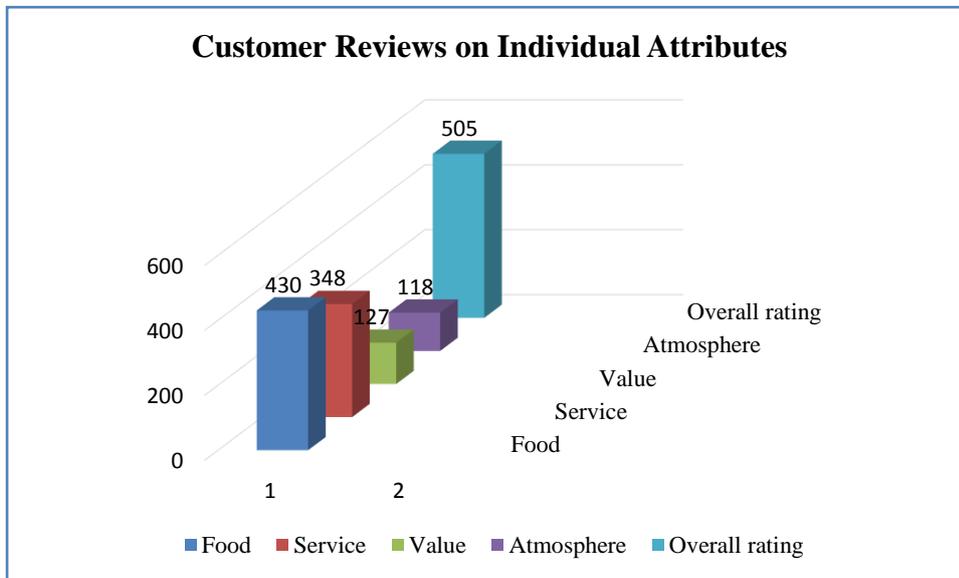
Source: Primary data gathered by the researcher

The above pie chart (Figure 4.12) illustrates overall customer reviews of food (n=430), service (n=348), value (n=127), atmosphere (n=118) and overall ratings (n=505) based on 509 customer reviews. It is clear that most customers valued overall ratings (n=505) and a minority valued atmosphere (n=118).

Key findings:

Services and overall rating are the key attributes and it clearly defined that JS and performance have a link in the UKBR.

Theme Summary:

The theme discussed above suggests that employee turnover is low whilst job freedom is variable. The sector is a space of multiple job challenges and partial fulfilment. However, customer reviews provide a positive finding of service and overall rating attributes. It appears that employee turnover is low because employees feel trapped in employment situations and employees who work in the industry receive no personal development support, which limits their career opportunities and options to work elsewhere. Hence, it is perceived that the relationship between JS, EWL and performance is poor.

4.9 Theme 7: The Connection between EWL and JS is Resilient

It is assumed that EWL and JS have a robust relationship with small, medium and large organisations. EWL is the driver of JS. This study attempts to uncover restaurant EWL and the link between this and JS. The researcher found many facets are involved in EWL and JS. Hence, the study set out to explore the variables. The analysis is originated based on two key subthemes/assumptions: (a) EWL and JS have a robust rapport (b) Workload adversely affects EWL and JS.

4.9.1 EWL and JS have a robust rapport

Most respondents (37 out of 40) perceived that working life and JS are recognisable and related in restaurant contexts. Analysis suggests that the key JS factors are salary and other additional benefits. These other benefits are free food and accommodation. Thus, they work hard, are self-motivated and self-directed and they feel that restaurant working-life is enjoyable. The researcher interviewed a waiter who explained that:

> 'Pay and benefits are important for the JS, and one of my colleagues said at the end of the day; we are looking to gain a salary. We get two Eid bonus and another bonus for the first day of Bengali year called 'Pahela Baishak'. So, my working life is related to my JS'. (Sobuj, R11, BR06, waiter)

Moreover, pay and benefits are important factors relating to EWL because they have a relationship to JS. Shamsu (R24, BR12), a waiter agrees with Sobuj (R11, BR06, waiter) that pay and benefits are essential for EWL in restaurants. He pointed out that:

> 'Pay and benefits are necessary for working-life. If an employee gets more allowances, then they will be more satisfied. So, my working life is related to my JS'. (Shamsu (R24, BR12)

Some interviewees suggest that JS is related to working life as satisfied workers provide labour without stress. Shahid (R01, BR01) has been working in this sector for a long time. He explained that his working life and JS influence his personal life. The researcher asked him how this impacts on family life and he explained that:

> 'I think working life has a relationship with my JS. My JS also affects my family life, for example, if I am not happy with my work, it is hard for me to work in the restaurant and my performance will be low'. (Shahid, R01, BR01, Waiter)

Furthermore, another restaurant manager felt that EWL and JS had a relationship and he stated that:

> 'I think my salary and benefits are crucial for my working life. So, my working-life is related to my JS of this restaurant'. (Hasem, R19, BR10, Manager)

The findings suggest that EWL and JS are related. A good working life needs a good working environment which leads to JS.

Key findings:

It perceives that there is a good relationship between EWL and JS.

4.9.2 Workload adversely affects EWL and JS

Very few respondents (3 out of 40) argued that EWL and JS have no relationship in restaurants. However, the researcher wanted to discover the reasons behind this. For this reason, the researcher interviewed a young restaurant manager who explained that he does not like his job because he is unable to spend time with his wife and child as he has to work 6 days a week. He considers life in the restaurant to be similar to a soldier's life (i.e.it is a hard life). He works more than 50 hours per week. He explained further.

> 'I do not like this job because I have no personal life as I work 6 days, that is just sleeping and work. As a result, my wife and daughter are not happy because they would like to go out with me but I cannot give them time at weekends. I have to work as a soldier.' (Afjal, R17, BR09, Manager)

> So, it appears that workload negatively affects Afjal's (R17, BR09, Manager) personal life and working life and so he feels that he has little JS.

Moreover, one manager explained that his working life in the restaurant is defined by a lot of pressure. However, the owner of the restaurant enjoys his life because he has a leadership role. He stated that:

> 'Overall restaurant is working-life under pressure. If you have your restaurant that is excellent but working life in BR is not good at all. In a restaurant, there is a life but not a good professional life'. (Shokumar, R30, BR15, Manager)

Furthermore, the researcher asked the same question of a young waiter. He explained that money is not always the principal motivation, and life is more important. He explained that

working life in the restaurant is tough due to long hours and this means JS in the sector is poor. He explained that:

'Sometimes the pay and benefits are important but not all the time. Hard work influences working-life, and working life affect JS'. (Azahar, R25, BR13, Waiter)

The bar diagram below (Figure 4.13) illustrates the above discussion and suggests that there is a good relationship between EWL and JS as 37 respondents perceived of positive aspects. However, some argued that workloads and work pressure impacts negatively on both EWL and JS.

Figure 4.13: Relationship between EWL and JS in restaurants
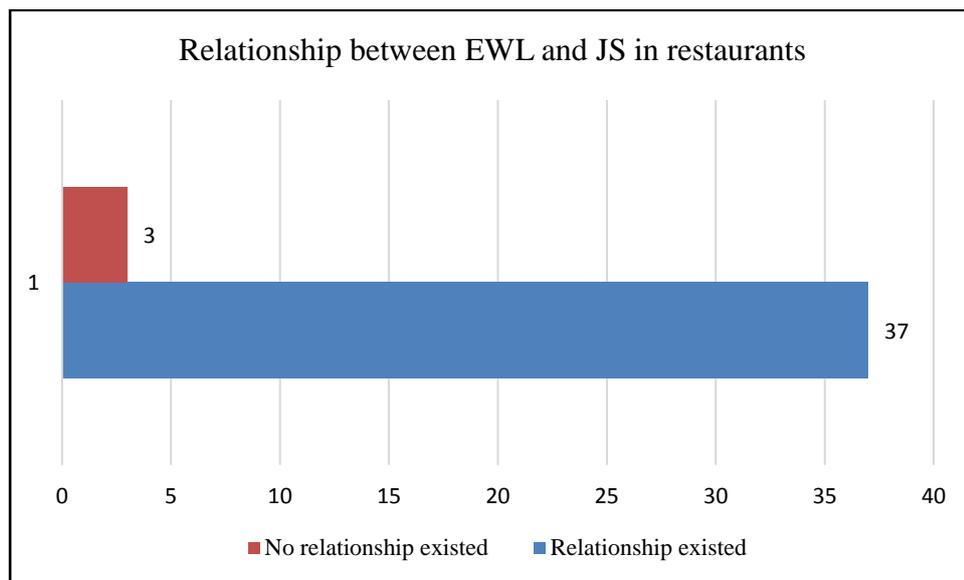
Source: Primary data gathered by the researcher

Key findings:

It perceives that workload and job pressure adversely impact on EWL and JS.

Theme Summary:

EWL and JS are clearly connected and employees recognise each of these variables in the shape of competitive pay and benefits. It appears that when employees realise that they are not benefitting from opportunities in the workplace this immediately affects EWL and JS. As such, EWL and JS are closely related. However, employees are motivated by financial assistance and other related opportunities. Yet, the industry has a dearth of effective monitory policy in place to improve working environments which leads to JS and EWL.

4.10 Theme 8: Employees Alternative Job Opportunity in Other Business Industries is Narrow

4.10.1 Employee alternative job opportunity is available within the same industry

The data shows that most restaurant workers have alternative job opportunities within the industry in terms of work opportunities at other restaurants. However, the question is why they like to work in BRs. The empirical data reveals that employees became habituated to work in this environment because they work with others who share the same nationality, culture, language, food preferences and attitudes towards others. Some are aware of job opportunities in other sectors, but they are not interested since they lack the skills, knowledge and education levels required in these jobs. However, they are amenable to moving from BR to BR. Analysis also suggests that a number of employees are aware of job opportunities in other sectors such as retail and food, but most are reluctant to take advantage of these.

One participant noted of the job opportunities they were aware of:

> 'I worked in other restaurants in Forest Hill. I had job options, but I preferred to work in the BR. I got a job in 'Next Company', but I did not join because I prefer to work in BR'. (Shahid, R01, BR01, Waiter)

Moreover, another respondent justified his decision for working in a BR. He realised later that it was perhaps not the best decision to work in BR. He explained:

> 'I had a different profession before. I was an electrician in Bangladesh. But when I came to the UK, I struggled. For this reason, I joined this restaurant. Because if I go for an electrician job, it will be hard for me because of the language barrier. But I can easily communicate my local language in the restaurant. I realised it was a wrong decision'. (Nasir, R31, BR16, Waiter)

Another respondent explained that he had worked in the retail sector in Superdrug, but he left this job for a number of reasons. He explained further:

> 'I worked in the Super Drug, but I stopped it because I like working in BR. Now I feel happy with my job because there is a good atmosphere and I know the people working with me'. (Tareq, R22, BR11, Waiter)

Another restaurant worker who had a good deal of experience in the restaurant sector stated that he did not mind working in other areas. He said that:

'I worked in many places. About 5 years I have been working in this industry. But I do not mind working elsewhere. However, I did not get any job in the British working environment'. (Jobber, R38, BR19, Waiter)

However, another participant explained that he was not interested in working in BR. He explained his reasons as follows:

'I have other job options, but I have pursued them. However, recently I got a job in another BR. But due to the lack of benefits and expected wages my interest in the BR has lowered'. (Kader, R33, BR17, Waiter)

Key findings:

Employees have alternative job opportunities, but situations compelled them to remain in the same workplace.

4.10.2 Alternative job opportunities for employees are limited in other sectors

The data suggests that some respondents are aware of no other job opportunities and had tried to get jobs in Tescos and Sainsburys. However, they failed because they lacked the requisite English language skills. Hence, they found work in BR to meet their fundamental quality of life needs in the UK. Saiful (R07, BR04), a chef explained that:

'Before starting this job, I have tried for other jobs such as Tesco's and Sainsbury's, but I did not get this opportunity because I had a problem in communication (i.e. English language skills). So, other options were limited for me because I need good communication skills'. (Saiful, R07, BR04, Chef)

Rahim (R16, BR 08, Chef) is an experienced chef in a restaurant, but he is not satisfied in his job. He is frustrated by long hours and poor pay. He has considered other jobs but has had limited opportunities to find work elsewhere. He explained his situation as follows:

'I work 6 days a week and 8 hours. I spent most of the time cooking. I am not satisfied with the working hours as it is too much for me. But I have noticed do because of the limited options'.

However, Ibrahim (R27, BR14, Assistant Manager) noted:

'I have not applied for other jobs, and this is my first job working here'. (Ibrahim, R27, BR14, Assistant Manager)

The bar diagram below (Figure 4.14) signifies that most of the workers (n=30) are aware of alternative job options within the sector which means that they may be interested in moving from one restaurant to another. However, some of the workers (n=8) argued that they have no alternative job options due to a lack of English language skills. On the other hand, two respondents (n=2) did not provide any comments on this issue.

Figure 4.14: Employee alternative option
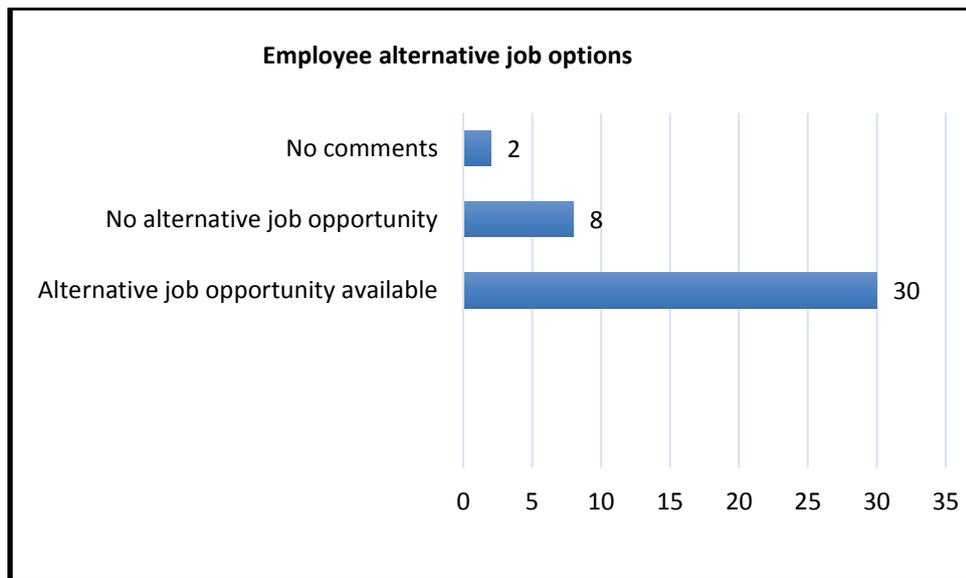
Source: Primary data gathered by the researcher

Key findings:

Employees have more job opportunities within the restaurant industry than in other employment sectors.

Theme Summary:

The subthemes within the key theme illustrate that some employees are aware of employment opportunities in other business environments. However, BR workers are not motivated to seek work elsewhere because they are culturally attached to their place of work with its convenient business climate, despite the fact that are not satisfied in their work. In some cases, employees seek work in other BRs but have less interest in English business environments because of communication barriers. Therefore, it clearly shows that employees job opportunities are narrow.

4.11 Theme 9: Current Working Circumstances in UKBRs

Empirical data shows that that Bangladeshi employees work in restaurants because they feel a connection with people from their community. They feel that they understand each other and can share an enjoyment of national culture in a flexible job and a friendly working environment. The analysis of the sector in this context is presented in the seven subthemes below.

4.11.1 First restaurant job in the UK

Many of the respondents explained that they started their first job in the restaurant because the entry criteria were supportive and it was easy to get it (Khandaker, 2016; Wright and Pollert, 2006). They were able to quickly communicate with other colleagues and they enjoyed Bengali food and culture. Kalam (R20, BR10) a chef is experienced and started his first job in a restaurant. He said that:

> 'My first job was in BR, and I am used to working in BR. In BR, we understand each other, it is easy to communicate, and we enjoy our community culture'. (Kalam, R20, BR10, Chef)

Hasem (R19, BR10, Manager) is a manager, and he said that when he came to this country, he felt comfortable working in a restaurant environment. He explained:

> 'The first time I came to this country. I was familiar with this job, and I felt comfortable. I did not attempt to go for another job. I am satisfied because I am used to working in this job'. (Hasem, R19, BR10, Manager)

However, Ibrahim (R27, BR14, Assistant Manager) started work in restaurants due to a lack of communication skills in English. He decided it would be good for him to move to another job where he could fluently communicate in English. He said that:

> 'When I came to this country my English communication skill was not at the expected level. So, I joined BR to improve myself. Now, I understood many things in this business, and I feel confident in my communication skills'.

Also, Kader (R33, BR17), a waiter set out his reasons for working in BR:

> 'There are some negative and positive aspects of this job. First, the positive thing is that I get to cash in hand salary. If I get employment in a British company, I have to show proper documents and appropriate tax evidence, but in BRs there are no requirements. Second, the negative thing is the long hour's job, for instance, 8 to 9 hours and 6 days

a week. Nonetheless, I like BR because of the good relationship with local people and the Bangladeshi community'.

Key findings:

Bangladeshi workers first joined the BR industry for survival in this environment.

4.11.2 Motivations to work in BRs

Bangladeshi workers like to work in BRs (Khandaker, 2016; Wright and Pollert, 2006). There is a major question surrounding the reasons behind this, and this study has set out to explore these. Several factors were identified which motivate workers to work in this sector, such as convenience, shared cultural and language backgrounds of restaurant staff and strong employee relationships. However, to work in the UK necessitates a number of requirements such as fluency English, and having appropriate skills and references. It is hard therefore for new arrivals to the UK to find work, and it is perhaps unsurprising that so many Bangladeshis gravitate towards restaurants.

A number of motivations for finding work in BRs were identified. Mamun (R32, BR16) a manager found work in BR because he likes Bangladeshi food and the culture of the workplace. He explained:

> 'I was interested in joining in Bangladeshi restaurant because I like Bangladeshi food and the working environment. In the UKBR food is very popular and customers like it. I have been working in this sector about 18 years'.

Lalu (R03, BR02) is a manager and has about 29-years of experience in the sector in BR. He commented that:

> 'I did not have any skills and educational qualification when I came this country. I can speak our language in communication, and we understand each other because we come from the same origin. This is an advantage for us. So, I feel great privileged'. (Lalu, R03, BR02, Manager)

The research also found one respondent who joined the sector in pursuit of a family tradition. His father worked in the restaurant as did his elder brother. Hence, it was a motivational factor for him to work in this environment. He explained that:

> 'I used to work in BR. My brother has a restaurant, and I worked there. My father was a chef. Overall when I work in BR, I interact with people from the Bangladeshi community, and I enjoy Bangladeshi culture'. (Tareq, R22, BR11, Waiter)

However, Nasir (R31, BR16) a waiter, joined the sector because he had poor communication skills and had no alternative option. He explained his situation as follows:

> 'I am interested in working in BR because I can easily communicate by speaking my local language. I joined this restaurant because of my English language problem. But I think I can do a different job now.'

Key findings:

Some limitations pushed Bangladeshi workers to join BRs.

4.11.3 BRs employ workers with no skill requirements

Every job should have particular requirements (Bloch and McKay, 2015; Price, 1995) and UKBRs is no exception in this sense. It is typical for organisations to set out job requirements and prerequisites, such as educational backgrounds, experience, skills and English language proficiency. This research has been carried out on EWL in UKBRS. Hence, the researcher was keen to explore job requirements such as communication skills, work experience and educational qualifications. However, the researcher happened upon a variety of opinions through the undertaking of research. Some respondents said that job requirements are not significant, while others said that job requirements were necessary.

4.11.3.1 Communication skills

Communication skills are an important factor for jobs, especially in the UK as English is the native language. Most job providers assess language skills. For instance, those who are working in the kitchen section as chefs and kitchen staff do not require strong language skills. However, for front desk employees it is compulsory. One manager explained:

> 'Obviously, they ask if you have communication skills for a manager position as they have to communicate to the back, front side, and lead the team'. (Shokumar, R30, BR15, Manager)

Nonetheless, owners prefer to hire staff with strong English communication skills. Shahid (R01, BR01) said that 'the owner prefers those staff who are better or standard in speaking English this job' (Shahid, R01, BR01, Waiter). Hamed (R39, BR20, Chef), a chef explained that:

> 'They asked for experience, but not about my English skills; because I work in the kitchen section'.

4.11.3.2 Work experience

Initially, job experience is not mandatory for a restaurant job. However, some positions such as chef, manager and senior customer service roles require experienced staff. However, empirical data shows that kitchen assistants, chefs assistant and commis waiters do not require work experience (Hamed, R39, BR20, Chef). Moreover, Hamed (R39, BR20) a chef mentioned something interesting about work experience. He explained that 'they asked for experience but not any English skills because I work in the kitchen section' (Hamed, R39, BR20, Chef). Moreover, Kader (R33, BR17) s waiter explained that 'sometimes they are looking for experienced staff' (Kader, R33, BR17, Waiter). Lalu (R03, BR02) also stated that 'they look into the background of job history, job experience and communication skills'.

4.11.3.3 Educational qualification

Educational qualifications are required for some positions. Nevertheless, such qualifications are not necessary for low ranking positions. As such, during recruitment campaigns, the owner and manager do not care about institutional knowledge. Arif (R26, BR13) a waiter stated that he did not require any educational qualifications when he was appointed as a waiter. He explained that 'they did not ask me about any educational qualification'. However, Rob (R36, BR18), a manager noted that 'for a good position we need educational qualifications, knowledge and experience'.

 Key findings:

Job requirement is more likely flexible in this business setting.

4.11.4 Written contract is absent

It is concerning that most participants volunteered that they did not receive a contract of employment from the owner. This is a risk for workers because their job is not secure and this practice contravenes UK employment law. Crucial here is understanding why workers do not take legal action since the law favours employees. According to the UK employment act, 1996:

> 'Where an employee begins employment with an employer, the employer shall give to the employee a written statement of particulars of employment. The statement may (subject to section 2(4) be given in instalments and (whether or not given in instalments) shall be given no later than two months after the beginning of the employment. The statement shall contain particulars of— (a) the names of the employer and employee,

(b) the date when the employment began, and (c) the date on which the employee's period of continuous employment began (taking into account any employment with a previous employer which counts towards that period) …'.

Shamsu (R24, BR12) is a waiter, however, he did not receive a contract letter. He said that:

'My contract is zero hour, and I did not get any contract letter'.

Also, Monir (R29, BR15) a waiter explained that:

'This is an oral contract job. So, the owner can give notice at any time to leave the job'. (Monir, R29, BR15, Waiter).

However, Delwar (R40, BR20) a manager explained that 'it is oral, but we have a written document for record keeping (Delwar, R40, BR20, Manager). Belal (R35, BR018) a manager argued that- 'we have a written policy, but our employees are not educated to understand it'. Rob explained:

'Most of the time the policy is oral, however, we do have a written policy. When a colleague first joins, we discuss orally and then we provide the written policy'. Rob (R36, BR18, Manager)

The above analysis reveals that it is concerning that employees have no employment contract and are unaware of their rights. Employers are required to know about UK employment law, but they do not apply it for a number of reasons. For example, if they provide a contract letter, they will not be able to terminate the employee at any time, and if they terminate them without any notice, employees can take legal action as they have a contract. Such outcomes would be a disaster for business and the employer may face legal action. Second, if employers provide a contract, they have to identify the minimum payment rate according to government legislation (the NMW) which will mean they have to pay NMW.

Finally, in a contract letter, the owners have to explain the processes for annual leave, sick leave, injuries and pensions and must identify all employee benefits. Hence, employers are reluctant to provide a contract of employment, and they prefer oral contracts, or no contract to minimise responsibilities.

Key findings:

It shows that employees did not receive written contract from employers.

4.11.5 Key success factors are innovative and quality of food

The study set out to discover the key success factors behind the restaurant business. After reviewing 40 interviews, the study identified a range of key factors. The key success factors are: the reputation of the restaurant, the quality of food and service, the owner's knowledge and experience, the qualifications of chefs, promotional activity, effective management, expert waiters and good customer service. One waiter explained the key success factors behind a restaurant, noting: 'The key success factor is not only customer service but also the quality of food and new items of food'. (Hasan, R04, BR02, Kitchen Assistant)

These success factors are also linked to the honesty of the owners and their knowledge and experience. An experienced manager noted:

> 'The key success factors of the restaurant business are owner's knowledge, experience and flexible working environment. I can contribute to the success through my hard work'. (Lalu, R03, BR02, Manager)

Belal (R35, BR18,), a manager also added that food quality and price competitiveness are key success factors in a restaurant. He argued that 'the key success factor is the quality of food, good quantity of food and competitive price. If the quality is a good, the customer does not think about the price'.

However, some counter arguments regarding the key success factors of a restaurant were noted. For example;

> 'The key success factors of BRs are appropriate rules and regulation, recruiting skilled employees and proper management support, keeping a good working environment and providing a training opportunity for the staff each year'. (Abdus, R12, BR06, Waiter)

Key findings:

Key success factors include the knowledge and experience of employers, the extent to which there are innovative ideas, the quality of food, price competitiveness and research and development.

4.11.6 Staff shortage and price of food is a key concern

BRs face some barriers which hinder the success of their business. These obstacles are challenging for the success of the sector. To discover these barriers, the researcher asked specific interview questions. Some of the key barriers that were identified include a lack of

qualified chefs, staff shortages, unskilled workers, poor management, strict government tax and immigration policies and poor customer service.

One waiter explained that the main barrier in the restaurant sector is low price. He explained that everything has changed, from as raw materials to bills, but the price of the food remains unchanged. He explained that:

> 'Nowadays, the most significant barrier is the price of the food. I think the price of food is low. If you think about staff salary, a raw material of food, utility bills everything has gone up. But the price remains the same for the last 10 years. In that case, the price is the main barrier and; they cannot make a profit. As a result, some businesses have closed. Also, staff shortage is another obstacle. We need at least 10 members, but now it is hard to get 10'. (Kamal, R02, BR01, Waiter)

One manager perceived of restaurant barriers differently to Kamal (R02, BR01). He found that poor food quality and the scarcity of skilled workers were barriers. He said that:

> 'The main barriers preventing the restaurants' success are poor food quality, lack of skilled management and health and safety issues'. (Belal, R35, BR18, Manager).

However, a kitchen assistant explained that the barriers are in place due to poor customer service and poor food as well as strong competitors. He said that 'the main barriers preventing restaurants success are; poor customer service, high level of competition and poor quality of food or taste of food'. (Jafor, R23, BR12, Chef Assistant). Moreover, Jobber (R38, BR19) a waiter stated:

> 'I think the main barriers preventing the restaurants' successes are; poor quality of food and customer service. I would say we have to improve the quality of food and customer service to overcome those problems'. (Jobber, R38, BR19, Waiter)

Key Findings:

Staff shortages, poor quality of food and the price of food hinder the success of restaurants.

4.11.7 Competent strategy is required for this industry to recover

The barriers can be resolved through some competitive strategies such as new pricing strategies, recruiting skilled and educated staff, and putting on promotional activities whilst focusing on customer service and adopting government policies. Belal (R35, BR18) a manager suggested that such barriers could be addressed. He explained that:

> 'We can overcome those barriers by recruiting skilled and educated staff implement and proper health and safety training for all staffs'. (Belal, R35, BR18, Manager)

Jafor (R23, BR12) a chef assistant focused on customer service, the quality of food and promotional activities. He also suggested that-

> 'This could be overcome through good customer service, produce good quality of food and affordable prices and focuses on promotional activities'. (Jafor, R23, BR12, Chef Assistant)

Moreover, Abdus (R12, BR06), a waiter explained that this could be overcome by analysing competitors, pricing strategies and external environments. He added that:

> 'We need to develop a sound management structure and new pricing strategy. Moreover, management should care about the external environment including government rules, regulations and their application of the restaurant'. (Abdus, R12, BR06, Waiter)

Key findings:

Some barriers could be overcome through recruiting skilled staff and setting competitive pricing strategies.

Theme Summary:

It perceives that job requirements in BRs are flexible. People adopt BR's like a gateway to a new career upon arrival in the UK from Bangladesh. However, due to the limitations of their skills and abilities they are forced to work in Bangladeshi-owned restaurants to survive in the UK. After a period, these employees realise that the working environment and their employment roles are substandard, as their employers are reluctant to provide fair conditions. Consequently, new employees are not interested in this sector. Thus, a shortage of staff together with poor food quality and poor sales and profits impinge on the sector. Hence, this is an issue to overcome through employing new skilled and educated staff. It can also be overcome with innovative business strategies and acknowledging and complying with government rules and regulations. Therefore, the above findings suggest that BRs are facing a downturn.

4.12 Conclusions

This chapter has sought to explore the relationship between EWL, JS and performance in the BR industry. The argument has been developed across seven stages of research findings.

First, the study endeavoured to quantify the determinants of employee JS. The degree of satisfaction in EWL is high for the majority of staff. However, the qualitative interviews found that some workers are dissatisfied. There is therefore a contradiction between the two groups of employees in this industry and this is one of the mysteries of JS. Moreover, 'win-win compromise' between employers and employees are another complex factor of JS.

Second, SME owners' monitoring and verbal abuse of staff is found to obstruct EWL as well as their personal life. Employees are treated as 'robots'. Hence, for a better outcome, employees should be treated as human beings rather than machines.

Third, the downturn that UKBRs are facing can be attributed to cultural issues and staff shortages. Consequently, sales and profits drop which are a concern for EWL in this sector. Hence, to overcome these barriers employers should consider the new model which is the outcome of this research and which is titled 'Employees Working Life Improvement Model' (see below Figure 5.7).

Fourth, employee turnover in the industry is low. This is linked to the fact that employees fall into the owner's 'trap strategy', which means that employees work in the industry without benefitting from personal development which limits their career opportunities in other UK sectors. This is one of the causes of dissatisfaction which leads to poor performance. However, a personal development rather than a 'trap' strategy may lead to improved overall performance in this industry.

Fifth, EWL and JS are related, however it motivates employees through financial assistance and other related opportunities. However, this industry has a dearth of efficient monitoring policies which influence JS and EWL. Hence, BRs face a protracted downturn.

Sixth, it is an imperative to take initiatives to drive employee satisfaction by providing benefits at a UK standard to improve working life, and employment conditions for skilled and educated staff. Innovative business strategies should be implemented and government legislation should be acknowledged.

Finally, the findings support the recommendation that UKBRs undertake an initiative to enhance EWL and the JS of employees. The findings from this chapter feed into a new credible model named 'Employees Working Life Improvement Model' which is discussed in chapter five (see below Figure 5.7).

Chapter Five: Discussions

5.1 Introduction

The aim of this chapter is to relate the primary findings of this research to the existing body of knowledge, both to confirm existing paradigms and to draw attention to the innovative findings from the investigation. The chapter underscores the distinctiveness of EWL, JS and performance in BRs, and illustrates how this sector is distinctive from others that are discussed in the literature.

The chapter discusses the findings of the thematic analyses set out in the previous Chapter which sought to interrogate the data gathered to fulfil the aim of the study. The data analysis in the previous chapter established nine key themes (see 4.2). From these themes, six empirical models have been developed based on the research objectives such as model 1, model 2 (model 2, see Appendix 10) and model 3 under research objective 1; model 4 and model 6 (model 6, see Appendix 11) under research objective 2 and model 5 under research objective 3. These six models identify the major issues that have emerged from this research. The proposed model is titled the 'Employees' Working Life Improvement Model' (i.e. research objective 4). The model needs to be monitored and updated on a regular basis in way that tracks progress in the UKBR business sector.

Figure 5.1: Development process of empirical models and proposed a new model
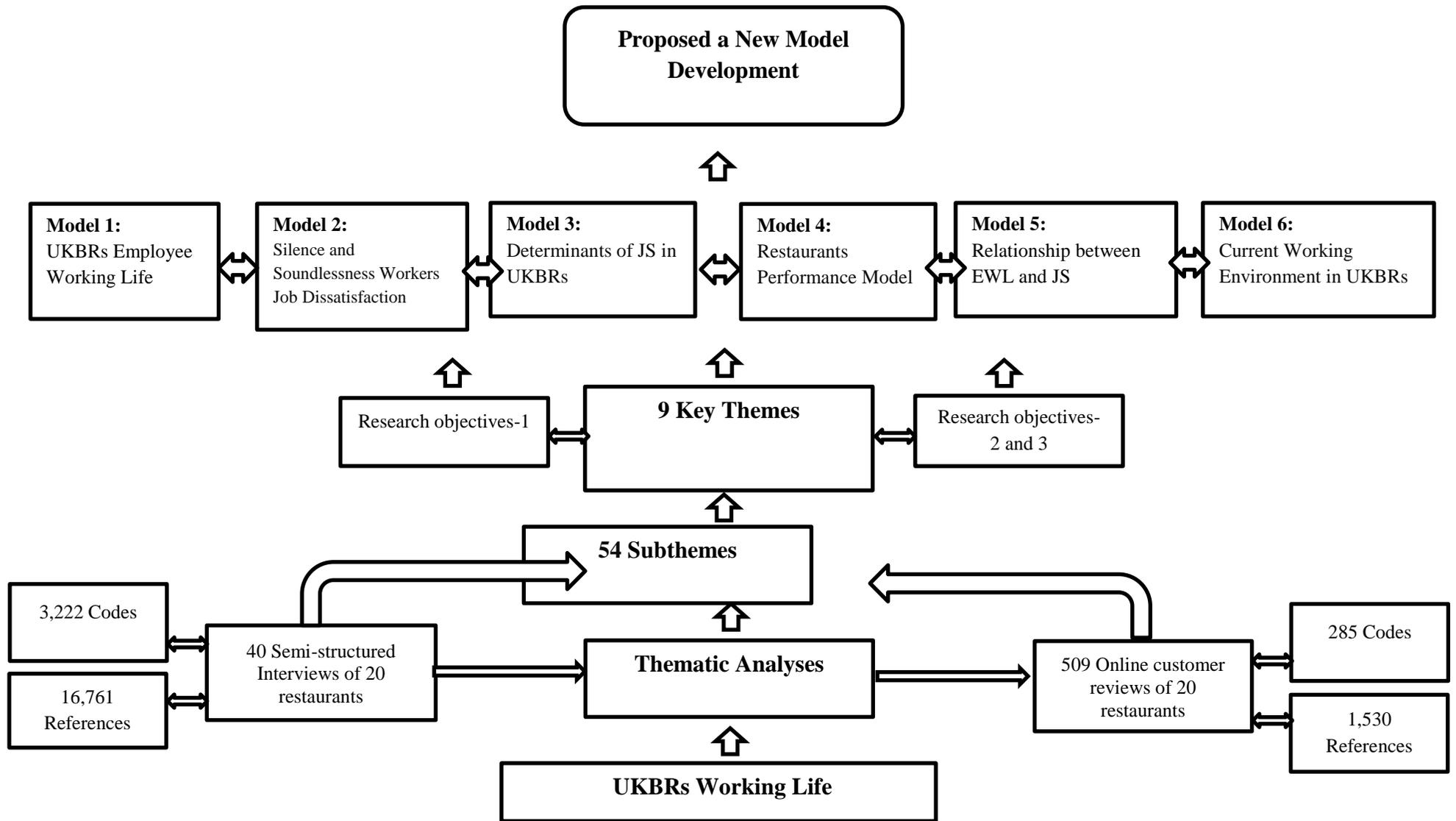
Source: Primary data gathered by the researcher

5.2 Discussion of Four Empirical Models

This section presents four empirical models which articulate the findings of the study based on the research objectives. Each model identifies issues relevant to the BR sector in the UK. These issues are discussed in a way that draws on the primary and secondary data presented earlier. Finally, researcher proposes a new model to overcome these issues.

5.2.1 Model 1: UKBRs employees' working life

Based on the thematic analysis presented in the previous chapter the first model to emerge from this study is titled 'UKBRs' employees' working life'. The key finding of this model is that EWL in UKBRs is 'beyond the UK tradition'. It evidences that UKBRs sit outside of the established norms of UK enterprises. This is significant because majority BRs do not follow standard UK practices. Owners apply policies that are inconsistent and often incompatible with UK employment law. The model below identifies the key elements of EWL in the UKBRs studied. It shows that, in most of the cases examined, the study found evidence of unfair practices that disadvantaged workers. The identification of these issues points to the need to develop a new model to improve practices and conditions in the industry. The model is outlined in figure 5.3. A discussion of its key elements appears below.

Figure 5.2: UKBRs' employee working life
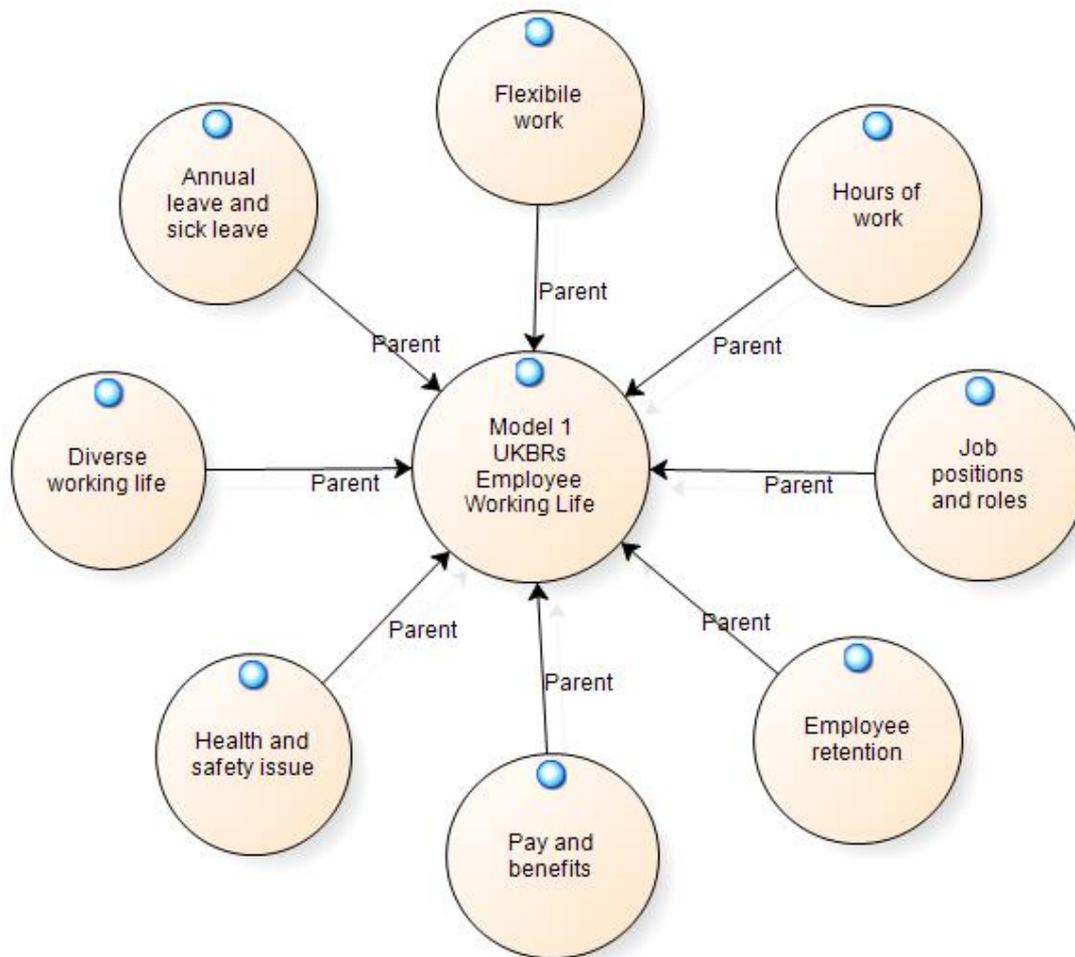
Source: This model emerged from Theme 1

5.2.1.1 Diverse working life

Working life is one of the key factors in organisational achievement, but only a few studies have examined in in depth. These include Laar et al (2007) and Truss et al (2006). There has been no previous research on EWL in UKBRs specifically. This study found that some employees consider their working life in UKBRs to be satisfactory, as they enjoy the Bengali culture that they can access while they work in Bangladeshi restaurants. Some also mentioned that they work in the BRs because they get to work with family and friends, and have opportunities to meet with local people in the restaurant (Theme 1, subtheme 4.3.1). Some employees of UKBRs are passionate about Bangladeshi food and drink and like to meet and socialise with local communities. One of the characteristics of many BRs is that most of their

customers are regulars in local restaurants and employees enjoy an environment where Bangladeshi culture is celebrated in the restaurant with local customers.

However, this was by no means typical of respondent opinions. Many other workers interviewed during the undertaking of primary research compared working life in the restaurant to 'slavery' because they felt they were forced to work split shifts (for example, a morning shift of 11.00am-2.00pm and an evening shift of 5.00pm-11.00pm) for remuneration below the NMW, with no job security, poor health and safety conditions, and without good management policies and practices (Theme 1, subtheme 4.3.1). One respondent noted of working life -

> 'I do not like working in this restaurant. The owner did not adopt any government law such as health and safety, training and promotion. So, I am not happy, and I do not like this job'. (Nasir, R31, BR16, Waiter)

The importance of work-life balance (WLB) for both the organisation and the individual has been established in the literature (Bozionelso 2007; Truss et al., 2006). However, the empirical evidence tends to focus on the role of owner as autocratic, and as someone that treats employees as machines rather than human beings. Thus, the research indicates that, while EWL in UKBRs is diverse, it is broadly beyond the UK tradition. By this, researcher means that UKBRs fail to meet the standard working life practices of most British organisations in terms of critical issues such as patterns of leave and other incentives including pay and benefits. This is also reflected in later discussions on this issue.

5.2.1.2 Annual leave and sick leave

In their discussion of EWL in the broader restaurant sector, Wright and Pollert state that:

> 'There was little awareness of holiday and leave entitlements. Very few workers received more than the statutory right to four weeks' holiday. Some reported getting no paid holidays or receiving less than the legal minimum, and there was low awareness of holiday entitlement. In small restaurants, there was sometimes an open policy of two weeks' leave'. (Wright and Pollert, 2006, p.1)

And in terms of sick leave they note:

> 'Most interviewees, when asked about whether they would get paid if they were off sick, did not know. A small number said that they would be paid for one or two days of sickness, but not more….'. (Wright and Pollert, 2006, p. 21)

Workers in UKBRs are seldom able to enjoy annual leave and they have no sick leave rights according to UK employment legislation set out in in 1996. In general, these polices and laws were not adequately complied with. The primary research found some evidence of workers receiving paid holidays for a maximum of two weeks over the year. However, paid sick leave is not a feature of the sector (Theme 1, subtheme 4.3.2). This sits in contrast to mainstream employment practices in the UK. Indeed, in terms of the Employment Rights Act 1996, the norms of the UKBR sector could be regarded as illegal. One of the respondents named Lalu (R03, BR02), a manager of a restaurant in London, described sick leave opportunities as follows-

> 'I get 2 weeks' holiday which is a paid holiday. But if I do not take my holiday, I will get paid. I am not eligible for sick pay'.

In terms of annual leave, under the legislation act in 1996, almost all workers are legally entitled to 5.6 week's paid holiday per year, which is known as statutory leave entitlement or annual leave. This means that employees who work 5 days every week must receive 28 days' paid annual leave per year, which is calculated by multiplying a normal week (5 days) by the annual entitlement of 5.6 weeks. Part-time workers are also entitled to a minimum of 5.6 weeks of paid holiday each year, although this may amount to fewer days of paid holiday than a full-time worker would get. For **e**xample, the leave owed to a worker who works 3 days a week is calculated by multiplying 3 by 5.6, which comes to 16.8 days of annual paid leave (Employment Act, 2016).

In terms of sick leave, under the legislation, employees only need a fit note (previously called a 'sick note') from a doctor after 7 days off work because of illness. If they are ill just before or during their leave, they can take sick leave instead. Moreover, employees who are off work sick for more than 4 weeks may be considered to be long-term sick. A long-term sick employee is still entitled to annual leave (Employment Act, 2016).

The literature shows that annual leave positively impacts on EWL (Laar et al., 2007; Truss et al., 2006; Vliet and Hellgreen, 2002; Maslach et al., 2001). This research, however, underlines that the poor provision of annual leave and sick leave rights is one of the main causes of employees' dissatisfaction, frustration and poor performance in this industry.

5.2.1.3 Flexible work

Opportunities for flexible working are one of the great motivational factors in EWL because it creates a positive working environment. The active practice of flexibility ensures employees remain emotionally engaged, satisfied with their work, more likely to speak positively of the organisation, and less likely to quit their job (Atkinson 1988; Atkinson, 1984b). Conversely, in the absence of job flexibility, workers tend to be demotivated, leading to higher absenteeism and turnover. This research shows that UKBR employees have only a minimum level of job flexibility because they have fixed schedules, which are harder to reschedule. So, flexible working time structures are complex (Pedersen, 2012).

Job flexibility has frequently been identified as a key human resource policy goal, along with strategic intention, quality, and employee commitment, to ensure a flexible organisational structure (Guest 2004). Atkinson's (1984b) 'flexible firm model' explained that organisational flexibility might be enhanced through functional flexibility, numerical flexibility, or a combination of functional and numerical flexibility. So, flexible working has a positive impact on employee performance and helps to reduce stress, with the result that flexible workers were found to have higher levels of JS (CIPD, 2005). Thus, flexibility in the organisation setting has become increasingly important during the last couple of decades (Skorstad and Ramsdal, 2009; Kalleberg, 2001).

This finding of this research suggests that work flexibility in the UKBR is restricted, although some employees can enjoy more flexibility if they have a good inter-personal relationship with the manager or owner. Thus, although a small proportion of employees in the UKBRs enjoy a limited degree of flexibility, most do not, and there are implications for levels of job satisfaction.

5.2.1.4 Hours of work

Wright and Pollert stated that:

> 'Long working hours are typical in hotels and restaurants and were found to be very common among those interviewed. Hardly any of the full-time workers interviewed did less than a 40-hour week, with 50 to 60 hours a week being common for many, particularly those working in restaurants, who often worked late into the evening'. (2006, p. 17)

Gospel (2003) explains that long working hours could have adverse effects on the frequency of illness and the quality of family life amongst employees. Truss et al (2006) argue that long working hours are detrimental to health and result in lower levels of performance.

Long hours are also common in UKBRs and they affect staff physically and mentally. For example, some reported shifts of between 11 and 12 hours per day, 6 days a week, which adds up to between 66 and 72 hours per week (Theme 1, subtheme 4.3.4). A kitchen assistant noted:

> 'Each shift is 9 hours long, so weekly I work 54 hours. Most of the time I stay in the kitchen and help the chef as an assistant. 54 hours in a week is so tough, but my options are limited. I stay in this job because I have to consider my situation and other facilities, but it affects my personal life'. (Jafor, R23, BR12, Chef Assistant)

This contrasts with an 'ideal' shift length of 8 hours a day, amounting to 40 hours a week (Employment Act, 2016). The research suggests that one reason that workers are coerced into split shifts or long shifts is that they have poor communication skills and educational qualifications. Hence, they are coerced to accept long shifts for fear of losing jobs.

New workers were especially vulnerable for several reasons. At the outset of their working life, they seldom have much work experience and have limited competence, poor English language skills, and other cultural deficiencies. The same applies to a considerable number of employees that are UK and EU based. They may be legally entitled to receive job seeker's allowance, but cannot claim it because they are registered on official payroll systems. Thus, they accept the dominating and exploitative behaviour of the owners of the restaurants.

Beyond the problem of low pay and long shifts, another unethical practice that exists in this business environment is that most workers must agree to work an average of between 2 and 3 hours overtime each day and this is unpaid labour. When workers claim payments for overtime, the owners explain that they are paid a fixed, rather than on an hourly wage (Theme 1, subtheme 4.3.4). Wright and Pollert (2006, p. 16) state that:

> 'Most interviewees' overtime was not paid. Extra hours were either paid at the normal rate or, in several cases, were not paid at all, with staff expected to continue working until the last customer left for no extra pay'.

This research confirms that long working hours have a tremendous effect on the personal lives of employees, and workers are often demoralised and dissatisfied in the working environment.

5.2.1.5 Job position and roles

Job positions and titles are highly valued by job holders because they identify status, roles and responsibilities. Job titles also clarify the division of roles that help workers to carry out particular jobs., Organisational structures in the UK tend to be structured around job positions and progression routes for employees, particularly in small, medium and large organisations. These structures help managers and workers to manage their jobs to a satisfactory level. Maslow's hierarchy theory (1956) indicates that the need for 'self-esteem' means that job titles play a key role in organisational needs analysis. Maslow's theory is widely accepted around the world.

Very little literature exists that specifically speaks to job positions and job structures in relation to UKBRs. However, this research finds that employees of UKBRs are not concerned with job position/status because most roles share similar responsibilities. The study found that five broad levels of job position in restaurants exist and these are, managers, assistant managers, chefs, waiters and stock delivery or kitchen assistants. All employees, including managers, chefs and customer service staff, tend to be responsible for multiple tasks. So, neither their job roles nor the division of their labour is well-defined.

This study also found that employees are stressed because of their multiple job roles, as they have to finish different tasks according to a strict schedule. For example,

> 'One of the chefs claimed that he is responsible for shopping, cooking, cleaning and other associated risks of health and safety issues. He is also responsible for the quality of food control'. (Theme1, subtheme 4.3.5)

The division of work is central to organisational management. For instance, Fayol (1916) synthesised the 14 principles of management, and the first principle was 'Division of Work'. In practice, employees are skilled in different areas and like to be allocated specific tasks based on their knowledge and expectations. Such specialisation promotes the efficiency of the workforce and increases productivity. However, in UKBRs, the working environment is different. The primary data reveals that the main problem in this sector is that employers manage operations based on prior working experience (Theme 1, subtheme 4.6.5). Shamsu (R24, BR12), a waiter involved in multiple tasks such as home deliveries and service stated that:

'My job position is a waiter, and I do customer service, and sometimes I do home deliveries while staff shortage. So, I have to multi-task otherwise; I cannot continue my job in this restaurant'.

So, the application of 'Scientific Management' (e.g. Taylor, 1909) and the 'Principles of Management' (Fayal, 1916) is absent in this industry. This is reflected in widespread dissatisfaction amongst employees with their working environment.

5.2.1.6 Employee retention

Employee retention depends on many factors, such as pay, working life, JS, career progression, working environment and other benefits (Samuel and Chipunza, 2009). Of these, the most vital factors are a good working life and JS. A long length of service is a positive sign for many organisations. However, employees that switch jobs routinely are undesirable for many organisations. The primary data shows that longer lengths of service are low in UKBRs. Most workers expressed an intention to seek out another job within 1-12 months. The study found that low lengths of service were attributable to job dissatisfaction, poor payment, job pressure, verbal bullying, family issues, physical illness and undesirable working environments (Theme 1, subtheme 4.3.6). Nasir (R31, BR16, Waiter) explained that the 'coming and going' of employees is a continuous practice in the BRs.

Furthermore, the research also found, as expected, that workers in UKBRs not sufficiently mature in terms of sectorial composition, culture and size to have the support of unions. This is significant since owners discourage workers from forming or joining unions. Wright and Pollert (2006) indicate that the few restaurant workers who have sought support for problems at work have used the Citizen's Advice, ACAS (advisory, conciliation and arbitration service); however, this service is no longer exists. This research found that while respondents were aware of Citizen's Advice, some thought that the service excluded them and was only for British citizens. Thus, the low rate of employee retention is largely the result of poor HR practices, restrictions from joining unions, and a lack of support.

5.2.1.7 Pay and benefits

EWL and JS are related to pay and associated benefits. This is the same for the restaurant sector generally as well as for UKBRs specifically. Indeed, this research finds that pay is the most important factor for JS, emphasising the importance of a competitive wage or salary package for the well-being of workers (Nadan and Krisna, 2013).

Pay is, of course, a direct financial benefit expressed in terms of money. However, extrinsic, non-financial benefits such as job autonomy, a convenient working environment and an attractive workplace are also important. In terms of pay, the UK legislation sets mandatory minimum rates of hourly pay for all workers. However, the empirical data generated by the interviews shows that most BRs ignore the NMW, and instead pay fixed weekly or monthly rates based on an oral agreement (Theme 1, subtheme 4.3.7). Moreover, the investigation reveals that it is an open secret in UKBRs that flat rates of payment on a weekly or monthly basis seldom meet the NMW. This is not only unfortunate for staff in hotels and restaurants, but is also illegal in terms of UK legislation. For example, Saiful, (R07, BR04), a Chef argued that:

> 'Most of the UKBRs did not follow pay rate according to government law. They pay money per hour based on their perception. One important thing is that they do business in London, but at payment time they consider Bangladeshi currency per hour. This is their mentality. I get £45 per day which is less than NMW'.

As of April 2016, the NMW in the UK is £7.20 per hour for workers aged over 25. It is £6.70 per hour for workers aged between 21 and 24 years and £5.30 per hour for workers aged between 18 and 20. It is £3.87 per hour for under-18s and £3.30 per hour for apprentices (Home Office, 2016). Arrowsmith et al (2003) indicate that the introduction of the NMW in Britain in 1998 had potentially significant implications for small firms, as employers were bound to strict government regulation. However, Gilman et al (2002) stated that small firms in competitive industries do not set their pay according to legal requirements. Instead, they enjoy a degree of flexibility in the setting of pay. The inconsistency between owner and employee over pay was also found to be common practice and a strategy to mask non-compliance with the NMW (Ram et al., 2004). Nonetheless, the findings of this study resonate with Wright and Pollert's (2006) assertion that ethnic minority workers have low expectations of pay and conditions because of poor previous working experiences and a variety of other factors. Moreover, Gabriel (1988)

argues that recruiting workers without catering experience means management find themselves having to crack down on theft and fraud in the workplace. This makes it possible for employers to pay below the NMW to workers with no skills, experience and qualifications, even though this is clearly in breach of UK employment law. Owners, however, have no concerns regarding this practice.

Tips are another key issue in the remuneration of restaurant employees. In theory, tips provide an incentive for employees to provide the best possible service to customers, and to contribute to restaurant performance. Wright and Pollert (2006) explain that tips have traditionally made up a significant part of wages for waiters and waitresses, making up for low wages and contributing to a worker's sense that they can increase what they earn by working hard or providing good service. However, the data from this study reveal that 99 per cent of owners of the UKBRs do not share tips with the staff (Theme 1 and subtheme 4.3.7). Owners justify this by saying that they pay staff for their labour. Workers also claim that some owners say that tips pay for the free food that they provide to staff (Theme 1 and subtheme 4.3.7). Such issues are also a major cause of job dissatisfaction resulting in demotivation and poor performance.

Other benefits that the study revealed included free meals, free accommodation and uniforms, which reduce employee living costs and which motivate staff to work in this sector. These additional benefits increase employee JS. Another advantage in this industry is the opportunity for workers to decide not to declare their income. This represents a win-win situation for both parties, in that employees save personal tax and receive social security benefits, while employers save money by paying lower taxes of various kinds.

5.2.1.8 Health and safety issue

Health and safety issues are directly related to EWL and JS. The data suggests that restaurant staff are not given a duty of care in terms of health and safety issues (Theme 1, subtheme 4.3.8). For instance, owners are usually only attentive to health and safety issues for customers rather than workers. Thus, owners focus on the tidiness, cleanliness, interior design, air conditioning and facilities of the front side of house of restaurants, while in the kitchen is ignored. Occasional visits from local council health inspectors can be managed by producing documents to evidence compliance with health and safety practices that have little or no relation to employees' realities.

Wright and Pollert (2006) indicate that training in this area is minimal, and usually only covers basic health and safety, hygiene or fire procedures. In some hotels, however, managers had acknowledged the absence of training in the past and had begun to offer staff the chance to gain National Vocational Qualifications. The earlier analysis of responses suggests there are poor levels of health and safety consciousness, and there is widespread ignorance of formal health and safety training opportunities (Theme 1, subtheme 4.3.8). Likewise, in this working environment accident insurance, life insurance and pension plans are absent. It is clear therefore that very different standards of health and safety standards and benefits apply for customers and workers in this industry, and this is unethical. A waiter who was interviewed mentioned that 25 per cent of health and safety issues are maintained (Nasir, R31, BR16, waiter). This is poor practice in terms of health and safety in this business environment.

5.2.3 Model 3: Determinants of JS in UKBRs

The model identified 5 key determinants related to JS and job dissatisfaction. The research identified that JS factors are complex in UKBRs

Figure 5.3: Determinants of JS in UKBRs
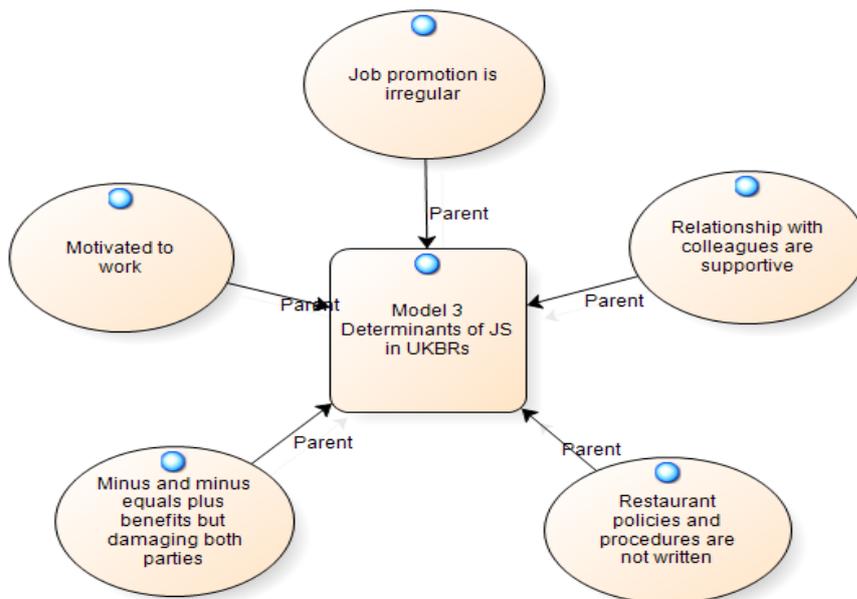
Source: This model emerged from Theme 4

5.2.3.1 Motivated to work

The research findings reveal that some workers are happy to work in BRs, despite all of the issues raised, because they feel comfortable in this environment, have good relations with colleagues, enjoy dealing with new customers from different countries and prefer to work in alcohol-free restaurants (Theme 4, subtheme 4.9.1). One restaurant manager said that he considers his workplace to be his own business. He explained-

> 'I consider it as my own business. I am responsible for my work. As a manager, I think I have to work properly, and then I can expect good work from my staff'. (Delwar, R40, BR20, Manager)

The key point is related to the fact that most workers in UKBRs are Muslims, for whom drinking and serving alcohol is a sin. They therefore prefer working in alcohol-free environments. However, Bangladeshi workers seldom work in English restaurant where alcohol is served.

5.2.3.2 Job promotion is irregular

Systematised job promotion motivates workers in their jobs, as well as being best for the organisation (Lai et al 2015; Wright and Pollert, 2006). Employees look forward to promotion, both for material improvement, and because it provides recognition of their worth, contributing to their status in personal, social and organisational spheres. The primary data found that promotion opportunities in UKBRs are inhibited by nepotism, favouritism and discrimination on the grounds of nationality. Development depends more on personal relationships and a good understanding with the owner and manager than ability or effort (Theme 4, subtheme 4.6.3). The researcher met with a waiter who shared his views on job promotion as follows:

> 'No promotion at all in this job. If I compare my financial benefits I think, I got a demotion as I get £230 per week before; but in this restaurant, I get £200 weekly. Besides, my position is still as a waiter'. (Shahid, R01, BR01, Waiter)

This is, however, not unique to UKBRs and recent literature indicates that opportunities for promotion were felt by several interviewees to be inhibited by discrimination on the grounds of race, ethnicity, nationality or age, as well as by the limitations imposed on them by work permit or visa rules (Wright and Pollert, 2006). Kitching (1997) finds that employee concerns about promotion and advancement are a significant potential source of job dissatisfaction. This

research shows that employees are unhappy about the absence of progression over time. Some participants were still working as waiters after nearly 12 years in the industry (Theme 4, subtheme 4.6.3). This research confirms the importance of promotion for JS, and finds that promotion in this industry is irregular and contributed to employee job dissatisfaction.

5.2.3.3 Relationship with colleagues are supportive

The data indicates that most participants found their colleagues to be friendly, helpful and supportive. However, it also showed that some colleagues were rude, and uncooperative (Theme 4, subtheme 4.9.4). The data identified localism, favouritism and narrow mentalities as adversely affecting colleague relationships and JS. Hence, employees are reluctant to share working knowledge and experience with colleagues. Abdus (R12, BR06), a waiter was upset about a colleague's behaviour and he noted that:

> 'I receive help from some colleagues but not from all of them. They are not good really. They are not helping may be because of their mentality, lack of education and may be because of the differences between local culture and national culture'. (Abdus, R12, BR06, Waiter)

Liao et al (2004) provide a review of existing literature on relationships between employees and showed that supportive owners, cooperation and motivation are crucial for relations between employees, EWL, JS and worker performance.

As noted above, the data indicates that management support is variable. For example, owners and managers are supportive and behave well towards staff at Christmas, and this attituded dissipates after Christmas (Theme 4, subtheme 4.6.5). Wagner et al (2003) describe that a supportive and cooperative working environment establishes a good understanding between employers and employees. The data generated by this research shows that the relationship between employees in UKBRs is unstable, and management attitudes tend to be situationally inconsistent.

5.2.3.4 Restaurant policies and procedures are not written

Employment policies are guidelines which indicate what employees can and cannot do. Policies should be clear, simple and written so that an organisation can use them as a basis for conducting their service, planning courses of action and managing the business. Atkinson

(1984b) explains that organisational policy and procedures are mixed with managerial, employee attitudes and behaviours.

The research finds that restaurants with only oral policies tend to provide only minimal levels of training to restaurant workers on induction day, including basic health and safety, hygiene and fire procedures. Restaurant owners are reluctant to offer National Vocational Qualifications due to the associated time and cost commitments. Instead, they prefer on the job training, which is convenient and cheap. One waiter expressed his opinions on this-

> 'Policy is bad because they do not follow Government law. They apply their law and policy. Different restaurants have different policies which are not supportive of general workers but owners are the gainer'. (Nasir, R31, BR16, Waiter)

Hotels and restaurant workers receive a minimum level of training (Wright and Pollert, 2006; Ram et al., 2002a). One participant noted of training in BRs that.

> 'It is a surprising that a respondent stated that he did not get any training even health and safety training; he just joined and started work under the direction of a senior colleague direction'. (Abdus, R12, BR06, Waiter)

Ram et al (2001) found evidence that some employees receive formal training opportunities, but the content and scope depends on the aptitude and commitment of employees to the restaurant. Ram et al (2002) further suggest that in the UK restaurant industry, formal training was rare, but informal training was widely undertaken. In BRs, this research finds that written policy is largely absent, and owners are reluctant to offer formal training. It is widely recognised that people work, not only for money, but also to develop skills and experience, including certifying their experience through external training qualifications that enrich their curriculum vitae for future progression in the job market. On the job training focuses only on existing work, but is less helpful in terms of making the candidate credible in what is a challenging job market in the UK.

5.2.3.5 Minus and minus equals plus benefits but damaging both parties

The study discovered that some satisfied workers would like to contribute to the success of their place of employment by working hard, sharing their knowledge and experience, supporting and training colleagues, contributing to teamwork, and contributing to management

decisions. For example, a chef who was interviewed said that he would like to contribute to the restaurant's success through hard-work and the delivery of strong customer service (Theme 4, subtheme 4.6.7). Conversely, dissatisfied workers are reluctant to share knowledge and experience.

The research further explores the practical application of the principle that minus and minus equals plus in this industry. For example, restaurant workers; more than 97% work more than 50 hours a week, but they declare that they work less than 24 hours per week to remain eligible for social security benefits. Lalu (R03, BR02), a manager of a restaurant added that-

> 'For the social security benefits, child and tax credit benefits most of the workers work full time but show as the part time which entitles them to claim those benefits. On the other hand, at the end of the year owners' pay a minimum amount of corporate tax which saves a lot of money for them'.

This arrangement benefits both owners, by providing them with cheap labour, and workers who continue to receive social security benefits. This is presented as a 'win-win compromise'.

In fact, it is damaging to both parties as owners are restricted in terms of the training and benefits they can offer their staff. This affects their JS and the development of the business; while workers miss out on proper pay, benefits, progression, and training.

5.2.4 Model 4: Restaurants performance model

The model below shows the factors that contribute to the performance of UKBRs in both financial and non-financial terms. The research indicates that non-financial performance is less than satisfactory, and financial performance is at a low point. The relationship between these is illustrated in model 4, below.

The key determinants of non-financial performance are job autonomy restricted, imbalance working life and family life, low employee turnover, unexpected work challenges, a sense of fulfilment and positive customer reviews. On the other hand, the financial performance indicators are sales, profits and employee numbers. The key focus of the model is on non-financial factors rather than financial factors as the aim of the research is not quantitative. The

literature shows that HRM and firm performance are positively correlated (Saridakis et al., 2017).

Figure 5.4: Restaurants performance model
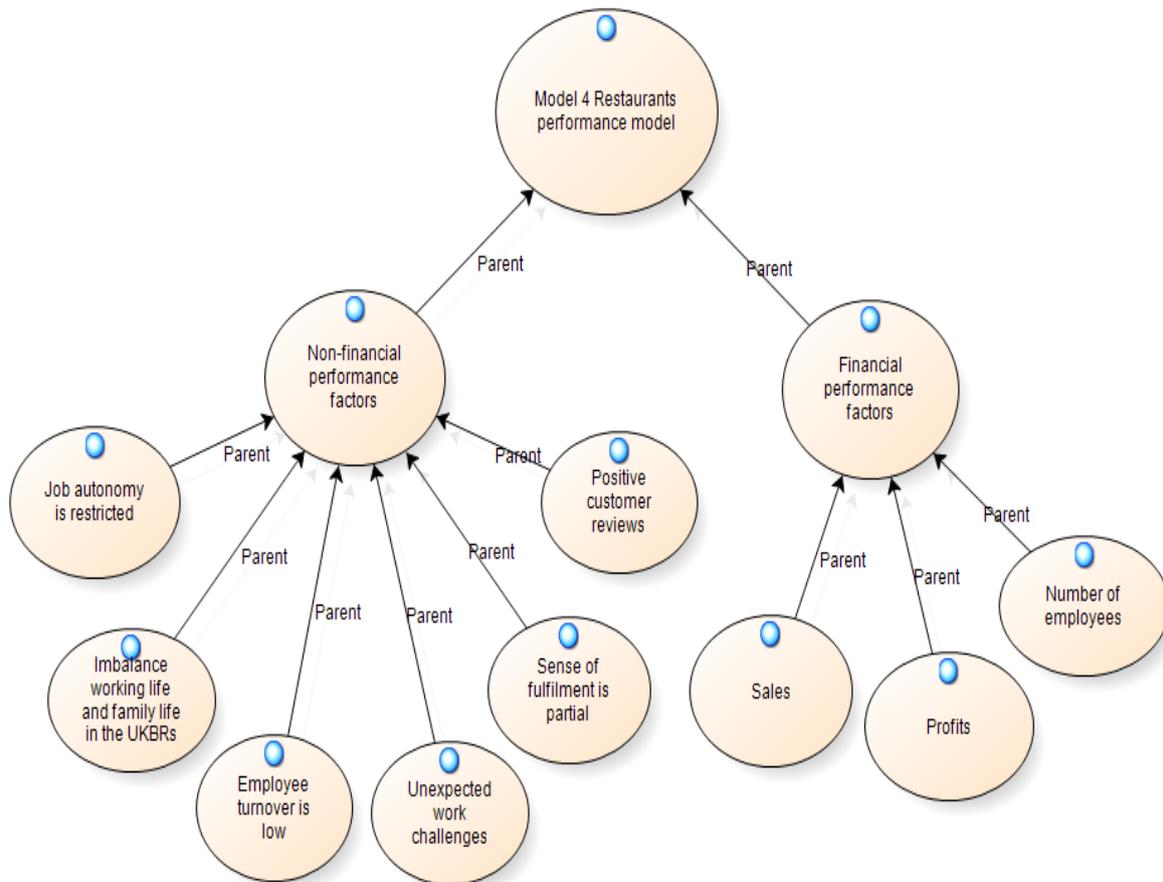
Source: This model emerged from Theme 6

5.2.4.1 Financial performance: UK Bangladeshi restaurants at downturn.

The study has attempted to focus on non-financial, rather than financial performance as the research is qualitative rather than quantitative. Financial data is not available and is strictly controlled by the owners. However, some of the interview questions focused on perceptions of restaurant sales, profits and performance, so some qualitative points can be made regarding the financial position of this industry.

5.2.4.1.1 Volume of sales and profits are downturn

The primary research shows that both sales and profits have declined over the years. The key reason appears to be a shortage of labour, unfavourable government policy for immigrants, and new entrants in the industry. Delwar (R40, BR20), a restaurant manager stated:

> 'Now business is not okay. There is staff shortage due to the government's strict policy. Besides, more competitors have entered this market, for example, Turkish, Chinese and UK retail stores- Tesco's, Sainsbury's and Morrisons, etc. and they sell frozen foods that are cheaper than restaurant foods'.

Moreover, a senior waiter explained that:

> 'Now, this is a big issue in the restaurant business environment as sales are down turning, but raw materials price is high and too many competitors have entered into this business. Thus, the business is negatively affected in sales and profits' (Nasir, R31, BR16, Waiter).

The research also found that this is one reason that owners are reluctant to recruit new staff. The implication is that existing staff must work harder, increasing job pressure and contributing to job dissatisfaction with their working environment. Some 80% of employees stated that owners had deliberately stopped recruiting. Some 20% said that they had recruited new staff. It appears that owners are less likely to hire new staff due to the wider economic circumstances of the marketplace, which affects existing workers and their working life, JS and performance. Therefore, it appears that both sales and profits are in decline.

5.2.4.2 Non-financial performance factors

5.2.4.2.1 Job autonomy is restricted

Job autonomy can take different forms, such as the freedom to set schedules, priorities and patterns of work. Theories of job autonomy posit that employees are motivated by autonomy, and it improves productivity. Employees are thus more committed, work harder and perform better, and there is a lower level of employee turnover. Thompson and Prottas (2006) indicate that job autonomy and informal organisational support are associated with almost all of the

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above outcomes. Nguyen et al (2003) explain that perceived job autonomy is a highly significant determinant of five separate domains of JS: pay, fringe benefits, promotion prospects, job security and challenge of work. Morgeson et al (2005) state that job autonomy, cognitive ability, and job-related skills were positively related to role breadth. The UK government has expressed its commitment to:

> 'a labour market where adaptability and flexibility to promote employability and competitiveness are combined with a commitment to fairness'. (DTI, 2006, p. 5)

The primary data on BRs shows that 52% of employees said they have some job autonomy. On the other hand, 48% of employees stated that they had no job autonomy at all and therefore no role flexibility (Theme 6, subtheme 4.8.2.1). Hence, some workers enjoy job freedom in this business setting.

5.2.4.2.2 Imbalance working life and family life in the UKBRs

Balancing working life and family life is necessary for better productivity and performance amongst employees. Establishing such a balance for employees is an institutional concern for employers, as it has an impact on overall organisational performance. The key focus of this investigation has been to understand the relationship between EWL, JS and performance in UKBRs. The research found several participants found it hard to balance work life and family life. For example, a Chef explained that:

> 'Balancing between family life and job life is tough because I finish my job late night and I cannot see my children. In the morning time, I sleep while my Child goes to school and I start my shift when my child comes home from school…' (Hamed, R39, BR20, Chef).

The study further found that some married workers had personal problems because they were unable to make time for wives and children. However, part-time workers faced less difficulty as they could coordinate things better with the rest of the family, for example by staying home in the morning while their wife went to work, and going to work in the evening while their wife took care of children, cooking, and cleaning the house (Theme 6, subtheme 4.8.2.2).

Recent research by Wong and Ko (2009) discovered seven factors contributing to employees' WLB: (1) enough time-off from work; (2) workplace support and work-life balance; (3)

allegiance to work; (4) flexibility in the work schedule; (5) life orientation; (6) voluntary reductions to contracted hours to cater for personal needs; and (7) upkeep of work and career. The theory is that WLB enhances performance and reduces work-life conflict. Hence, policies aiming to impact on WLB can influence organisational performance, including by enhancing social exchange processes, increasing cost savings, improving productivity, and reducing turnover (Beauregard and Henry, 2009). Chiang et al (2010) found a higher degree of satisfaction with WLB depended on employees having access to 10 types of work-life services. They are flexible scheduling, compressed workweeks, family leave (e.g., marriage leave and compassionate leave), job sharing, employee assistance programs, and rostered days off.

The primary research data from this study shows that 55% of employees said they faced difficulty balancing work life and family life, while 45% of respondents indicated that they could balance these two aspects of life. Overall, the finding demonstrates that achieving a satisfactory WLB is difficult in this sector. This has an adverse impact on EWL, JS and performance.

5.2.4.2.3 Employee turnover is low

The existing literature shows that a high level of employees leaving an organisation is costly and potentially damaging to the business (Beauregard and Henry, 2009; Hughes and Bozionelos, 2007). Employees leave jobs for three reasons: first, they may be attracted by the prospect of a better position elsewhere. Second, they may not be satisfied with their, and third, they may face changes to their domestic circumstances. The average annual rate of employee turnover is approximately 15% in the UK (Department of Business Innovation and Skills, 2015). However, it varies among industries. The highest levels of employee turnover are in retailing, catering, call centres, construction, and media in the private sector, while the lowest rates of turnover rates are found in the public sector and the legal, accountancy, and education sectors (Department of Business Innovation and Skills, 2015). Denvir and McMahon (992) highlighted the varying practices of hotels in terms of recruitment, selection, induction, and training. Consequently, the levels of annual employee turnover in four large London hotels are between 58% and 112%, which indicates a higher level of employee dissatisfaction. Anvaria et al (2013) investigated white goods companies in Malaysia and stated that managing high employee turnover is critical for any organisation to stay competitive. They found the main causes of employee turnover are salary, organisational culture, promotion, workload and poor JS.

This research finds that employee turnover is a common issue in the UKBR sectors because of poor payment, long hours, a poor social life and poor or autocratic owner and management attitudes. Moreover, workers are restricted from joining trade unions. Some participants indicated that employee turnover is low because they have limited job opportunities. One restaurant manager had a different view of employee turnover and argued that it is not for all levels of employees. Mainly, staff turnover occurs at lower level positions as such staff seek pay rises and promotion. He stated:

> 'About employee turnover; the lower level staffs such as kitchen assistants leave their job. Because they want to go to the next position as a chef but it is difficult because that position is taken. So, they have to move elsewhere to get a good opportunity and promotion'. (Belal, R35, BR18, Manager)

The primary data demonstrates that 24% of participants said employee turnover is high, while 76% said that staff turnover is low. The key reason behind this is the idea of owner's 'trap strategy' which involves 'catching' and 'keeping' employees for a long time without offering them opportunities to develop communication skills, education and the type of training they need to seek alternative and better employment. This clearly limits employee turnover at lower levels of the organisational hierarchy.

5.2.4.2.4 Unexpected work challenges

Restaurant work has certain common challenges and one of these is dealing with individual customers' different levels of expectations of service. This investigation discovered that there are some additional challenges in the job, for example serving visitors from non-English countries who have different expectations and find it difficult to express their needs in English. One respondent, a waitress, explained that every job has challenges, and she finds customers from European countries who cannot speak English particularly difficult, as they are sometimes rude and even aggressive. However, she is required to manage such situations because they are customers. She manages to deal with them politely, but it does affect her job performance (Theme 6, subtheme 4.8.2.4). One of the assistant managers replied that:

> 'Every job has some challenges. We get it especially from European customers as they cannot speak English properly. However, we have to manage. But it is a challenge for us to understand them and what they are looking for'. (Ibrahim, R27, BR14, Assistant Manager)

Moreover, in some cases, drunk customers came to restaurants late at night and created problems, but owners are not interested in calling the police in case the business is affected. So, workers must manage drunk customers against their better judgement to satisfy owners. The primary data reveals that 83% of respondents stated that they faced challenges in their job, while 17% said that they did not face challenges in their job.

This research concludes, therefore, that most restaurant employees face challenges in their job. The study found that the key source of these challenges is distinctive, as shown in Figure 5.6.

Figure 5.5: Job challenges in the UKBRs
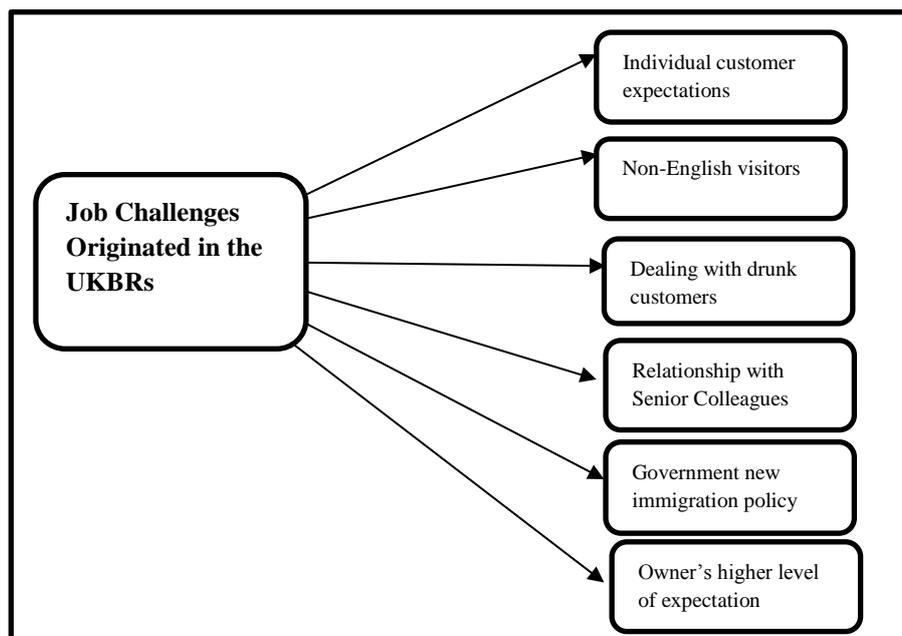
Source: Data gathered from primary data

5.2.4.2.5 Sense of fulfilment is partial

This empirical investigation also sought to explore the sense of fulfilment felt by employees in UKBRs, as this is crucial to their working life. Some workers were satisfied to some extent but not truly happy. Thus, they lacked a sense of fulfilment and this had an adverse impact on their personal performance, as well as on organisational performance (Gray et al., 2012). One of the respondents explained that he is satisfied with his job and has a sense of fulfilment. He reflected on this as follows:

> 'I am satisfied with my job and have a sense of fulfilment because of the good atmosphere, good colleagues and customers. I am happy as I have job freedom and can manage my family life and work life'. (Tareq, R22, BR11, Waiter)

However, another waiter felt differently, explaining that he is not happy in his job. He noted:

> 'I am not happy in this job because of difficulty working till midnight which affects my personal and family life. I am not truly happy, and my sense of fulfilment is zero'. (Nasir, R31, BR16, Waiter)

Milman (2002) shows that employees who get a sense of fulfilment from work exhibit a low inclination to move to another employer because of different management styles, job responsibilities and working hours. Moreover, Cook (1980) mentioned that the quality of working life, organisational commitment and the fulfilment of personal needs play an important role in performance.

The findings of this research indicate that workers in UKBRs are fairly ambivalent when it comes to fulfilment. The primary data shows that 55% report feeling a sense of fulfilment, while 45% feel no sense of fulfilment. Other personal reasons outside of work were cited as influencing sense of fulfilment. Many lack the appropriate level of qualifications to meet the minimum criteria of national HR policies, so their employment in BR is a last resort to survive in the UK.

5.2.4.2.6 Positive customer reviews

One of the research objectives of this study is to identify the major factors of performance in the restaurants. To satisfy this objective, the study identified five non-financial factors from primary studies. It highlighted some internal factors which are determinants of non-financial performance in restaurants. However, external factors are absent from this analysis. This may raise questions about the validity of the research findings. Therefore, in order to support the ability to generalise the findings, a number of customer reviews were included in the analysis, as customer reviews have a direct relationship to staff performance as well as restaurant performance. For this purpose, the researcher collected 509 online reviews of 20 restaurants. The key attributes of the customer reviews were identified, such as food, service, value, atmosphere and overall rating. A study of these five factors found that two attributes; service and overall rating are closely related to EWL, JS and performance. Consequently, the research has focussed on service and overall ratings in terms of the data analysis and presentation.

The research found that 348 of these 509 customer comments included views on service. For example, (BR13, Customer Review 6):

> Excellent meal at... Butterfly Prawn was a good size, juicy and sweet with a thin crisp coating. Orange chicken … was delicious, zesty, and really different than the normal Indian restaurant offerings. Mushroom rice was very good. Cauliflower bhaji also great… and excellent service throughout the evening…
> - Overall rating star 5 out of 5
> - Visited August 2015

The majority were positive, with 31% considering the service to be excellent, 48% considering it to be good, 8% suggesting it was average and 13% recording that it was poor. In other words, 79% of reviews were positive, and 21% were average or poor (Theme 6, subtheme 4.8.2.6.2). Thus, the results established that customer satisfaction is high in these restaurants. The findings reflect that service is good because the level of employee satisfaction is higher.

Of the 509 customer reviews considered, some 505 provided an overall 'star' rating ranging from one to five stars, where one-star indicates the poorest performance and five-stars indicate the best performance. For example, (BR13, Customer Review 31):

> Had a great night, extremely hospitable staff and great food as well! Great value for money and fantastic experience. I will be back again!
> - Overall rating star 5 out of 5
> - Visited February 2015

The data shows that 46% of reviewers gave five stars whilst 24% gave four stars. Some 13% gave three stars and 4% gave two stars. An additional 14% gave one star (Theme 6, subtheme 4.8.2.6.5). Thus, 70% out of the 505 customer reviews suggested that the performance was good, reflecting that good customer services were provided by employees, whilst 30% suggested that the overall performance was average or poor, indicating poor customer satisfaction with service (Theme 6, subtheme 4.8.2.6.5).

The existing literature indicates that service quality is an increasing concern for many service firms in the UK. Service firms are paying more attention than ever to the needs and expectations of customers by consistently improving the quality of service they provide to their customers (Antony et al., 2004). On the other hand, a recent study by White and Kokotsaki (2004) states that there is an absence of customer service research on BRs in the UK. Customer satisfaction is positively influenced by employee satisfaction but this is not a driver of enhanced EWL balance.

5.2.6 Model 5: Relationship between EWL and JS

The empirical data reveals that the relationship between EWL and JS is resilient as 93% of respondents replied that they enjoy good JS. However, high workloads and work pressure reduces the relationship between these. The model is depicted below and demonstrates the level of relationship between EWL and JS in the UKBRs.

Figure 5.6: Relationship between EWL and JS
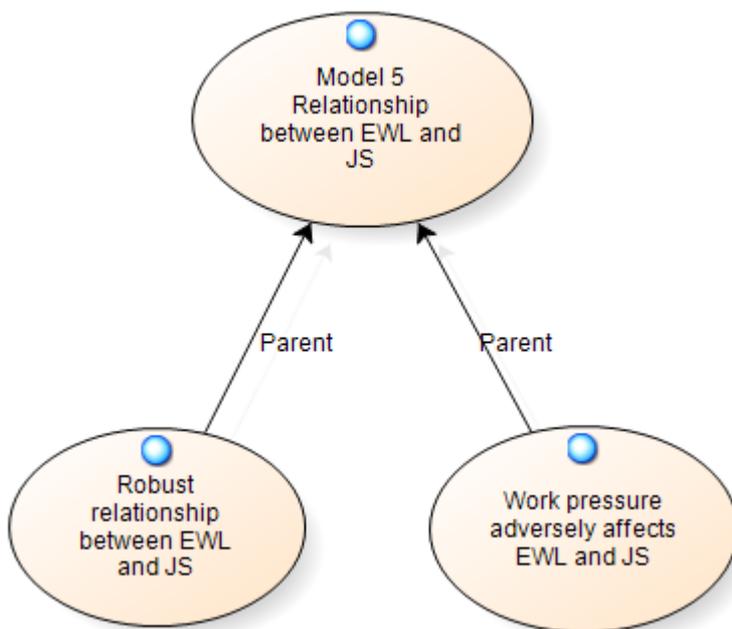
Source: This model emerged from Theme 7

5.2.6.1 Robust relationship between EWL and JS

The primary research data highlights that the level of JS is high in BRs because employees enjoy fringe benefits, for example free meals, free accommodation and favourable working conditions. Such win-win benefits were discussed above. The analysis shows that the key factors that are relevant to the relationship between EWL and JS are pay and benefits because if workers receive more allowances, they are motivated to build good relationships with employers as well as colleagues (Theme 7, subtheme 4.9.1).

An experienced manager in the BR sector explained that due to job flexibility and 'halal food' they enjoy this restaurant. These two things have an influence on EWL and JS. He commented that:

> 'I think EWL has a relation to JS because there is work flexibility and we enjoy the food, no restriction regarding food but some restaurants have some restrictions. The main thing is that whatever we eat here is halal, which we prefer most. So, my working life is related to my JS'. (Lalu, R03, BR02, Manager)

The analysis of primary data shows that 93% of workers are satisfied and feel they have a good working life in BRs. However, 7% of participants are not satisfied with their restaurant working life (Theme 7, subtheme 4.9.1). Hence, the primary data demonstrates that a robust relationship exists between EWL and JS. Drobnic et al (2010) present different JS factors in different European countries such as job autonomy, career prospects and an interesting job. They further conclude that the level of JS varies significantly across countries, with a higher quality of life in more affluent societies. Menezes (2013) argues that JS is positively associated with desired workplace outcomes such as organizational commitment, productivity and quality. However, Mathisen et al (2008) found that bullying negatively impacted on EWL, JS, commitment, employee perceptions, and intentions to seek alternative employment.

Therefore, it can be concluded that there is a relationship between EWL and JS in the UKBRs, but this relationship is based on several hidden benefits (e.g. win-win agreements) which benefit both employers and employees. There is a concern that the study finds differences in the literature on JS and EWL in different sectors; however, the existing literature on UKBRs is insufficient or inadequate for a comparative discussion with other sectors.

5.2.6.2 Work pressure adversely affects EWL and JS

Heavy workloads are a common phenomenon in UKBRs, with full time workers averaging 50 hours and 6 days of work in a week (Theme 7, subtheme 4.9.2). However, it is found that weekend work, meaning work on Saturdays and Sundays, is mandatory for all workers, whether full time or part time (Theme 7, subtheme 4.9.2). The research data shows that while a large number of workers felt they enjoyed a level of JS, in reality heavy workloads and long hours diminished the relationship between JS and EWL.

The literature shows that higher levels of business competition lead to greater job pressures on workers resulting in downsizing and redundancies. This burdens the remaining staff with additional workloads and increases the pressure on them (Hoel and Einarsen, 2001). It was also perceived that workloads had increased in recent years due to unrealistic policies pursued by employers (Lee and Krause, 2002). Moreover, Karasek (1979) explains that a combination of high workloads and low decision freedom causes employees stress.

It is evident, therefore, that work pressure has a direct impact on both service quality and employee dissatisfaction. This is also a factor that directly affects EWL and JS, along with long hours. For example:

> 'An Assistant Chef explained that sometimes the pay and benefits are important but not all the time. Higher level of work pressure and workload negatively affects EWL and JS'. (Hasan, BR002, BR04, Assist. Chef)

Moreover, at busy times owners can be like watch dogs, constantly harrying and chivvying the staff to work harder and quicker, to the extent of verbal abuse. This behaviour from owners, described as inhuman, is part of a strategy to increase sales and profits. As previously stated, owners can treat workers as machines rather than human beings. Clearly therefore work pressure and heavy workloads negatively affect workers in the EWL as well as in their personal lives, which indicates that both EWL and JS are truly absent in the UKBRs.

The existing literature also highlights that work pressure is often high and varied, depending on the number of customers, and employees that must be able to work at full capacity at a moment's notice, while also dealing with conflicting interests between cooks and servers (Mathisen et al., 2008). Oliva (2001) explains that, under work pressure, service providers struggle to strike a balance between the flows of incoming and outgoing orders while maintaining reasonable working hours and sustaining service quality. Consequently, work pressure leads to job stress. Job stress, therefore represents a large emotional cost to employee well-being and puts a considerable financial burden on organisational performance (Blackburn et al., 1986; Skakon, et al., 2010).

5.3 Key Problems Identified from Six Models

From the above discussion of nine key themes and four models, several issues in the UKBRs have been identified. Table 5.1 below summarises these and organises them according to the

research objectives to which they belong. It is crucial for further growth and development in this sector, that these be addressed and solved using the model below, titled 'Employees Working Life Improvement Model'.

Table 5.1: Key problems of UKBRs

Model 1: UKBRs employees' working life *(Under research objective 1)*	Model 2: Restaurants workers Job Dissatisfaction *(Under research objective 1)*	Model 3: Determinants of JS in UKBRs *(Under research objective 1)*	Model 4: Restaurants performance *(Under research objective 2)*	Model 5: Relationship between EWL and JS *Under research objective 3*	Model 6: Current working environment in UKBRs *(Under research objective 2)*
1. Pay under NMW 2. Long shift hours 3. Absent annual leave and sick leave 4. Restricted job flexible 5. Low employee retention 6. Poor health and safety 7. Unsystematised job positions 8. Employees considered as machines	1. Job interest is low 2. Unpaid overtime 3. Mandatory night shift 4. Compulsory weekend shift 5. Job insecurity 6. Absent of premium payment for night shift	1. Absent of job promotion 2. Absent of written contract 3. Absent of written policy 4. Poor relationship between employer and employee 5. Win-win compromises damaging both parties	1. Job autonomy restricted 2. Imbalance work and family life 3. Job challenges 4. Limited sense of fulfilment 5. Sales and profits are declined	1.Higher level job pressure 2. Over workload	1. Poor market research 2. Acute staff shortage 3. Strict immigration policy

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5.3.1 Break down the problems

The first step must be to break down these problems. Hence, this study proposes a new model, called the 'Employees Working Life Improvement Model', which is depicted below (Figure 5.7). To develop this model as a win-win solution for the problems in this sector, five steps were followed:

Step One: Problem identification
Step Two: Find a solution
Step Three: Actions
Step Four: Cost and benefits analysis
Step Five: Limitations of the Model

5.3.2 Explanation of the proposed model

The proposed model follows a logical and systematic procedure and in so doing it satisfies research objective 4.

First, it identifies four key actors that need to be involved which are: a) a restaurant worker's association; b) employees; c) government institutions; d) employers.

Second, the model demonstrates links between these actors using arrows, so that the restaurant worker's association is connected with employees and employers; government institutions are related to employees and employers. Finally, all parties are connected to unite to solve the above problems.

Third, the key factors in this dynamic are demonstrated, showing the causal relationship between them. However, the research identified some key constraints that are barriers to developing strong relationships in this sector.

Finally, the researcher needed to identify who could use the model, where it could be used and when, and amongst which interested groups that need to be involved. Hence, the model will benefit mainly employers and employees, but the restaurant worker's association, government institutions and other ethnic minorities must also be involved.

5.3.3 Steps of model development

The model has been developed based on five key steps which are: problems identification, find a solution, actions, cost and benefits analysis, and limitations of the model.

5.3.3.1 Step One: Problem identification

This chapter discussed 4 empirical models and identified 29 problems, which relate to EWL, JS and performance (See Table 5.1 above). These problems might be resolved for the better benefits of this sector. Hence, the researcher proposes a model titled the 'Employees Working Life Improvement Model'. The proposed model is depicted below Figure 5.7.

Figure: 5.7 Proposed Model: Employees Working Life Improvement Model

Restaurant Workers Association:
- Monitoring
- Counselling
- Motivation

Employees:
- Satisfy employees' need
- Appropriate training
- Adequate job knowledge
- Self-efficacy
- Education and skills
- Self-confident
- Career Counselling

Actions:
- Win-win for both
- Fair treatment
- Stable relationship

Employers:
- Follow employment law
- HRM training and development
- Incentives
- Ethical considerations
- Motivation to join union

Government Institutions:
- Business guidelines
- Business assistance
- Management training
- Monitor employment law
- Supportive immigration law

Source: Primary data gathered by the researcher

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5.10.3.2 Step Two: Find a solution

In this step, the researcher discusses the roles of the restaurant workers' association, employees, government institutions, employers, and their contribution to this model.

1. Restaurant workers' associations

The association will be a key player to establish a workable, convenient and friendly working environment in the BR sector. The association will responsible for monitoring both employees and employer's rights and obligations, as well as offering advice, counselling and motivation. The funds for this association will provide both owners and employees. In that case, there should be a written agreement of funds management.

a. **Monitoring:** The monitoring role will involve employee rights, pay and benefits, holidays, working environment and support from owners and managers. This could be based on a monthly or quarterly model of operation. Moreover, the monitoring role should maintain an open-door policy so that employees and employers can communicate directly via phone, email, skype and in person. This will be an effective approach to establish a stable working environment.

b. **Counselling:** Based on an open-door policy, the association provides free counselling for employees and employers should any problems arise. Furthermore, the association will provide information about the current job market, job opportunities, job thresholds and career counselling. Thus, workers will be motivated to stay in this working environment.

c. **Motivation:** The association will motivate both workers and employers to fulfil their different responsibilities, for example, to establish win-win agreements that benefit both parties but are not compatible with employment law. In addition, the association will provide legal advice for both employers and employees should conflicts arise. The association will explain the costs and benefits on the basis of which workers or employers will decide whether to join the association. It will also ensure that employers meet their obligations in terms of holidays and sickness benefits. This activity will support and motivate workers. It is widely recognised that employee motivation contributes positively to organisational profitability. However, should workers break any employment contract; the association will help them by guidance, advice and legal assistance. Therefore, the

association will be an independent arbitrator contributing to the growth and development of this industry.

2. Employees

The research found that most employees in UKBRs are vulnerable because of poor skills and low levels of job experience, and also poor competence in English. At the initial stage, they entirely depend on restaurant owners. However, owners take advantage of this situation by providing support while employees start their career in the restaurant by employing them with free accommodation and food. The main elements of this arrangement are:

I.   Workers are provided with accommodation, usually above the restaurant;
II.   They commit to long working shifts;
III. Two daily shifts are mandatory;
IV.   They work six days a week, works out to 50-60 hours' week.

In real terms, staff can be working up to 24 hours in the restaurant, which leaves little time for personal development or achieving self-efficacy. Nonetheless, employee retention is high, partly for the reasons discussed above. This result, however, is inconsistent with other industries, for instance the UK retail industry.

This model has endeavoured to overcome these barriers by setting out some guidelines, which are:

a.   **Satisfy employees' needs:** Owners should understand the fundamental needs of the workers, and provide them with, for example, supportive working environments, flexible work, pay the NMW, and incentives (for example, performance bonuses, rewards and a share of customer tips to all workers).

b.   **Appropriate training:** Workers should be provided either on the job training or off the job training at least once a year. Currently, most workers in the sector receive minimal on the job training. As such, workers should be provided with formal, appropriate training and should be motivated to complete National Vocational Qualification training, which will motivate them to work harder and progress within the business environment.

c. **Adequate job knowledge:** Workers lack broader job experience because they began their career in restaurants and have not received any broader training. Under these circumstances, workers do not develop the skills to work in other working environments. As such, workers need to be provided with job knowledge in this business environment.

d. **Self-efficacy:** Workers work for long periods in this sector and become institutionalised or habituated to working in this environment. However, they do not develop new skills under these conditions and are reluctant to go elsewhere for further development. Thus, their self-efficacy is not developed, and their limited knowledge compromises the potential of their working lives. Hence, restaurant owners should provide opportunities so that workers can develop a sense of self-efficacy.

e. **Education and skills:** A good number of workers are students on T4 visas (i.e. the current overseas students' visa category). They are supposed to go to college or university for a minimum of 3 days a week. However, workers get only 1 day off in a week. Sometimes the day they get off is not the one on which they have classes. Hence, students fail courses due to the terms and condition under which they are obliged to work. Consequently, workers are uneducated and unskilled which forces them to stay in this sector.

f. **Self-confident:** As workers do not receive proper training, they have no adequate job knowledge, and they lack educational qualifications and skills. Many have been working for the same restaurant for many years, without ever having worked anywhere else. This affects their confidence in terms of being able to find other, better work elsewhere. So, owners should understand their expectations and needs, and provide support to benefit the wider sector.

g. **Career counselling:** Workers have limited knowledge about their career options because they work in very limited working environments and know little about the broader sector or working environments. By the time they realise the implications for their career and working life. Thus, employers should provide opportunities for career counselling so that they can reach their full potential.

3. Government Institutions

As previously mentioned, UKBRs make a great contribution to the UK economy, amounting to nearly £3.5bn per year (Khandaker, 2016). It is reasonable therefore to expect that the UK government and institutions should provide some support to the BR sector and workers within it for the broader benefit of the country. Suggestions include:

a. **Business guidelines:** BR businesses are going through a critical time due to problems such as labour shortages, strict immigration policies and new rivals entering the business environment. The government needs to provide guidelines and assistance to cope with these challenges, such as guidance on how to start a new restaurant business, how to establish this business, how to grow the business and how to access financial assistance for the business. Such measures might encourage employers to develop their businesses when troubles arise, instead of shutting them down.

b. **Business assistance:** Practical assistance that government can provide includes lower interest loans for investment in restaurant businesses, and reduced rates of tax and VAT for restaurants. Furthermore, large numbers of people receive job seekers' allowances from the UK government due to unemployment. At the same time, the restaurant sector is struggling because of staff shortages. It should be possible to devise ways in which the government encourages job seekers to work in BRs while reducing the costs to the industry, which would benefit the workers, the industry and the government (Shahid, R01, BR01, waiter; Lalu, R03, BR02, Manager). Such measures are crucial to BRs to survive in the UK business environment.

c. **Management training:** Although owners operate at a higher level than most UKBR staff, they face similar issues. As noted above, most owners are not well educated although they have years of practical experience and knowledge in the UKBR sector. Most of the owners started work in the sector as kitchen assistants or commis waiters. They have developed a good practical knowledge through working in the restaurant sector, but have little broader business knowledge. They also have little academic knowledge. They require management training to empower them in order that they can treat staff better and be able to develop their businesses successfully in the modern, competitive business environment.

d. **Monitor employment law:** The government should monitor the practice of employment law in the industry. UK employment law is favourable to both employers and employee, but many aspects of it are routinely ignored in the UKBR sector, both in terms of employee benefits, and in terms of racism and discrimination in recruitment and in selection and HRM practices. Addressing this requires both education and enforcement. Consequently, owners of restaurants must ensure that their practices are in line with employment legislation, to the benefit of all parties and the sector.

e. **Supportive immigration law:** As previously mentioned, restaurants face a labour shortage due to strict immigration policies. Workers in UKBRs can be divided into three broad groups: British Citizens, non-British migrant workers, mainly from Bangladesh on Tier 2 work permits, and Tier 4 student workers. The breakdown appears to be approximately 50% British-Bangladeshis, 25% Tier 2 work permit workers, and 25% Tier 4 student workers. Recently new immigration rules have restricted work permits to those immigrants studying in publicly-funded institutions, rather than in private ones. These work permits are already limited and linked to higher annual incomes. As such, workers are forced to change jobs or leave the country. These immigration policies are adversely affecting the industry, frustrating owners and persuading some to eventually shut down their business.

4. Employers:

Owners are currently hostile towards legal requirements, and are dominant and exploitative towards their workers, rather than being business-minded and professional in their approach. The key reason for this is that their business attitudes are based on experiences of working in the existing norms of the sector, rather than being based on an interest in behaving lawfully. This situation needs to be changed for the benefit of the sector. To this end, the proposed model suggests the following guidelines:

a. **Follow employment law:** Owners should follow UK employment law in terms of employment contracts, equality and discrimination at work as well as unfair dismissal, flexible working rights, maternity and paternity leave, working time regulations, wages, equal pay, disciplinary and grievance procedures (Shamsu, R24, BR12, waiter). The implementation of these laws in the restaurant business will create a much-improved working environment and employees will be highly motivated.

b. **HRM training and development:** Owners need opportunities and incentives to receive HRM training and development opportunities from government agencies. Changing the established culture in the sector will depend as much on education as on enforcement. This will enable and indeed obligate them to employ HRM practices and to establish workers' rights.

c. **Incentives:** Staff have been working in this sector for long periods despite few changes in their pay and benefits, and few signs of improvement in their working conditions. This is a major source of employee dissatisfaction. Apart from raising pay to levels above the NMW, owners need to offer incentives such as bonuses, commission and profit sharing schemes. These are currently wholly absent from UKBRs. Even customer tips are retained by owners. Hence, the model suggests sharing this reward among all workers to create a convenient environment.

d. **Ethical considerations:** Ethical issues include integrity and trust, but also more complex issues such as accommodating diversity, offering equal treatment, recruiting a diverse workforce, ensuring equal opportunities and maintaining a safe workplace environment as well as protecting employee rights. However, in many cases, such considerations are overlooked in UKBRs. For example, workforce diversity is entirely absent because 99% of employees come from Bangladesh. Moreover, there is little attention paid to employee rights and safety regulations. Hence, to develop good business practices, BRs should carefully consider ethical issues.

e. **Motivation to join association:** The research found that employers do not encourage workers to organise themselves, even indirectly. However, most business sectors have their own associations and workers can even join national associations. Owners of BRs have their own association for promoting business interests. However, owners do not like the idea of a workers' association. Hence in terms of employee JS, good outcomes and a stable working environment, owners should support and motivate workers to join a workers' association or cooperate to establish a restaurant worker's association in this industry.

5.2.3.2 Step Three: Actions

This is the implementation stage of the model where the restaurant workers' association, employees' representative, government institutions representative, and employers' representative will meet to make decisions about supporting a supportive, expedient and tolerable working life and working environment for the UKBRs. Therefore, at this stage all participants will be focused on the needs and expectations of both restaurant employees and employers. Hence, the top priority will be given to achieving a win-win situation for both parties. Also, there should not be any psychological pressure put on other parties. Rather, the ethos should be based on cooperation and fair implementation. Finding and implementing a genuine win-win strategy (such as to consider owners and employees' interest and satisfaction appropriately) will enable the sector to establish a rational relationship between all parties, and this helps to establish a stable and firm working environment in the industry.

5.3.3.3 Step Four: Cost and benefits analysis

The implementation of the model is associated both cost and benefits. **The costs are:**

a) **Satisfy employees' needs**

A key element of any agreement between employers and employees, must involve owners recognising employee rights and basic needs for the survival of the sector. Owners must understand that employees have training needs, skills development needs, and career counselling needs. These will increase costs for the business.

b) **Pay NMW**

It is an open secret that workers in the sector do not receive the NMW, for several reasons that have been discussed already. However, implementation of this proposed model owners would require to pay the NMW to employees, which will increase costs for businesses.

c) **UK employment act**

In addition, restaurant owner must implement UK employment legislation in their businesses, including following national pay structures, having written contracts, meeting working hour regulations, paying proper taxes, having proper disciplinary and grievance policies, meeting

minimum holiday entitlements, sick leave entitlements, maternity and paternity entitlements, redundancy pay, and state and personal contributions. All these will involve additional costs for businesses.

d) Employee development programme

The business must also budget for, for example, employee development, external training, short courses for professional development, further education and skills development training, and staff development training. All this will require owners to spend money every year.

However, after implementation of this model the following benefits might develop this sector:

I.   Increased productivity

After implementation of the above, employees will be highly motivated, committed and be engaged in the business for the best outcomes. Recognition that they are in a win-win benefit will make them work harder and be committed to both individual and organisational goals.

II.   Save time and money

The model will reduce employee turnover and increase employee retention rates. Recruitment is an expensive process because it involves time and money, for example, advertising, recruitment procedures, training and work place integration.

III.   Positive relationship

A mutually positive relationship is always beneficial to both employees and employers. This model posits a positive relationship between employees and employers so that both work together for the greater benefits of the sector and all in it. This model help stakeholders to understand employee needs and facilitates an understanding of their expectations so that an employer can be motivated to meet workers' needs towards better outcomes.

IV.   Higher levels of employee satisfaction

This model will motivate employees to engage more in the workplace when they are satisfied that restaurant owners understand their needs in terms of training, education, skills and career. Satisfied employees are the ambassadors of any businesses. So, they will be self-motivated and self-directed to promote and support the restaurant's mission.

V. Innovation and profitability

Through the implementation of this model, workers will be committed to the development of businesses and the sector by generating ideas, suggestions, and sharing knowledge and experience. Thus, sales and profits will be increased.

Hence, it perceived that the implementation of this model is expensive but overall it will be beneficial to all parties as well as UKBRs.

5.3.3.4 Step Five: Limitations of the model

This proposed model is subject to some limitations because of the management practices, based on customs and practices that are long established in the sector. So, it will be difficult to introduce and manage change within this working environment. Hence, the major limitations of the model are likely to include:

a) **Fear of a loss of authority**

Most of the Bangladeshi restaurants are either sole traders or partnership. So, owners are the main decision makers, and employees must follow orders without any input to decision-making. This pattern has long existed in the UKBR sector, although it is not unique to it. So, when this new model is implemented in business settings, employers are likely to be reluctant to respect employees and follow UK employment laws that might affect their power in the business decision making process, as well as their costs.

b) **Traditional system forced into contemporary system**

BRs in the UK have their own established business traditions, for example, that they recruit local people from their own community, offer oral job contracts, work six days in a week and average 50-60 hours per week, without offering holiday and sick leave, and for payment below the NMW. Such practices are common and accepted across the sector, rather than being marginal. However, implementation of the proposed model would force businesses to follow contemporary management practices, including offering all workers the rights and benefits they are entitled to according to UK employment legislation. Hence, the model could be challenging to implement in this working environment.

c) Established restaurant workers' association

A key concern of this model is support for the establishment of a workers' association, i.e. a union. Restaurant owners are likely to regard this is against their interests and therefore be reluctant to support this model. Indeed, they may actively oppose the model, for example by providing financial incentives to workers to reject the model.

Clearly, there are limitations that may arise in the implementation of this model. However, it has potential and significance for this sector. As such, owners must come to realise that it promotes their business interests, as well as workers' expectations and government legislation for a stable working environment. Therefore, it is posited that the model offers one of the best solutions to the problems currently facing this business sector.

5.3 Conclusions

The existing literature shows that JS factors include job importance, competitive pay and benefits, consistent working conditions, affordable organisational policies and culture, job security, job promotion, firm size, relationship with co-workers and advancement. The primary data reveals that the JS determinants of BRs are the job promotion, willingly work, relationship with colleagues and good restaurant policies and so on.

After careful consideration, the primary research identified the components of JS. It is perceived that these JS factors are associated with business performance in the context of UKBRs. The degree of JS determines the degree of business performance. So, there is an association between JS and performance in this sector.

Staff start out in their working life with few ambitions, poor competence and no previous work background. All of the job dissatisfaction factors are observable in this work environment, and the employees accept the environment due to a mixture of reasons.

First, their training and skills i.e. their human capital is poor and not competitive in other industries. Hence, they prefer easy access to BRs than other sectors. Second, working in BRs is considered financially better than the work many of them undertook in Bangladesh. For example, a key feature of previous job environments are poor payment. In addition, the social safety net is stronger in the UK than in Bangladesh, which motivates staff to achieve permanent residence in the UK. They intend to survive in the job to set up a future in the UK. The

employee's intention is positive in terms of their perspective and employment situation; however, poor JS factors are unsuitable in UK job provision. Finally, the literature shows that JS and EWL determine the degree of performance and the primary research found that, despite having poor JS and poor EWL, performance is positive because employees are motivated to maximise their contribution for the above reasons. These motivation factors directly contradict UK legislative factors.

The proposed model, therefore, adds value to improve working life and consistent working environments in the UKBRs. The model suggests how to balance employees and employer expectations through win-win benefits. The key challenges in implementing this model are that owners would like to follow traditional management practices in restaurants and may be reluctant to incorporate contemporary management because they lack educational qualifications, knowledge and skills in these regards. They might fear the impact of these factors on their business power and profits while implementing this model.

Therefore, the research has identified how EWL and JS in BRs are distinct from other small business contexts in the UK generally. Hence, it is this distinctiveness that provides a major character to the literature on small firms. What makes Bangladeshi restaurants distinct from other small firm contexts are: a) mode of service; b) mode of work shift; c) free accommodation; d) direct interaction with owner; e) dominating attitude.

Chapter Six: Conclusions and Recommendations

6.1 Introduction

Ethnic minority-owned businesses in the UK are a significant and growing feature of the private sector and play a key role in economic and social life (Ram and Jones, 2008). Government figures show that there are 300,000 EMBs (six percent of all privately-owned businesses), which contribute an estimated £30b to the UK economy (Department of Business Innovation and Skills, 2014; Kambona, 2016). Furthermore, Ram and Jones (2008) observe that EMBs are important, not only because of their numbers or financial contribution but because they have brought much-needed jobs, facilities and services to the UK and contribute significantly to the regeneration of communities.

Bangladeshi-owned enterprises make up a significant proportion of EMB populations. A significant portion of these are in the food sector and include restaurants, catering and takeaways. Other Bangladeshi enterprises include groceries and retail outlets, travel agencies, accountants and law firms. While there has been academic research into EMBs generally, there has been an insufficient focus on the working life of people in Bangladeshi enterprises and, specifically, restaurant businesses in the UK. Therefore, this thesis has focuses on EWL in the BR sector located in the UK and has developed a model for a more stable working environment for employees in this sector.

Thus, the aim of this thesis has been to present the relationship between EWL, JS and business performance in the context of UKBRs. To achieve this, this study set out two research questions. The first was to investigate the relationship between EWL and JS in BRs in the UK. The second was to establish the relationship between JS and restaurant performance, with particular reference to non-financial performance.

6.2 Research Summary

This concluding chapter therefore highlights the key findings of the research in terms of a) the existing body of knowledge and the implications of the research for EWL, JS and performance in terms of BRs; b) the analysis of empirical findings in relation to the research objectives; c) the difference between BRs and other UK restaurants and SMEs; d) the distinctiveness of BRs compared to other small firms in the UK; e) the implications of the findings in the context of

UKBRs; and f) the contributions of the research. The chapter also identifies the limitations of this research and provides recommendations for further work in this sector. Finally, the Chapter suggests possibilities to generalise the research findings.

6.2.1 Key issues in EWL, JS and Performance: An Agenda

The research confirms that EWL is closely related to JS and performance. The findings from the literature review and primary data are discussed below according to the research questions:

6.2.1.1 Relationship between EWL and JS

The literature review identified the key factors that contribute to EWL, such as occupation, working environment, working hours, annual leave, job flexibility, pay, work-life balance, working conditions and other fringe benefits (Blackburn et al., 2013; Saridakis et al., 2013; Laar et al., 2007; Truss et al., 2006; Wright and Pollert, 2006; Vliet and Hellgreen, 2002; Maslach et al., 2001; Ram and Smallbone, 2001; Rainnie, 1989; Gabriel, 1988).

JS varies based on intrinsic and extrinsic rewards, the age of employees, gender, educational qualifications and job status (Echchakoui and Naji, 2013; Linz and Semykina, 2013). High JS and low JS depend on desirable individual facets (Jones at al., 2011). Wright and Pollert (2006) state that restaurant workers are satisfied based on a comparison of their current situation with previous employment experiences in their country of origin.

The primary research on EWL shows underscores some distinctive features of EWL and JS in BRs within the context of the existing body of knowledge. For example, workers in BRs are be treated as robots rather than human beings and they are working like maid servants rather than employees. In addition, bullying and harassment are common practice in these businesses. Employees tend to feel entrapped within employment settings, which creates a 'do or die' attitude amongst staff. This means that if workers comply with employment policies, they can survive in the UK; otherwise, because of the precariousness of their position within the economy and society, employees will face the prospect of losing their job. Consequently, their residential status in the UK will be compromised and they may have to leave the UK. Their working life is thus associated with the concept of 'silence and soundlessness' in terms of job dissatisfaction.

The evaluation of primary data on EWL in BRs in relation to the general literature is shown in Table 6.1. This highlights the differences between understandings of EWL in the existing literature and the findings of this study. Three points are key:

First, previous studies show that EWL is largely dependent on employees' occupation, working hours, annual leave and pay and benefits. However, the primary data of this research finds that the working life of staff in BRs is beyond the UK tradition as business ethics and employment law are almost non-existent in the BRs that were studied.

Second, the existing body of knowledge highlights the importance of job flexibility, work-life balance and good human resource management practices. On the other hand, this research identifies poor job flexibility, few rewards, little recognition and low job freedom, as well as an imbalance of power in the relationship between employees and employers in UKBRs.

Finally, although existing research finds sound evidence of bullying and harassment of staff (e.g. Wright and Pollert, 2006), this study finds that bullying and harassment are commonplace in the EWL in UKBRs. This is in addition to of poor health and safety practices and routinely hostile working environments. Hence, this thesis concludes that EWL in UKBRs is 'beyond' the UK tradition.

Table 6.1: EWL related factors in existing literature and primary research data

EWL factors of existing literature	EWL factors from primary research
a) Occupation	a) EWL is beyond the UK tradition
b) Hours of work	b) EWL like as robots
c) Work place	c) Long shift hours
d) Annual leave	d) Multiple job roles
e) Flexible works	e) Numerous job challenge
f) Pay and benefits	f) Annual and sick leave is mostly absent
g) WLB	g) Pay under NMW
h) Human resource practices	h) Restricted flexible work
i) Bullying and harassment	i) Absent of reward and recognition
	j) Absent of job freedom
	k) Owners dominating power
	l) No job security
	m) Imbalance working life

| | n) Bullying and harassment is common |
| | o) Poor health and safety environment |

Source: Data gathered by the researcher

6.2.1.2 Relationship between JS and Performance

JS is related to short-term rewards and long-term prospects (Brown and Mcintosh, 2003). JS has also been found to vary according to the organisational size, job autonomy and the quality of the job. Smaller organisations have the highest levels of JS (Storey et al., 2010).

JS in terms of employees has been found impact directly indirectly on business performance (Akehurst et al., 2009; Naseem et al., 2011). The literature reviewed earlier identified some of the key factors that influence the business performance of SMEs. These include the status of the job, working conditions, working relations, organisational policies, pay and benefits, career development opportunities, promotion, relationship with supervisors, firm size, organisational culture and job security (Nandan and Krishna, 2013; Bozeman and Gaughan, 2011; Lo and Ramayah, 2011; Storey et al., 2010; MacIntosh and Doherty, 2010; Bokerman and Ilmakunnas, 2008; Tsai et al., 2007; Parsons and Broadbridge, 2006; Gagioglu and Tansel, 2006; Nguyen et al., 2003; Leung et al.,1996). However, there is an absence of research into JS within BRs and also how JS affects the performance of BRs.

Set against this background, the primary research on BRs identified some distinctive characteristics that affect JS in BRs. The analysis of the primary data found that the location of the restaurant as well as the prospect of cash in hand wages enhance the level of JS in BRs, as do the following variables: avoidance of paying income tax, ability to claim social security benefits; housing benefits and child tax credit benefits; feeling comfortable with the workplace environment; forming a good relationship with Bangladeshi colleagues; having the opportunity to meet customers from different countries; working in an alcohol-free working environment; representing Bangladeshi foods to foreigners; and working with people of the same culture and religion.

The research refined the general JS literature through an analysis of employees and primary data (below Table 6.2). This highlights the distinctiveness of JS in BRs compared with SMEs as a whole in the existing literature.

Table 6.2: JS factor of existing literature and primary research of BRs.

JS related factors in existing literature	JS related factors from primary data
a) Importance of job	a) No skills requirement
b) Higher pay and fringe benefits	b) Easy access to job
c) Working conditions	c) Poor skills but continuing job
d) Organisation's policies	d) Free accommodation and foods
e) Organisational culture	e) Comfortable working environment
f) Job security	f) Cash in hand salary
g) Career advancement	g) Cultural attachment
h) Promotion	h) Win-win compromise
i) Firm size	i) Alcohol free restaurants
j) Relationship with co-worker	j) Future establishment in this country
k) Supervision	k) No income taxes
	l) Continue to social security benefits

Source: Data gathered by the researcher

Some key points are emerged:

First, the existing body of knowledge shows that JS is defined through the job, pay, working condition and policies. However, this research finds that JS in UKBRs depend on flexible job requirements, the availability of free food, free accommodation, and cash in hand wages.
.
Second, the literature demonstrates that the prime factors in ongoing JS includes job security, opportunities for career progression, and promotion by experience and performance. In contrast, the primary data of this research discovers different factors influence JS, for example, a win-win compromise between employers and employees regarding working hours, remuneration, cash in hand wages payment and a working environment that is alcohol-free (as Muslims are restricted from consuming alcohol by religious belief).

Finally, previous studies establish that JS is linked to the size of a firm and employees in smaller firms have a higher level of JS (e.g. Storey, 2010), closer supervision. This research identified some distinctive contributors to JS, including opportunities to avoid declaring income, avoidance tax, and maintenance of social security benefits.

The business performance shows that the success of organisations can be measured regarding both financial criteria: sales and profit and non-financial criteria as well as job autonomy, JS and so on. The financial success of business is recurring revenues, positive growth, continued cash flows, and increased shareholder value; while non-financial measures of success include a sense of fulfilment or a challenge, or maintaining a work-life balance (Gray et al., 2012). The present research on BRs focuses on non-financial measures of performance predominantly. Walker and Brown (2004) highlight that the non-financial measures of success include employee autonomy, a sense of fulfilment and the ability to balance work and family life.

Table 6.3 below illustrates the key non-financial performance factors in the existing literature along with those found in the primary research for this thesis.

Table 6.3 Non-financial performance factors of the existing literature and primary research data.

Non-financial performance factors in existing literature	Non-financial performance factors from primary data
a) Job autonomy	a) Restricted job autonomy
b) Sense of fulfilment	b) Partial sense of fulfilment
c) Job challenge	c) Multiple job challenges
d) Career prospect	d) Uncertain career prospect
e) Work-life balance	e) Imbalance work and family life
f) Working condition	f) Poor working condition

Source: Data gathered by the researcher

The above Table 6.3 shows the key contributors to non-financial performance as identified in the existing literature and contrasts these with the situation found in the primary research data on UKBRs. First, previous research shows that job autonomy and a sense of fulfilment are the key non-financial performance factors; however, this thesis shows that, in BRs, job autonomy is restricted, and employees have only a partial sense of fulfilment. Second, the existing research also finds that job challenges and the prospects of career advancement lead to improved performance. However, the primary data from this research shows that EWL in UKBRs is characterised by multiple job challenges, and uncertainty of career and career

progress, resulting in poor performance in the BRs. Third, the review of literature shows that good work-life balance and consistent working conditions improve the performance of organisations. In contrast, the primary data of this study shows that workers find it hard to balance work and family life, and have to work in unhealthy working conditions, which negatively affects their performance. Overall, therefore, the primary data of this research shows that UKBRs demonstrate few of the elements of EWL that contribute to a strong non-financial performance on the part of the business.

6.2.2 Key Findings from the Primary Data and Contribution to Knowledge Management

This research employed thematic analysis to analyse qualitative data obtained from semi-structured interviews and customer reviews of selected UKBRs. This was undertaken to address the research questions and objectives. Primary data analysis reveals nine key themes, each of which focuses on a particular problem related to EWL, JS and restaurant performance in BRs.

The analysis specifies that themes 1, 2 and 4 relate to research objective 1; themes 3, 5, 6, 8 and 9 relate to research objective 2; and theme 7 relates to research objective 3. The themes clearly identify a number of key issues in this sector. To address these, it is necessary to develop a new approach to HRM in the sector. Hence, objective 4 is satisfied by the proposal of a new model titled 'The Employee Working Life Improvement Model' (see above Figure 5.7). Each theme and proposed model will enrich the existing body of knowledge. The key findings of each theme are summarised briefly below:

Theme 1: UKBRs' employees' working life is beyond the UK tradition

This theme shows that the degree of employee satisfaction with EWL varies based on the freedom of work and collaboration. It finds that annual leave, sick leave and job flexibility are currently lacking in the sector, which instead is characterised by long and mandatory shifts and unpaid overtime.

However, the norm in the UK business environment is that businesses follow certain UK employment standards and legal requirements, for example regarding minimum rates of pay, working conditions, and health and safety (Gov.UK, 2016; Drucker et al., 2005; Vickers et al., 2005). Nevertheless, the BR sector does not follow UK employment norms or legal

requirements, a situation that puts the working life of employees beyond the UK tradition. Hence, this finding provides an awareness of the BR sector and other ethnic minority businesses in the UK and therefore adds value to the existing body of knowledge.

Theme 2: 'Silence and Soundlessness' matter in measuring Job Dissatisfaction

This theme finds that workers have poor motivation to work in BR because of mandatory long hours and the absence of job security. The key reasons for job insecurity are restricted to joining unions and the absence of written contracts. Workers are reluctant to take these steps as this means to challenge employers. Thus, these potential issues are not aired or discussed. This can be characterised as the 'silence and soundlessness' of job dissatisfaction in this industry.

Previous studies have yet to provide data on how many people make complaints against their employers. However, this study finds that the absence of complaints should not be taken as evidence of the absence of job dissatisfaction. The 'silence and soundlessness' of job dissatisfaction is, itself a reflection of the depth of job dissatisfaction. This 'silence and soundlessness' must be recognised by the BR sector and other ethnic minority businesses in the UK for further growth and development of their business. Consequently, this finding will fulfil some of the gaps left by the contemporary researchers.

Theme 3: Restaurant workers are considered as 'robots.'

This theme highlights employer attitudes and behaviours, which are characterised by domineering and dictatorial management styles. This study finds that, in UKBRs workers are treated as 'robots' in the sense that they are expected to carry out multiple tasks and responsibilities, work long hours, take few breaks, submit to rigorous monitoring and receive no holidays or other concessions that meet their social needs or interests. They are treated as machines rather than human beings, which degrades the employees and their profession. This contributes to job dissatisfaction in this industry. Previous studies show that employees are considered as human beings rather than machines (Koys, 1988). Thus, the finding of this theme will make a theoretical contribution into existing body of knowledge related to ethnic minority businesses.

Theme 4: The principal determinants of JS are complex

This theme finds that, in BRs job promotions are not common and there is a weak relationship between employees and employers, and no written contract agreement. However, employees

are satisfied in the working environment as there are some hidden consideration, for example, an informal compromise between employer and employees which are presented as a tacit win-win agreement.

Previous studies have not exposed this tacit collaboration between employers and employees to investigate the true depth of income to enable both parties to pay lower taxes. However, this study finds a common pattern and reveals that it is an open secret in BRs. The implications of such a secret arrangement add complexity to the factors contributing to JS. Hence, this finding will enrich the existing theory related to JS of ethnic minority businesses.

Theme 5: The unpredictability of owners' attitudes and behaviour

This theme highlights variation to the behaviour of owners towards customers, who are treated with every consideration, and staff. Owners are reluctant to treat staff well, and ignorant of their duties to them. The only exception to this is the Christmas period, when such attitudes improve, due to higher levels of business and profits.

This finding show that the behaviour of owners is selfishly linked to the changing conditions of the business, and contrasts with previous studies to expose owner-managers of UK SMEs as generally well-educated, motivated, client focused and committed to developing highly incentivised and motivated teams (Blackburn at el., 2008). Moreover, it is widely recognised that the power distance between employers and employees is low in the UK business environment. In contrast, UKBRs have high power distance, and authoritarian leadership styles are commonplace. Therefore, this theme exposes impulsive owner attitudes and behaviours in the UK working environment, which will make a theoretical contribution into existing body of knowledge.

Theme 6: Restaurants performance both financial and non-financial is in a slump

This theme consists of two factors: financial and non-financial performance.

The subthemes around financial performance reveal that UKBRs currently face a difficult situation because of staff shortages, strict immigration rules and increased competition from new entrants in the sector. Thus, sales and profits have decreased, and the BRs are struggling to survive in this business setting.

The subthemes in relation to non-financial performance show that employee turnover is low; job freedom is variable and multiple job challenges and sense of fulfilment are partial. The

research shows that employee turnover is low because employees fall into the owners' 'trap strategy'. This 'trap strategy' means that employees have few opportunities for personal and professional development, and so are forced by employers to remain in the same place of work for the duration of their working lives. However, previous studies have found no evidence of a 'trap strategy' especially in the UK restaurant industry. Hence, the findings of this empirical research will make another theoretical contribution into existing body of knowledge.

Theme 7: The connection between EWL and JS is resilient

This theme discusses the close links between EWL and JS, and in particular that a high workload and job pressure has a negative impact on both EWL and JS. However, in the UKBR sector, EWL and JS is resilient because of the availability of free meal, free accommodation, cash-in-hand wage payments and opportunities to lie about genuine income levels.

This situation differs from previous studies, which suggest that the relationship between EWL and JS depends on the size of the organisation. Broadly speaking, large organisations have a good working life but less JS; while small organisations have higher JS but poor working life (Storey et al., 2010). Thus, this new finding will contribute to the existing body of knowledge.

Theme 8: Employees alternative job opportunity in other business industries is narrow

This theme suggests that employees have limited job opportunities because of poor skills and competency levels. So, workers tend to take no action to move on because of a cultural attachment to BRs, despite their reported unhappiness and dissatisfaction with their EWL. It also shows that those workers in BRs tend to have limited skills for survival in the UK, which in turn, motivates them to work in BRs.

The existing literature shows that workers in other UK SMEs are competent, and have good skills (Blackburn at el., 2008). Hence, they have more job options in other industries in the home and abroad. This is not the case for workers in UKBRs. Therefore, this is another important dimension of knowledge contributed into existing body of knowledge.

Theme 9: Current Working Circumstances in UKBRs

The final theme highlights that workers prefer to work in BRs because they lack skills, experience and educational qualifications. This is despite the fact that UKBRs face an acute staff shortage. Other UK restaurants, such as Turkish restaurants are increasing their share of the market at the expense of BRs. Hence, this finding provides an awareness of the BR sector

to survive in this environment. Therefore, the researcher is successful to fill some of the gaps left by the contemporary researchers of ethnic minority businesses.

A summary of the key findings from the current literature and primary research on EWL, JS and performance is produced below:

After reviewing the existing body of knowledge along with the attendant theories of EWL and JS, and the primary data, this study finds a relationship between these variables. Thus, the research demonstrated the relationships as:

I.   EWL affects JS i.e. EWL ⟶ JS
II. EWL affects performance i.e. EWL⟶ performance
III. JS affects EWL i.e. JS ⟶ EWL
IV. JS affects performance i.e. JS⟶ performance
V.   Performance is related to both EWL and JS i.e. performance ⟶EWL and JS

Therefore, the relationship between them can be expressed as:
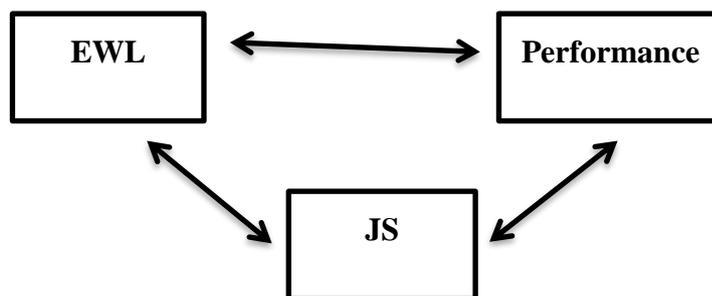
Figure 6.1: The relationship between EWL, JS and Performance

6.2.3 The difference between BRs from other restaurants and SMEs in the UK

The research differentiates between BRs and other restaurants and SMEs. This is shown in Table 6.4 below. The table will enable readers to understand the key differences between BRs and other restaurants and SMEs.

Table 6.4: BRs are different from other restaurants and SMEs in the UK

UKBRs: Data from primary research	UK other Restaurants: Data from existing literature	UK SMEs: Data from existing literature
a) Working hours average 50 to 60 weekly b) Annual leave and sick leave is absent c) Job flexibility is restricted d) Mostly informal training e) Pay under NMW f) Absent of written contract g) Owners dominating attitude h) Bullying and verbal abuse is common i) Absent of union j) Diverse EWL k) JS is partial l) Restaurant performance is at downturn m) EWL affects JS n) EWL affects performance o) JS affects EWL p) JS affects performance q) Performance is related to both EWL and JS	According to Wright and Pollert (2006), the key features of UK ethnic minority restaurants are: a) Long hours working b) Illegal workers c) Flat rate payment d) Low awareness of holiday e) Poor perceptions of job security f) Minimal health and safety training	According to Blackburn at el (2008, p. 11), the key features of UK SMEs are: UK SME's owner-managers are relatively well educated, have mixed motivations and aspirations, intension to innovate product, emphasize on quality and service and client 'focused' and alliances. UK firm's characteristics: a) Firms more likely to be founded by 'teams' b) Less likely to plan for observed growth UK firm's wider context: a) Firms more likely to use external equity b) Firms less involvement with public contracts c) Firms more likely seek and secure government aid UK firm's market activities: a) Firms much more likely to export b) Some firms emphasized to export

Source: Data gathered by the researcher

Table 6.4 above shows the differences between BRs and other UK SMEs. It highlights that the owner-managers of UK SMEs are well-educated and highly motivated. They have innovative ideas, emphasise quality and service, and are client-focused. In contrast, the owner-managers of BRs are not well educated and place little importance on innovation, preferring to follow traditional modes of working that they have learnt from previous experience. They attempt to provide a good quality of service to customers while doing little to develop the standard of EWL. Second, the existing literature shows that UK SMEs are more likely be working with a team, but are less likely to plan for growth. On the other hand, BRs are less likely to have team

management but are more likely to plan for growth. Third, UK SMEs are more likely to use external equity, and to have less involvement with public contracts, but are more liable to seek government aid. In contrast, BRs are less likely to use external equity and public contracts but are more likely to seek government aid. Finally, the previous studies show that UK SMEs are much more likely to emphasise exports, while BRs are less likely to draw attention to exports of their goods and services.

6.2.4 Distinctiveness of BRs compared to other small firms' in the UK

The research explores the distinctiveness of BRs in the context of small firms in the UK. Several features of BRs distinguish them from UK SMEs. These are summarised below:

1. **Mode of service:** owners focus on customer satisfaction through better service; however, they neglect EWL, JS and their importance of this business setting (see above theme 4.7.1).

2. **Mode of work shift:** the full-time workers are called 'whole day workers,' as the split shift pattern keeps them busy for the entire day (see above theme 4.4.2).

3. **Free accommodation:** this facility for workers also results in them being committed to working for the whole day (see above theme 4.3.7.3).

4. **Direct interaction with owner-managers:** employees have to deal directly with business owners, rather than through managers or other intermediaries. This can increase the job pressure on workers (see above theme 4.7.6).

5. **Authoritarian management:** owner-managers in the UKBR sector have been found to display domineering attitudes and authoritarian styles, and are regarded as authoritarian 'Bosses' by the workers. There is thus an imbalance in the power relationship between managers and employees in BRs. The owners-managers are the key decisions makers and regard employee suggestions as affronts. Some owners-managers see themselves as having long experience and thus sufficient knowledge on how to run a business. They expect employees to follow orders that than listening to any feedback or complaints, and take the view that their financial power means that they are 'Boss' (see above theme 4.7.3). This means the employees are less likely

cooperate with owners, encourage them to innovate and contribute new ideas for the benefit of the enterprise.

6. **Cash in hand wage payments:** This 'opportunity' exists between employees and employers in BRs (see above theme 4.3.7.1). It means that employees evade paying income tax and organisations avoid paying corporation tax. This practice appears common in the BRs.

6.3 Implications of the Research

This research can be of benefit to Bangladeshi minority businesses and other EMBs in the UK. The findings may also help academics, practitioners and policy makers of EMBs in the UK and other countries. The study is expected to raise levels of understanding and theorising about EWL and JS, particularly in SMEs. The thesis explores the relationship between EWL, JS and performance in the UKBRs. The implications are:

1. Employees begin their jobs in BRs with low ambitions and few skills or competencies. The fieldwork shows that they have job dissatisfaction in their working life, but they do not discuss this as they need to survive in their jobs and remain in the UK.
2. The close monitoring of employees and management's verbal abuse of staff were identified in the research, and this affects employees' EWL as well as their personal lives.

3. Employee turnover in the industry is low. This may be surprising given the poor working terms and conditions but is outweighed by the need for employment and paternalistic strategies of owner-managers. This is also linked to the fact that employees fall into the owners' 'trap strategy', which means that employees work in the industry without any personal development, which limits their job opportunities in other UK sectors. This is one of the causes of employee dissatisfaction and poor performance in the industry. This study suggests that performance in the industry may improve if owners are committed to the personal development of their staff rather than to the idea of a 'trap strategy'.

4. The thesis has quantified the determinants of employee JS. It shows that the degree of satisfaction in EWL is high for the majority of staff. However, the research found that JS varies according to individual circumstances.

5. Most of the workers work more than 50 hours a week; however, many are officially employed for less than 24 hours so that they can also claim social security benefits. This also benefits employers as they effectively pay far below the NMW, and save on tax and national insurance contributions. Although this is ostensibly a win-win for employers and employees, it is accompanied by low levels of training and poor productivity. In cases where workers resist this informality and avoid this tacit agreement, some were victimised.

6. The primary data shows that employees of BRs are restricted from joining unions, are not given written contracts and are paid far below the NMW. They routinely suffer bullying and verbal abuse in the working environment. However, employees seldom complain about employers because they do not expect any solution to their problems and fear for their jobs. This dissatisfaction is called 'silence and soundlessness' in job dissatisfaction.

7. The thesis has suggested a new model titled 'The Working Life Improvement Model' for BRs sector in the UK. This model will establish a consistent working environment of this sector (see above Figure 5.7).

8. UKBRs are currently suffering a downturn because of staff shortages, strict immigration policy and the entry of new rivals in the industry. Consequently, sales and profits are falling, which is a concern for EWL in this sector. The new model titled 'Employees Working Life Improvement Model' offers a solution to these problems (see above Figure 5.7).

6.4 Contribution of the Research

The key contributions of this research presented below:

a. This is the first piece of research at a doctoral level to look at UKBRs. It is the first to review EWL (occupation, workplace pattern, hours of work, annual leave, flexible work, pay and benefits), JS (job, working conditions, working relations, organisation's policies, pay and benefits) and performance (job autonomy, work-life balance, employee turnover, job challenge and sense of fulfilment) related factors in detail. The reviews developed an understanding of the key concepts of EWL, JS and performance (see above Figure 2.5 conceptual framework in Chapter 2). These findings confirm that there is a close relationship between EWL, JS and performance. This adds to the existing knowledge on EWL (e.g. Sivapragasam and Raya, 2014; e.g. Laar et al., 2007; Truss et al., 2006); JS (e.g. Akehurst et al., 2009; Naseem et al., 2011) and Performance (e.g. Gray et al., 2012; Walker and Brown 2004). The research adds a wide range of new ideas, thoughts, insights and knowledge into the existing body of knowledge related to EWL, JS and performance. Thus, it is a potential contribution to knowledge.

b. Nine key themes emerged from the analysis of the empirical data of 40 semi-structured interviews and 509 customer reviews. The themes are developed by using thematic analysis with the application of N10 QSR. Initially, some 54 themes were identified, which were then grouped into nine key themes (see in Chapter 4), each of which highlights a particular aspect of the relationship between EWL, JS and performance in BRs. They also identify the key issues which need to be addressed for further growth and development in this industry. In terms of theme 1, employees work long hours, however, annual leave, sick leave and job flexibility are lacking in the sector; Theme 2 suggests employees are satisfied with their job but maintain 'silence and soundlessness' due to their job security and survival in the UK. Theme 3 notes that employees are treated like 'robots' because of domineering and dictatorial management styles. Theme 4 finds that employee JS factors are complex as there is a hidden consideration (i.e. a win-win agreement). Theme 5 finds that the behaviour of owners is selfishly linked to the changing conditions of the business. Theme 6 finds that BRs are struggling to survive in the UK business setting and Theme 7 finds a close relationship between EWL and JS but finds that workloads and job pressure have a negative impact on JS. Theme 8 suggests employees have limited job opportunities because of poor skills and Theme 9 finds that employees prefer to work in BRs because of the flexibility of the work. The findings suggest shows that less empirical data was found in the existing literature on

EWL, JS and performance in the UKBRs. Therefore, the researcher has succeeded in filling some of the gaps left by contemporary researchers of this sector.

c. The literature identified a series of research gaps. This research has filled some of these gaps. First, it has provided a unique setting for an analysis of EWL, JS and performance. It finds that these do not necessarily follow the general literature. They also vary within UKBRs. Second, the research shows that the working life of the BR is beyond the UK tradition, which is not explored in the general literature. Third, the study explores that the idea of the 'Trap Strategy' (i.e. employers constrain employees to develop their skills for mobility to other industries) rather than HR strategies in the UKBRs. In this regard, there is no evidence in the general literature. Thus, the findings have made a theoretical contribution to the knowledge management.

d. The research develops six empirical models from nine themes. These models were developed by careful consideration of research objectives and discussed in Chapter 5. Each model explores a key issue relating to the BR sector. Model 1 identifies EWL in the UKBR; Model 2 identifies the idea of 'silence and soundlessness' and issues of job dissatisfaction; Model 3 speaks to JS factors in UKBRs; Model 4 refers to restaurant performance (both financial and non-financial); Model 5 speaks to the relationship between EWL and JS, and Model 6 illustrates job requirements in the UKBRs. These models will support owners-managers of BRs to manage their business as well as other ethnic minority restaurants in the UK. Therefore, these models have made a theoretical contribution to existing body of knowledge.

e. A major contribution of this research is the establishment of a new model titled 'The Working Life Improvement Model' for the BR industry in the UK to overcome the key issues identified in the empirical findings. The aim of the model is to secure a balanced and stable working life for employees of this sector. The model has followed several steps: First, it identifies four key factors that need to be involved which are a) a restaurant worker's association; b) employees; c) government institutions; d) employers. Second, the model demonstrates the relationship between these so that all parties can work together to solve problems. Third, the key factors are demonstrated, showing a causal relationship between them. However, the research identified some

constraints to a stable relationship in this sector. Finally, the researcher identified that this model will benefit, principally employers and employees; however, the restaurant worker's association, government institutions and other ethnic minorities will also be involved. Thus, this model is a unique contribution in the UKBR sector as there is no other such model in use in this sector. Thus, it is a significant contribution to the knowledge management.

f. The application of this model will improve EWL, JS and performance in the BR industry in the UK. In addition, the model can benefit other ethnic minority businesses in the UK. The model can also apply to Bangladeshi ethnic minorities, who have businesses in different countries. Therefore, this model has made a significant theoretical contribution to the present body of knowledge. Overall, it contributes to knowledge globally.

6.5 Limitations and Recommendations for Further Research

The present study focuses on the non-financial performance rather than the financial performance of BRs. Further research into the relationship between EWL, JS and financial performance could add value to the findings of this study.

The results are based on 40 face to face interviews and 509 online customer reviews and are supplemented with secondary sources. These results, therefore, are not statistically significant or generalizable across all BRs in the UK. However, the depth of the interviews provides insights into the conditions of working life in BRs and identifies some of the reasons for these conditions. It is suggested that a large-scale questionnaire study is undertaken if statistical generalisability is required. This does not detract from the significance of the results and analysis presented in this thesis.

This study has focused on the relationship between EWL, JS and performance in SMEs in the context of one ethnic group only in the UK. Other ethnic communities are also well represented in the restaurant sector, such as the Turkish and Chinese communities. The applicability of the findings of this research to restaurants operated by other ethnic groups could be further investigated.

This research has also been limited in its geographical scope. The research studied EWL, JS and performance in BRs in Greater London in the UK. However, the generalisation of its findings to broader groups may be difficult because of different economic conditions, cultures, religious beliefs and job circumstances. Hence, it may be useful to replicate this study in other countries with diverse economic status, cultures and religions.

Finally, the analysis could be extended to other restaurant types in the UK to see to what extent these findings are a result of the sector in which the firms operate, or a result of the Bangladeshi ownership.

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Appendices

Appendix 1: Interview Questionnaire

Questionnaire: The Working Life of Employees in the UK Bangladeshi Restaurants.

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Name of Respondent:

Job Position:

Name of Restaurant:

Number of Staff:

Established Date:

Address of Restaurant:

Date of Interview:

Place and Time of Interview:
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Introduction:

I am BM Razzak, a PhD student at Kingston University London. My research area is working life of employees with particular focus on the UK Bangladeshi restaurants.

Research Purposes:

The purpose of this research is to explore **the working life of employees in the context of UK SMEs of Bangladeshi origin.** This study will gather information from Bangladeshi owned restaurants in the UK like yours. Through this research we are hoping to understand what it is like to work in a restaurant, what sort of job satisfaction workers have and how they can contribute to the success of the business. The outcome of the study is expected to be of benefit to the UK Bangladeshi restaurants industry as well as other ethnic minority businesses through knowledge sharing.

Confidentiality:

I would ask your permission for the recording of the interview. The interview information will be held in strict confidence and will not be disclosed to anybody. So, you are assured that your information will remain fully anonymous and will be kept confidential. The data will be analysed and published purely for academic and research purposes.

The questionnaire consists of 3 sections: (1) job satisfaction; (2) employees working life and (3) business performance. There are 32 questions. The interview will take about 45-60 minutes.

Please don't hesitate if you have any difficulty in answering the questions.

Now, I would like to ask some questions about job satisfaction and its influence on employees working life and business performance.

Section 1: Job Satisfaction

Q1. When did you start working here? What did you do before starting this job?

Q2. How long have you been working in this restaurant? What attracted you to come and work here?

(a) What are the main jobs in this restaurant? Who does what in this restaurant? How many people are working here? Where do you fit into this?

Q3. Can you tell me about your job responsibility in this restaurant?

(a) What does this involve on a day to day basis? What tasks do you do?

Q4. Why do you work in Bangladeshi restaurant? Did you have any other options? Do you feel happy with your job? Why?

Q5. What sort of relationship do you have with the owner of this restaurant?

(a) Do you report to them directly?

Q6. How do you get on with your colleagues? Are they helpful?

(a) Who do you work with closely on a day- to- day basis? Who decides on the menu? Who sets the price?

Q7. Have you received promotion in your job? What sort of training have you received and when? Do you have any training opportunity for further career development?

Q8. In addition to your wages, what other benefits do you get from this job? Why?

Q9. Do you think restaurant's policy and procedure are supportive of the employees? Why?

Q10. Are you satisfied with your job? What are the main job satisfaction factors in your restaurant job? Would you say that your pay and benefits are important for your job satisfaction? Do you think your job satisfaction has a relationship to your working life?

I would like to move on to section 2 containing some questions about employees working life

Section 2: Employees Working Life

Q11. What qualifications (i.e. skills or training) did you have for this job? Did you require any specific skills for this job?

Q12. What are the challenges that you face in this job? Can you tell me something about this from your experience?

Q13. Is the job flexible (e.g. working hours, work schedule, work days) for you? Do you get any support from management when you face job difficulty?

Q14. How many hours do you do in this job? What activity do you spend most time on in your job? Are you satisfied with your working hours? Why?

Q15. Do you have any kind of schedule for performing your tasks? What do you think about this?

Q16. Do you have any kind of targets in your job? What do you think about your job targets?

Q17. Can you tell me something about your salary? Do you get paid annual leave in this job to spend time with family and friends? Are you eligible for sick pay?

Q18. Can you tell me something about restaurant's working environment? How would you describe the pace of work here?

Q19. Can you tell me about health & safety issue in this restaurant? Did you get any training for this?

Q20. What do you like/dislike most in your job? Why? Can you please tell me overall about your restaurant working life?

Finally, I would like to finish by asking some questions about your organisation's success.

Section 3: Business Performance

Q21. Do you think your restaurant is performing better than previous years? Why do you think so?

Can you tell me something about non-financial measures of success of your Restaurant?

Q22. What does the owner or manager of the business do on a day to day basis?

Q23. Do you believe the owner or manager roles influence the restaurant's performance or success? Why?

Q24. Do you think the attitude and the behaviour of the owner or manager are linked to the success of the restaurant? Why?

Q25. Do you think prior knowledge and experience of owner or manager is significant for the restaurant's performance or success?

Q26. Do you believe you work hard for the restaurant's success? Why?

Q27. Do you think job satisfaction (e.g. flexible work, good wages, good working environment etc.) a significant factor that influences the success of the restaurant? Why?

Q28. Could you tell me the main barriers to this restaurant success? How do you think these could be overcome?

Q29. Could you tell me what benefits or working environment would make you and other workers here more productive?

Q30. What are the key success factors in this restaurant? How do you contribute to that success?

Q31. Finally, do you have anything to add in relation to your working experiences, job satisfaction and the way the business operates that I have not touched upon? Do you have any questions for me?

Q32. Would you mind if I contact you to clarify any of your response?

Thank you for your time and support for my research

Appendix 2: Interviews Schedule

Starting Date: 7th April 2015 to 23rd October 2015

No.	Date	Restaurants Codes	Place of interviews	Locations	Anonymous Name	Job Position
1	07/04/2015	BR001	Inside Restaurant	London	Shahid Kamal	Waiter Waiter
2	08/04/2015	BR002	Inside Restaurant	London	Lalu Hasan	Manager Assistant Chef
3	09/04/2015	BR003	Inside Restaurant	London	Sabu Rojina	Manager Staff Management
4	29/04/2015 30/04/2015	BR004	Inside Restaurant Outside of restaurant	London	Saiful Shahdat	Chef Waiter
5	01/05/2015	BR005	Inside Restaurant	Greater London	Marady Azizul	Shift Manager Manager
6	04/05/2015 01/07/2015	BR006	Inside Restaurant Outside of restaurant	London	Sobuj Abdus	Waiter Waiter
7	07/05/2015	BR007	Inside Restaurant	London	Jamal Jalil	Waiter and Delivery Driver Waiter and Delivery Driver
8	08/05/2015	BR008	Inside Restaurant	London	Monna Rahim	Tandoori Chef Chef
9	17/06/2015	BR009	Inside Restaurant	London	Afjal Raju	Store Manager Waiter
10	23/06/2015	BR010	Inside Restaurant	Greater London	Hasem Kalam	Manager Chef
11	25/06/2015	BR011	Inside Restaurant	London	Sadek Tareq	Head waiter Waiter
12	07/07/2015 13/07/2015	BR012	Outside of restaurant	London	Zafor Shamsu	Assistant Chef Waiter

13	09/07/2015	BR013	Outside of restaurant	London	Azahar Arif	Waiter Waiter
14	10/07/2015	BR014	Inside Restaurant	Greater London	Ibrahim Rokib	Assistant Manager Waiter
15	22/07/2015 29/07/2015	BR015	Outside of restaurant Inside Restaurant	Greater London	Monir Shokumar	Waiter Manager
16	21/09/2015 22/09/2015	BR016	Outside of restaurant	Greater London	Nasir Mamun	Waiter Manager
17	23/09/2015 23/09/2015	BR017	Outside of restaurant	London	Kader Khokon	Waiter Manager
18	15/10/2015 16/10/2015	BR018	Outside of restaurant	London	Belal Rob	Manager Assistant manager
19	16/10/2015 20/10/2015	BR019	Inside of restaurant	London	Mofhijul Jobber	Waiter Waiter
20	21/10/2015 23/10/2015	BR020	Outside of restaurant	London	Hamed Delwar	Chef Manager

Appendix 3: Restaurants Codes, Anonymous Name for Respondents and Respondent's Codes

Restaurants codes	Respondent's anonymous name	Respondents codes
BR001	Shahid Kamal	R01 R02
BR002	Lalu Hasan	R03 R04
BR003	Sabu Rojina	R05 R06
BR004	Saiful Shahdat	R07 R08
BR005	Marady Azizul	R09 R10
BR006	Sobuj Abdus	R11 R12
BR007	Jamal Jalil	R13 R14
BR008	Monna Rahim	R15 R16
BR009	Afjal Raju	R17 R18
BR010	Hasem Kalam	R19 R20
BR011	Sadek Tareq	R21 R22
BR012	Zafor Shamsu	R23 R24
BR013	Azahar Arif	R25 R26
BR014	Ibrahim Rokib	R27 R28
BR015	Monir Shokumar	R29 R30
BR016	Nasir Mamun	R31 R32
BR017	Kader Khokon	R33 R34
BR018	Belal Rob	R35 R36
BR019	Mofhijul Jobber	R37 R38
BR020	Hamed Delwar	R39 R40

QSR N10 Application Documents

Appendix 4: NVivo Application for Primary Interviews Data

Appendix 5: NVivo Application for Customer Reviews Data

Appendix 6: NVivo Application and Developed Thematic Nodes

Appendix 7: NVivo Application and Developed Thematic Models

Questionnaire: The Working Life of Employees in the UK Bangladeshi Restaurants.

Name of Respondent: Abdus

Job Position: Waiter

Name of Restaurant: BR006

Number of Staff: 9

Established Date: 2004

Address of Restaurant:

 Date of Interview: 01/07/2015

Place and Time of Interview: Idea Library, Whitechapel, 6.30pm-7.16pm

Introduction:

I am BM Razzak, a PhD student at Kingston University London. My research area is working life of employees with particular focus on the UK Bangladeshi restaurants.

Research Purposes:

The purpose of this research is to explore **the working life of employees in the context of UK SMEs of Bangladeshi origin.** This study will gather information from Bangladeshi owned restaurants in the UK like yours. Through this research we are hoping to understand what it is like to work in a restaurant, what sort of job satisfaction workers have and how they can contribute to the success of the business. The outcome of the study is expected to be of benefit to the UK Bangladeshi restaurants industry as well as other ethnic minority businesses through knowledge sharing.

Confidentiality:

I would ask your permission for the recording of the interview. The interview information will be held in strict confidence and will not be disclosed to anybody. So, you are assured that your information will remain fully anonymous and will be kept confidential. The data will be analysed and published purely for academic and research purposes.

<div style="border:1px solid black; padding:8px;">

Introduction of the questionnaire

</div>

The questionnaire consists of 3 sections: (1) job satisfaction; (2) employees working life and (3) business performance. There are 32 questions. The interview will take about 45-60 minutes.

Please don't hesitate if you have any difficulty in answering the questions.

Now, I would like to ask some questions about job satisfaction and its influence on employees working life and business performance.

<div style="border:1px solid black; padding:8px;">

Section 1: Job Satisfaction

</div>

Q1. When did you start working here? What did you do before starting this job?

In 2009, I started my job in this restaurant. I search different places for a job but I didn't get a job in English company because my communication skill was not good that time. I got a job in Bangladeshi restaurant and it is my first job in the UK.

I came to UK in 2009. Before I was a research investigator officer in a project of primary education ministry in Bangladesh. It was a first-class job in my country.

I applied for UK visa in 2009 and I got it then I came here without any analysis as I had a dream to come to this country.

Q2. How long have you been working in this restaurant? What attracted you to come and work here?

I am working in the restaurant about 5 years. I am interested to join in Bangladeshi restaurant because that time my situation was very bad, for the survival I need a job and it was a last option for me.

(b) What are the main jobs in this restaurant? Who does what in this restaurant? How many people are working here? Where do you fit into this?

I joined there as kitchen porter. My main job is to help chef. But I was requested to manager to give me front desk job that means customer service assistant. He considered me for this position. I changed my job position because in the kitchen section who are working is not educated, they are experienced, working well but they don't know how to behave with colleagues.

This is not a promotion. It is like a change of job for my betterment. We are working almost 9 staff.

In a restaurant, kitchen section is responsible for cooking, front desk I mean waiter is responsible for customer service and manager or owner is monitoring. Now I feel better in front desk as a waiter.

Q3. Can you tell me about your job responsibility in this restaurant?

I talk to customer, take order and pass to the kitchen and serve them. I also clean table, decorate table and make available for the next customer.

(b) What does this involve on a day to day basis? What tasks do you do?

I start at 10.00 am to 2.30pm and then 5.00 pm to 11.00pm. Every day I do similar works.

Q4. Why do you work in Bangladeshi restaurant? Did you have any other options? Do you feel happy with your job? Why?

On that time, I mean when I came to UK I don't have job information and I had a problem to communicate with people. That time I had no another job option. I was never happy with my job because I compare my back-home job and this country job. I feel this is a slave job, I am not used to work this type of job and even never thought it. I never thought I will face those things in the UK. If I knew, I must not come to UK.

I did wrong myself because without any information I came to this country. I had a plan to leave this country but I already spent lot of money so my option was limited. As I am responsible and liable to my family and I could not tell them about the situation. Before coming I sold my land, shares of a company and got loan from a bank. So I was bound to stay this country for the future opportunity. But now I decide I will speak to my parents and will leave this country.

Q5. What sort of relationship do you have with the owner of this restaurant?

It was basically formal relationship.

(b) Do you report to them directly?

If I face any difficulty, I try to manage within my capacity. However, if I failed, I have to talk with my senior level.

Q6. How do you get on with your colleagues? Are they helpful?

I got help from some colleagues but I didn't get some of them. They are not really good. They are not helping because of mentality, lack of education and may be differences between local culture and national culture.

(b) Who do you work with closely on a day- to- day basis? Who decides on the menu? Who sets the price?

I work together some of them who knows each other. Mainly we work closely in front desk.

Both menu item and price sets by manager and owner but they are not asking any suggestions before finalising it.

Q7. Have you received promotion in your job? What sort of training have you received and when? Do you have any training opportunity for further career development?

I got promotion from kitchen porter to full waiter. I got few training within the restaurant. Obviously, I need training for the further position.

Q8. In addition to your wages, what other benefits do you get from this job? Why?

I get free food and accommodation but salary is poor.

Q9. Do you think restaurant's policy and procedure are supportive of the employees? Why?

Actually, I am not sure they have any rules and regulations. They only maintain verbal policy and procedure. I didn't see any formal or written policy and procedure. Even I didn't receive any contact letter.

Q10. Are you satisfied with your job? What are the main job satisfaction factors in your restaurant job? Would you say that your pay and benefits are important for your job satisfaction? Do you think your job satisfaction has a relationship to your working life?

I never satisfied with my job but I have to do. Because salary is poor, working environment is poor and some colleagues are senior but their mentality is not good. In the UK, Bangladeshi restaurant industry is a big industry but it is not organised.

Obviously pay and benefits are important for my job satisfaction and it has a relationship to my working life.

I would like to move on to section 2 containing some questions about employees working life

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Section 2: Employees Working Life

Q11. What qualifications (i.e. skills or training) did you have for this job? Did you require any specific skills for this job?

I haven't any training and skills while I joined and even they didn't ask me anything. However, I got few training within the restaurant. Besides, they didn't ask me any specific skills requirement for this job.

Q12. What are the challenges that you face in this job? Can you tell me something about this from your experience?

I got some challenges from my colleagues. Earlier I said they are not educated and their mentality is not good that's why they didn't do well behave with us.

I didn't face any challenge from customer. However, I saw home office people several times visit our restaurant and asked lot of questions that made me afraid. I have legal permission to work although they are asking many questions. I think this is one kind of harassment.

Q13. Is the job flexible (e.g. working hours, work schedule, work days) for you? Do you get any support from management when you face job difficulty?

Not really. Because we have fixed rota. So, it is very hard to change. However, if I am very sick, they may consider the concept of flexibility. But really job flexibility is very limited.

If I face any difficulty, they try to solve it. But this is not all time.

Q14. How many hours do you do in this job? What activity do you spend most time on in your job? Are you satisfied with your working hours? Why?

I work 6 days in week and 10 hours each day that means weekly 60 hours. I sent most of time for customer service. I am not happy to my working hour because it makes me mentally stressful.

Q15. Do you have any kind of schedule for performing your tasks? What do you think about this?

No. They mainly maintain verbal schedule that means one day off and 6 days we have to work. I think it is not good for us.

Q16. Do you have any kind of targets in your job? What do you think about your job targets?

No, we don't have any target. If we get target, then I think it is more pressure.

Q17. Can you tell me something about your salary? Do you get paid annual leave in this job to spend time with family and friends? Are you eligible for sick pay?

I get £120 per week. I get one-week holiday in a year but it is paid. I get sick pay but there is a condition that means the sickness should be serious.

Q18. Can you tell me something about restaurant's working environment? How would you describe the pace of work here?

I would say the overall working environment is not good because manager is busy to make money and he is not care about employees' health and safety. Moreover, few colleagues are not good behave at all.

I get command from management while the restaurant is busy.

Q19. Can you tell me about health & safety issue in this restaurant? Did you get any training for this?

They try to do that but I think it doesn't work. I didn't get any health and safety training in this restaurant.

Q20. What do you like/dislike most in your job? Why? Can you please tell me overall about your restaurant working life?

I like to work as a team. I dislike when I didn't get any cooperation but I have to do my job.

Overall my restaurant working life is below standard. I would say I am not happy at all.

Finally, I would like to finish by asking some questions about your organisation's success.

> Section 3: Business Performance

Q21. Do you think your restaurant is performing better than previous years? Why do you think so?

It depends on the activities. I mean when management go for promotional activity then sales and profit increased. At the moment, I haven't see any specific data for the last year and this year sales and profit. But I think we are doing better in case of sales and profit.

Can you tell me something about non-financial measures of success of your Restaurant?

Manager said we give job freedom but actually nothing. I would say I am not satisfying at all and it is impossible to balance work and family responsibility while I work in the restaurant.

Q22. What does the owner or manager of the business do on a day to day basis?

Manager is responsible for pick up phone, take order, monitor and helping colleagues.

Q23. Do you believe the owner or manager roles influence the restaurant's performance or success? Why?

Obliviously I think friendly role is important for the success of the business.

Q24. Do you think the attitude and the behaviour of the owner or manager are linked to the success of the restaurant? Why?

Obliviously I believe the attitude and behaviour of the owner or manager is linked to the success of the restaurant.

Q25. Do you think prior knowledge and experience of owner or manager is significant for the restaurant's performance or success?

They can carry on business but there is no guarantee for their success.

Q26. Do you believe you work hard for the restaurant's success? Why?

I did hard work for the restaurant success. Because I get pressure from management and if I don't hard work for them then I will be terminated.

Q27. Do you think job satisfaction (e.g. flexible work, good wages, good working environment etc.) a significant factor that influences the success of the restaurant? Why?

I think flexible work, good wages, good working environment are significant factor that influences the success of the restaurant.

Q28. Could you tell me the main barriers to this restaurant success? How do you think these could be overcome?

The main barriers are poor quality of food and absent of competitive price.

This could be overcome through proper management and they should think deeply about competitors and their pricing strategy. Besides they should care about external environment basically government rules and regulation.

Q29. Could you tell me what benefits or working environment would make you and other workers here more productive?

I think good wages and good working environment.

Q30. What are the key success factors in this restaurant? How do you contribute to that success?

The key success factors are appropriate rules and regulation, recruit right employee and appropriate management support to the employees, good working environment and training opportunity for the staff.

I can contribute by sharing my knowledge and experience. I would also say the management should arrange meeting each and every month with all staff because this is an opportunity to share relevant information for the success of the business.

Q31. Finally, do you have anything to add in relation to your working experiences, job satisfaction and the way the business operates that I have not touched upon? Do you have any questions for me?

Not really.

Q32. Would you mind if I contact you to clarify any of your response?

Yes, no problem. You can communicate with me.

Thank you for your time and support for my research

Restaurant Codes: BR001

10 Customers Reviews

Review 1:

Six of us attended for friend's birthday, as we do fairly often. Warm welcome and quick with lovely poppadums. Good food, which must be cooked freshly as takes a time to arrive, but is tasty, with generous portions (and we can eat a lot!), and with a good mix of traditional and 'chef special' choices.

Whist in walking distance of our home, so are a number of other options, but we keep coming back here. Happy to recommend. (Also for take-away/delivery).

- Overall rating 4 star out of 5
- Visited March 2015

Review 2:

Visited this restaurant with group of friends' staff very attentive and always smiling, very bright contemporary loves the design of the bar... Food was very tasty especially the 'Harry mirchi chicken' (not for the faint hearted) as stated on the menu tender pieces with chefs special sauce also tried the tossed squid absolutely amazing. Restaurant has been serving curry for 15 years and by reading an introduction about the chef seems he has worked in very famous restaurants. Visiting next week, the Mrs.

- Overall rating 5 star out of 5
- Visited April 2014

Review 3:

I ordered a takeaway was very disappointed with the quality of the food pompadums had a horrible taste chicken was tough side dish was full of oil, will not use again.

- Overall rating 1 star out of 5
- Visited December 2013

Review 4:

My wife and I have lived around the corner from here for 14 years (6 together and before this I lived with my Indian best mate) and I have calculated that I have eaten at the Elachi more than 200 times, so I thought I had better post a review. The Elachi is an undiscovered gem to most as other local Curry houses have a higher profile and the location is on the busy South Circular, meaning it is often quiet. The curry here is really good quality and meat is succulent and drenched in aromatic spices, with authentic and attractive service. The waiters here are so welcoming and helpful and service is always with a smile. I suppose I want the place to stay the same but really should get a few more followers! I am visiting again this evening as it is Friday.

- Overall rating 5 star out of 5
- Visited September 2013

Review 5:

We were lucky enough to live near this restaurant for the last two years and are there regularly. We always had a good meal with fantastic, friendly service. Wide range of dishes which always tasted fresh with lots of flavour. Sauces with poppadoms were very tasty. Sometimes quiet if you eat in during the week but busier at weekends. The staff are lovely and welcoming, when my husband had tooth ache they even provided a traditional remedy of clove to ease the pain. Would definitely recommend visiting if you're local. Now we're moving we will miss Elachi!

- Overall rating 5 star out of 5
- Visited June 2013

Review 6:

This was my favourite local until the curry quality went down. Tried four times again it rekindle this relationship but ended up each time returning food. Meat became tough and chewy, sundries poorly prepped and surroundings in poor state- leaking ceiling!

- Overall rating 2 star out of 5

Review 7:

This is the best restaurant for curry I have found (after extensive research) in this area of London. I've been there many times and the food is always of high quality. As well as the usual Jalfrezi, Madras, Vindaloo etc. - all very good - the chef cooks his own individual and distinctive dishes - Chicken Radoni and Lamb Jardaloo, for example, are both superb. Vegetables are fresh and not overcooked and the spices do not mask the flavour. Prices are reasonable and the service is excellent.

- Overall rating 4 star out of 5
- Visited September 2012

Review 8:

Have visited this restaurant several times but tend to go for the Sunday Buffet which is reasonably priced. The food is good and a far choice of items are on offer to suit most palates. ENJOY!!

- Overall rating 4 star out of 5
- Visited December 2011

Review 9:

There are so many Indian restaurants in the area it has taken quite some time to get round to this place. I have had several take away and have visited twice. Every time the food is good quality and well cooked. It's one of the few restaurants I would recommend. The Shahi Murgh Masala is to die for.

- Overall rating 4 star out of 5
- Visited May 2012

Review 10:

Very good Indian restaurant (brasserie, as it calls itself), a cut above your average curry house. Imaginative menu, better than the other local posh Indian.

- Overall rating 4 star out of 5

Source: TripAdvisor

http://www.tripadvisor.co.uk/Restaurant_Review-g186338-d1025272-Reviews-Elachi-London_England.html

Appendix 10: Model 2 Silence and soundlessness workers job dissatisfaction

5.2.2 Model 2 Silence and soundlessness workers job dissatisfaction

This study develops the following model of restaurant workers silence and soundlessness job dissatisfaction. From the interviews conducted in this study, therefore, the research develops a job dissatisfaction model which identifies some key factors of job dissatisfaction. The key factors identified as the 'silence and soundlessness' matter measuring in the job dissatisfaction. The model is depicted below with discussion.

Model 2:   Silence and soundlessness workers job dissatisfaction
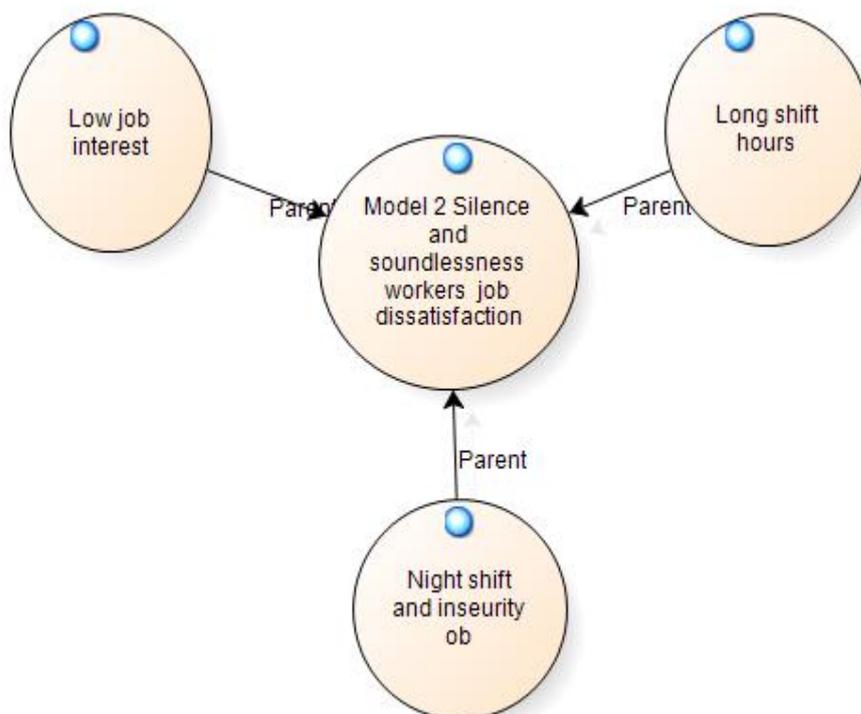
Source: This model emerged from Theme 2

5.2.2.1 Low job interest

JS comes when workers enjoy a balanced working life, which means a harmonious working environment and adequate fringe benefits. The semi-structured interviews conducted in this

research show that employees have little commitment to their work because of poor work-life balance. An imbalanced working life was shown is a primary source of dissatisfaction, leading to higher levels of employee turnover (Hughes and Bozionelso, 2007). Primary research demonstrates that the workers are unable to balance their working life. Some workers are utterly unhappy with their current jobs by comparison with past jobs back home. They never thought they would face this situation in the UK. If they knew before, they would not come to the UK'. (Theme 2, subtheme 4.4.1)

The analysis also found that the weekend shifts are mandatory for workers. This policy directly affects both the working life and personal life. Consequently, workers lose their motivation to work because they would prefer to spend time with their family during weekends. This finding concludes with the view of Wright and Pollert (2006) that few workers are interested in working at the weekend. The distinction from Wright and Pollert is that in UKBRs the workers do not have any choice on the matter.

The bullying and harassment are work-related stressors which are prevalent in British SMEs, mostly in large organisations (Lewis et al., 2016). Moreover, Neyens and Witte (2011) shows that bullying is more prevalent in SMEs without a people-oriented culture and in family businesses. Previously discussed, bullying and abuse are a common feature in the industry. However, workers are less likely to be interested in raising this to avoid difficulties at work, and because of concerns over job security (Theme 2, subtheme 4.4.4). Truss et al (2006) state that bullying and harassment are worryingly prevalent in the workplace, causing poor performance, adverse psychological states and high levels of desires to change jobs. Therefore, the consequence of this 'silence and soundlessness' is to demotivate competitive workers from joining UKBRs.

5.2.2.2 Long shift hours

Long shift hours are a common practice in UKBR working environments. For full-time workers, they have to work a minimum 50-60 hours per week, comprising of two shifts per day (Wright and Pollert, 2006). Long shift hours and 6-day working weeks create a problem in workers' working life in this sector. The primary research text shows that workers dislike working under too much pressure and two shift jobs in a day. The two shifts mean working from 11.00am-2.30pm, and then 4.30pm-11.00pm, which effectively occupies them for a

whole day, affecting workers' normal life. As a result, UKBRs workers have no social life because of long shift hours and 6-day working weeks (Theme 2, subtheme 4.4.2)

Previous research has shown that full-time workers seldom worked less than 40 hours a week, with 50-60 hours a week being the norm. However, in prestigious London restaurants, the regular working hours were 56 hours a week, consisting of two double shifts of 16 hours, plus three 8-hour shifts (Wright and Pollert, 2006). Thus, long working hours, combined with low predictability and control, produce greater disruption to their family and social lives and create poorer EWL for casuals (Bohle et al., 2004).

The interviews undertaken for this research reveal that workers in UKBRs work for an average 10-12 hours per day and 6 days in a week. However, for documentation, owners legally pledge only 24 hours per week, to avoid taxes and enable staff to continue receiving social security benefits such as job seekers allowance and accommodation benefits (Theme 2, subtheme 4.4.2). Nevertheless, the investigation further discovered that they work long hours that create working-life problems because of sleep disturbance, fatigue, and disrupted exercise and dietary regimes. Consequently, long shift hours have a negative impact on health and well-being of workers (Costa, 1996).

5.2.2.3 Night shift and insecurity job

The so-called 'evening shifts' described above are night shifts, as they typically finish at between 1.00 to 2.00am every day (with the extra hours consisting largely of unpaid overtime). The primary data shows that majority of workers are concerned about travelling home at night after finishing shifts. Many staff also reflected on a stressful working life as their long and unsociable hours affected their family life. Some workers even reported that they had considered leaving their jobs because of the stress (Theme 2, subtheme 4.4.3). The existing research also highlights that workers are dissatisfied because of the lack of overtime payments and no premium payments for night shift work. Previous research has also emphasised the effect on working life arising from long or socially undesirable working hours, particularly in the evening or on weekends, that can even have adverse effects on health (Wright and Pollert, 2006; Tepas et al., 2004; Bohle, 1994; Costa, 1996). Also, Costa (1996, p.1) stated that:

> 'In particular night work, can have a negative impact on health and well-being of workers as it can cause: (a) disturbances of the normal circadian rhythms of the

psychophysiological functions, beginning with the sleep/wake cycle; (b) interferences with work performance and efficiency over the 24 hour span, with consequent errors and accidents; (c) difficulties in maintaining the usual relationships both at family and social level, with consequent negative influences on marital relations, care of children and social contacts; (d) deterioration of health that can be manifested in disturbances of sleeping and eating habits and, in the long run…'.

The research, furthermore, reveals that restaurant jobs are not secure in the absence of permanent contracts. Most of the jobs are based on oral agreements for the benefit of restaurant owners. This means that they can, for example, terminate workers anytime, while workers cannot appeal for legal remedies as they have no valid contract documents. The study explored a real story about this issue for example:

> '…a manager of a restaurant explained the situation that most Bangladeshi restaurants are not well organised, have no written policies, and have verbal contracts which do not work. Thus, staff do not get equal support or a good environment, which is a big problem for this sector…'. (Shokumar, R30, BR15, Manager)

It is also evident that restaurants owners apply their policies in place of policies that would be compatible with employment legislation. Wright and Pollert (2006) explain that the hotel and catering sector is not known for high levels of job security, and for many workers, this is related to their irregular employment situation. This research finds that it is a significant issue that workers are disadvantaged by the lack of unions of the UKBRs industry (Theme 6, subtheme 4.8.2.3). However, workers appear reluctant to discuss this for fear of losing face or being embarrassed in the community, or for fear of losing their jobs if their owner learns of it. Hence, workers keep their job dissatisfaction as 'silence and soundlessness' for the survival in the UK.

Appendix 11: Model 6 Current working environment in UKBRs

Model 6: Current working environment in UKBRs

The model highlights current working environment in UKBRs. It demonstrates five key factors such as preference first restaurant job, flexible job requirement, irregular written contract, poor market research and acute staff shortage.

Model 6: Current working environment in UKBRs
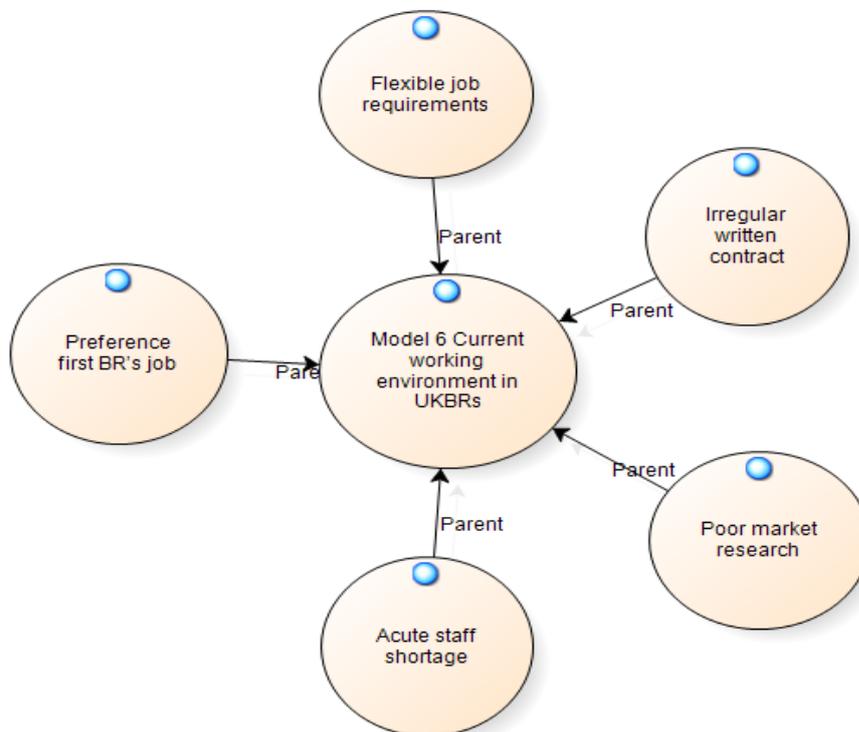
Source: This model emerged from Theme 9

5.2.5.1 Preference first BR's job

The primary data highlights that UK Bangladeshi workers have been traditionally been favoured by this industry in terms of by getting access to the job market. So, BRs act as first employers for new comers who are extremely poorly equipped to compete in the UK job

market. The investigation discovers other factors for joining BRs rather than other jobs, including lack of communication skills in English, and lack of other skills required for standard UK work environments. Jafor (R23, BR12, Chef Assistant) explained in a similarly that:

> 'It is my first job in the UK but I am unfamiliar with English working environment; all staff are from Bangladesh so communicating with my colleagues is easy'. (Jafor, R23, BR12, Chef Assistant)

Shahid (R01, BR01) prefers to work in BR because his English language skill is not up to standard. He stated that:

> 'I feel comfortable actually because my English is not standard. In here, it is easy to communicate with friends' colleagues, and even with my own people. Basically, I prefer to work in BR'. (Shahid, R01, BR01, Waiter)

Moreover, the research found an unknown factor encouraging workers to join BRs, which is the cash-in-hand nature of their pay.

5.2.5.2 Flexible job requirements

The determination of the job requirements is the most important factor in an effective recruitment and selection process for any business organisations (Bloch and McKay, 2015; Price, 1995). These job requirements may include, for example, educational qualifications, previous experience, practical competencies, and language skills. However, it varies from organisation to organisation and the specific requirements of different roles. The primary data of this research reveal many restaurants workers got job without any relevant experience or skills. One participant states that:

> 'In the UKBRs sector the workers should have some fundamental skills such as writing, speaking and computer knowledge which helps them to provide good customer service. However, most of the cases workers joined in this sector without skills'. (Kamal, R02, BR01, waiter)

The primary research also found that some restaurants workers were recruited without any formal recruitment procedure. In some cases, they visit a restaurant, talk to an owner or manager, and start immediately. In others, they may be required to bring references, or speak with someone else, and then start work. Bloch and McKay (2015) explore some factors which are related for the recruitment and employment strategies such as social networks, kinship, community, political obligations, immigration status, linguistic, culture, gender and

perceptions of good workers. So, Jones and Ram (2010) argue that conventionally Asian firm owners are privileged access to co-ethnic workers because of cost-effective.

Thus, it can be argued that job requirements in this industry are 'flexible' which enables unskilled workers to join, but also enables owners to take advantage of their position. Some workers subsequently understand the weakness of their position, with few formal rights and no opportunities to develop of their skills, which causes job dissatisfaction and poor performance.

5.2.5.3 Irregular written contract

In legal terms, a written agreement is a must between employer and employee, and is usually provided by the employer to the employee (Employment Act, 1996). However, this research study discovered that most of the participants did not have any written employment contract with the owner, which increases their anxiety, frustration and insecurity. It also means that they can be exploited and dissatisfied in terms of annual holidays and sick leave. Although a limited number of restaurants provide paid only 2 weeks' holiday in a year, sick leave is always unpaid.

A waiter explained absent job contract letter:

> 'I did not see any formal or written policy and procedure in this restaurant. I did not receive any contact letter. So, I am concerned for my job security'. (Abdus, R12, BR06, Waiter)

This is even though a full-time employee is eligible for 28 days paid holiday accordingly UK legislation (Employment Act, 1996). Wright and Pollert (2006) state that some workers received four weeks' holiday, although many workers did not know about their holiday entitlements, particularly recent recruited workers. So, the application of UK Employment Act 1996 is absent in this working environment.

The empirical research also reveals some hidden reasons for the failure of employers to offer contracts or letters of appointment to workers. These include that written documents would prevent owners from terminating workers at any time without any notice, for fear of employees taking legal action; that they would have to give the legal minimum payment rates.

5.2.5.4 Poor market research

The key factors in the success of a restaurant are good reputation, quality of food, owner's business knowledge and experience, a qualified chef, promotional activity, good management and good customer service (Philip, 2010; Yusof and Aspinwall,1999). However, BRs have long been serving traditional foods in traditional settings, rather than exploring contemporary foods and improving customer service. The research text identified the key reason for this as poor marketing research. Consequently, this sector is losing new and young customers, and business is declining (Haq, 2015; Wright and Pollert, 2006). However, new entrants enter the UK restaurant industry, such as Turkish restaurants and they are doing better of this sector.

5.2.5.5 Acute staff shortage

The primary data reveals key barriers to business success, for example, a lack of qualified chefs, skilled workers, poor management and strict immigration policy. Bangladesh Caterer Associations predict that due to shortage of skilled staff could be 10 to 15 restaurants close every week (Khandaker, 2016; Witts, 2015). Hence, the adoption of modern and competent business strategies is crucial for the recovery of the industry. This includes recruitment of skilled and educated staff, professional training for existing employees, invest for research and development, and the implementation of government policy rather than its avoidance. These activities might motivate younger Bangladeshi to join in BRs. Wilson (2017) shows that younger Bangladeshis are not interested to join this industry, resulting in a shortage of new employees. Thus, this sector faces acute shortage of skilled staff.

THE END