

# Public Policy and Restaurant Businesses: New Insight from Thailand

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This study examines the relationship between public policy and its impact on the restaurant industry in Thailand. To address this objective, primary data was collected through a questionnaire approach, considering a sample of 254 respondents (restaurant employees). For better understanding both descriptive and regression analysis techniques are applied, and findings are presented. Results through regression analysis specify that public policy is a significant determinant affecting the restaurant industry and its employees in Thailand. More specifically, the factors of public policy, like employee furloughs (EF), four-day workweek (FDWW), early retirement benefits (ERB), and reduced pay rates or benefits packages for new hires (RPRNH) have significant and positive influences on some of the factors of job satisfaction. For organisational commitment (OC), the effect of EF, CR, and RTO is found to be positive and significant for OC3 and OC4 respectively. The effect of EF on the willingness to accept change (WAC4-WAC5) is significantly positive while ERB has also shown its positive influence on WAC3-WAC6 respectively. The effect of RTO on WAC3-WAC6 is highly significant and positive. These findings indicate that public policy in Thailand has a positive and significant influence on job satisfaction, organisational commitment and willingness to accept change by the employees of the restaurant industry. However, present work has only considered restaurant businesses and their linkage with public policy. Additionally, the sample size of the study is limited to the core employees in the restaurant sector. A cross-sectional comparison of various restaurants and their relationship with public policy is also missing. Future studies could be incorporated while considering these limitations.

**Key words:** *Restaurant business, public policy, organisational commitment, Thailand.*

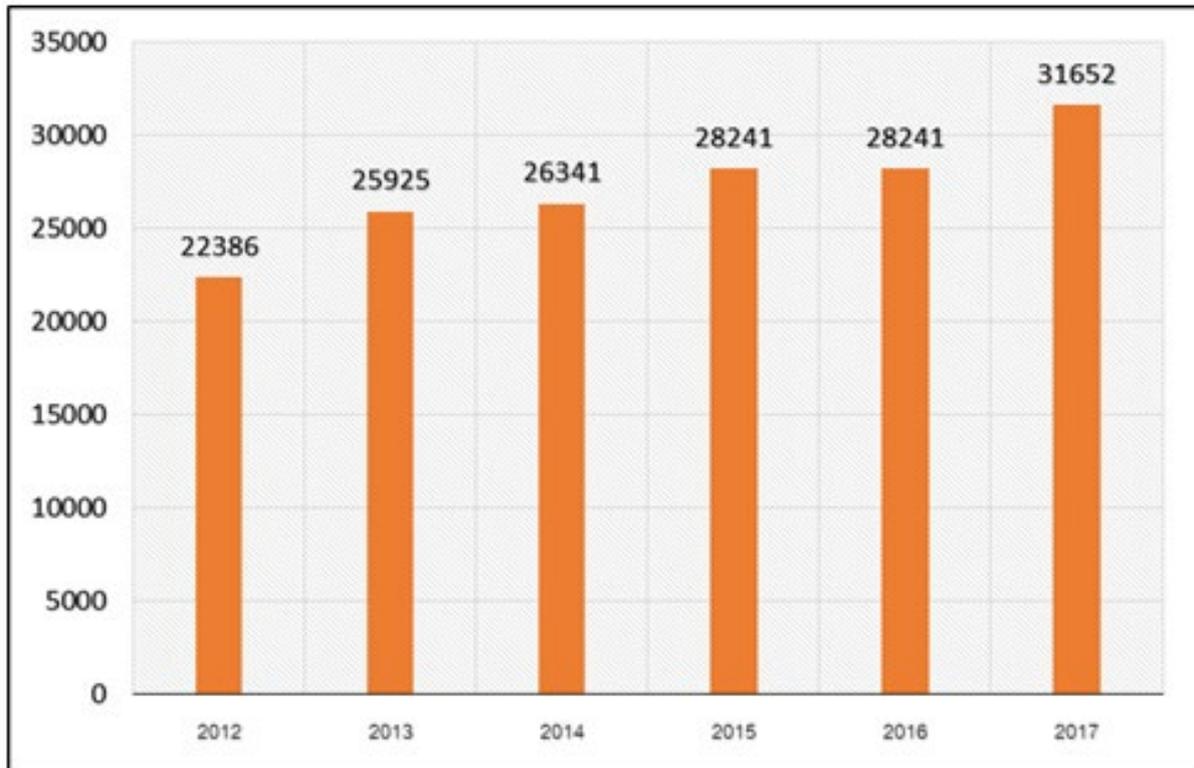
## **Introduction and Background**

Public services and policy in recent years have become central issues that have forced all parties, both the state and public institutions, to appear again in implementing regulations (Jermstittiparsert, Nguyen, Nguyen, Huynh, & Shankar, 2019). Public services are obligations that must be carried out by the government as the organiser of the state (Fatmawati, 2011). Public policy can be explained in several ways, but its political perspective is widely accepted in the field of literature. It is explained as the government's choice about what to do and what not to do. Hence, it is associated with the action of governments in any region. Both empirical and normative queries are under consideration when explaining the concept of public policy and the role of government. Under an empirical shadow, various activities of the government and how these activities vary over time are observed. The normative level indicates various issues faced by the government while implementing various policies and in the decision-making process.

The restaurant industry in both developed and developing economies has provided significant opportunities for economic growth and overall development. However, in developed economies like the United Kingdom (UK), the restaurant industry was traditionally observed as a poor employer due to the provision of long working hours with low pay. In recent years, there has been some radical development in the UK restaurant industry with the emergence of celebrity chefs and some good restaurant designers. The majority of these restaurants in the UK are privately owned and lead by flamboyant entrepreneurs. In various other economies of the world, the restaurant industry is growing day by day. Turning to the economies of Thailand, the restaurant and foodservice sector has more than 150,000 outlets with more than 100,000 restaurants. This industry has observed steady growth with a continuous increase in the tourism industry. For this purpose, the restaurant and foodservice industry has used 385 million US dollars of goods from United States during 2017. As per the findings, consumer expenditure on hotels and catering during 2012-2017 was \$655 per person. This is assumed to be an 11 percent increase, compared to last year. Additionally, during 2017, significant increases were experienced in catering, accommodation, and total consumer expenditure on hotel and catering businesses. Figure 1 provides an overview of consumer expenditure on hotels and catering during 2012-2017 in Thailand.

**Figure 1**

*Consumer Expenditure on Hotels and Catering from 2012-2017 (USD)*



To the best of the authors' knowledge, this is the very first attempt to integrate the factor of public policy and its relationship with restaurant businesses in Thailand. Earlier studies have provided little attention to this topic with missing work in both a theoretical and empirical sense. The rest of the paper is as follows: section two deals with the discussion about the literature. Section three describes the variables and their items. Section four explains the research methods. Section five provides both descriptive and regression findings with the discussion. Section six concludes the study with some limitations and future directions.

## **Review of Literature**

The factor of public policy is widely reviewed in theoretical and empirical studies. The range of these studies covers various fields, like education and health, innovation, human resource management, and various other social fields (Jermstittiparsert, Sriyakul, & Rodoosong, 2013; Saengchai, Pattanapongthorn, & Jermstittiparsert, 2019). For example, Zolotor and Yorkery (2019) have considered public policy and its various approaches as associated with public health. It is observed that for the better growth of local communities, there is a significant need to integrate the concept of public policy in population health. Lenihan, McGuirk, and Murphy (2019) have investigated the relationship between innovation, human capital, and

public policy. It is observed that for firm-level innovation, knowledge can play its role as a core driver. The factor of motivational-relevant human capital fully supports firm level innovation. Additionally, various publicly related policies can intervene and help to develop and monitor human resources for more innovation in business. However, public policy intervention helps business firms as a core driver for innovation as well.

Bristow (2018) indicates that national politicians have played a significant part in policy narratives for the wellbeing, attention, care, and technology in society. Snider and Rendon (2008) have developed a conceptual framework regarding public policy and its procurement. It is explained that various writing materials by public policy scholars have considered the perspective of general understanding. For the facilitation of studies related to public policies, numerous tools and concepts in some proposed models are finalised for proper consideration. In the last decade, the concept of public involvement under the shadow of policy tools has been examined (Gomez-Barroso & Feijoo, 2009). This can increase public-private collaboration. For this purpose, Gomez-Barroso and Feijoo's study has examined the various policy tools that can further support public involvement. Their findings suggest that public involvement in the development of various policies requires significant involvement, which can further mix various instruments. The significant contribution of their study covers the timely contribution to the debate on public support for the development of various policies. Murtaza and Fatima (2016) have observed the factors of public policy, financial crimes, and Islamic laws in Pakistan. The focus of their study was to investigate the broader characteristics of Pakistan's public policies. The study was based on qualitative research through an interview approach. The findings of the study indicate that financial crimes need significant attention. It is suggested that Pakistani laws should be studied while taking the Shariah density into consideration. Some other studies have also considered public policy and its range of implications in different geographical contexts, both in developed and developing economies (Dunn, 2015; Ehrenberg & Smith, 2017; Howlett, Ramesh, & Perl, 2009; Lowi, 1964; Reinicke & Copeland, 1998; Teece, 1986; Wilson, 2012).

Restaurant businesses, their operational activities, and overall market performance are widely examined in literature. For instance, Sparks, Bowen, and Klag (2003) have examined the role of restaurants as an essential factor in the choice of holidays. However, it is observed that those restaurants that are reasonable destinations can provide satisfaction as both restaurants and destination places as well. Their study was based on examining tourists' behaviour through conducting interviews with 459 respondents. The findings of their study provide a good understanding of the significant attributes of tourism destinations. Additionally, their work has provided useful insight for information managers regarding restaurants and the effective integration of their policies under the shadow of tourists' feelings about their restaurants and destinations.

Researchers (Jack Kivela, 1997) have investigated the restaurant industry in the region of Hong Kong. In an empirical investigation, they have examined the selection and segmentation in the stated region. The results indicate that in the selection or rejection of restaurants, good quality and food type play a critical role. The authors explain that there are four significant types of restaurant: fine dining, theme/atmosphere, family popular, and fast food. Emenheiser, Clay, and Palakurthi (1998) explore the restaurant industry and its managers to identify the skills and various abilities required to serve the relevant sector. Factor analysis was performed for the reduction of attributes in a more comprehensive way. It is observed that to be a successful manager, it is necessary to have the required skills and abilities. Bojanic (2007) has identified the customer profile for carrying out the various segments in the restaurant industry. Based on the exploratory research, it is observed that the restaurant industry should also focus on the stated segments. The restaurant industry plays a significant role in enhancing the local and international tourism industry, which is further defined by a variety of regional and macroeconomic factors (Kamran & Omran, 2018; Mason, 2015; Molina-Azorín, Tarí, Pereira-Moliner, Lopez-Gamero, & Pertusa-Ortega, 2015).

In the last decade, US restaurants and their guidebooks have been investigated (Murphy, 2004). Murphy has explained that such catalogues and documents are useful in creating a good understanding of the restaurant industry. Kalargyrou, Singh, and Lucas (2012) have examined the effect of onsite restaurant businesses on slot wagering volume. Based on multiple regression analysis, authors have shown the fact that the volume of business activity can easily be increased with the consideration of various market trends. Legrand, Sloan, Simons-Kaufmann, and Fleischer (2010) have conducted a review of various indicators that play a significant role in sustainable restaurant business activities. For this purpose, authors have mentioned the fact that for sustainable performance, a sustainable indicator approach is very helpful while exploring the overall trends in related businesses. Additional theoretical and empirical contributions can be examined in other research studies (Han, Bonn, & Cho, 2016; Harnack & French, 2008; Kim, Tan, Juliana, & Purba, 2018; Parsa & van der Rest, 2017; Siegel, 1993).

### ***Variables of the Study***

For measuring the overall trends in the restaurant businesses of Thailand, this study has considered three factors to evaluate employees' behaviour. These factors are under the titles of employee satisfaction or job satisfaction (JS), organisational commitment (OC), and willingness to accept the change (WAC). For the measurement of employee performance, seven items were added in the questionnaire. These items are titled as job satisfaction one (JS1) to job satisfaction seven (JS7). For organisational commitment there are five items ranging from OC1 to OC5, willingness to accept the change (WAC), and six items with the

title of WAC1-WA6 respectively. For the measurement of public policy, six items were added in the questionnaire. Table 1 below provides the details for each of the variables with items as selected in the present study.

**Table 1**

*Description of the Variables/Items*

<b>Name of the Variable</b>	<b>Details</b>	<b>Abbreviation</b>	<b>Literature Source</b>
Job Satisfaction (JS)	In general, satisfied with the present job.	JS1	(Ho & Au, 2006; Lu, While, & Barriball, 2007)
	Satisfied with the working conditions.	JS2	(Bakotic & Babic, 2013)
	Satisfied with working hours.	JS3	(İlhan, Durukan, Taner, Maral, & Bumin, 2008)
	Job is secure.	JS4	(Lenihan et al., 2019)
	Satisfied with the earnings.	JS5	(Lenihan et al., 2019)
	Can work under a great deal of pressure.	JS6	(Lenihan et al., 2019)
	Often working extra time.	JS7	(Lenihan et al., 2019)
Organisational commitment (OC)	Willing to work hard.	OC1	(Lenihan et al., 2019)
	Personal values and organisational values are aligned.	OC2	(Lenihan et al., 2019)
	Proud to be working in the organisation.	OC3	(Lenihan et al., 2019)
	Loyalty towards the organisation.	OC4	(Lenihan et al., 2019)
	Can take any job to keep working with the organisation.	OC5	(Lenihan et al., 2019)
Willingness to accept change (WAC)	Increase in organisational responsibility.	WAC1	(Lenihan et al., 2019)
	Increase in pressure during work.	WAC2	(Lenihan et al., 2019)

	Increase in the technological advancement of work.	WAC3	(Lenihan et al., 2019)
	More closely supervised.	WAC4	(Lenihan et al., 2019)
	Increase in required skills to do the job.	WAC5	(Lenihan et al., 2019)
	Work during uneven hours.	WAC6	(Lenihan et al., 2019)
Public Policy	Employee furloughs.	EF	(Lee & Sanders, 2013)
	A four-day workweek.	FDWW	(Lung, 2009)
	Early retirement benefits.	ERB	(Casey, 1992)
	Reduced pay rates and/or benefits packages for new hires.	RPRNH	(Reich, Hall, & Jacobs, 2005)
	Good compensation rates.	GCR	(Calder, 1991)
	Reduced or eliminated training opportunities.	RTO	(Hakim, 2006; Thomas, Benjamin, Almario, & Lathan, 2006)

## Research Methodology

This study has investigated the empirical relationship between public policy and its impact on restaurants. For a better understanding, a primary data technique was adopted with the development of a structural questionnaire. It considered public policy the key independent variable, whereas restaurant business output through employees' responses was the primary dependent variable. For public policy, employees were instructed to consider the titles of employee furloughs (EF), four-day workweek (FDWW), early retirement benefits (ERB), reduced pay rates and/or benefits packages for new hires (RPRNH), reasonable compensation rates (GCR) and reduced training opportunities for the employees (RTO) and to provide their viewpoints on a five-point Likert scale. For the measurement of the restaurant industry and its output through its employees', key factors are job satisfaction (measured through seven dimensions JS1-JS7), organisational commitment (measured through five items OC1-OC5) and willingness to accept the change (measured through six items; WAC1-WAC6). After the development of the questionnaire, it was distributed among various employees who worked in different restaurants in Thailand. Overall, 340 copies were distributed over three weeks.



After the distribution of the questionnaires, a sample of 254 questionnaires was collected with no missing observations. After the collection of the questionnaires, descriptive and regression analyses were applied to examine data trends and overall causal relationships between the variables of the study. For better understanding, the findings and discussion are presented in the subsequent section.

## **Results and Discussion**

For descriptive findings, Table 2 provides information related to the total observations of the respondents, mean score, deviation from the mean and range of the dataset. Three factors titled job satisfaction (JS), organisational commitment (OC) and willingness to accept change (WAC) are included in the model to indicate the trends in restaurant businesses as examined through their employees. For job satisfaction there are six items, for organisational commitment there are five items, and for willingness to accept change there are six items added in the model. Additionally, the effect of public policy in Thailand is measured through utilisation of practices like employee furloughs or EF, four-day working weeks or FDWW, early retirement benefits or ERB, reduced pay rates for new hires, good compensation rates or GCR, and reducing the training opportunities or RTO. The mean score in Table 2 for most of the items of selected variables is above 4, indicating a good response rate on the Likert scale of five points. The value of deviation from the mean is observed in JS6 as 1.40.

**Table 2**  
*Descriptive Statistics*

Variable	Obs	Mean	Std. Dev.	Min	Max
JS1	254	4.949	1.355	1	5
JS2	254	3.366	1.211	1	5
JS3	254	4.024	1.33	1	5
JS4	254	3.402	1.224	1	5
JS5	254	4.461	1.137	1	5
JS6	254	4.677	1.402	1	5
JS7	254	4.502	1.284	1	5
OC1	254	4.154	1.271	1	5
OC2	254	4.307	1.238	1	5
OC3	254	4.106	1.286	1	5
OC4	254	3.272	1.232	1	5
OC5	254	4.528	1.329	1	5
WAC1	254	4.945	1.356	1	5
WAC2	254	4.886	1.371	1	5
WAC3	254	3.882	1.108	1	5
WAC4	254	4.285	1.097	1	5
WAC5	254	4.689	1.201	1	5
WAC6	254	4.866	1.043	1	5
EF	254	4.713	1.135	1	5
FDWW	254	4.594	1.208	1	5
ERB	254	4.165	1.099	1	5
RPRNH	254	3.783	1.112	1	5
GCR	254	4.717	1.127	1	5
RTO	254	4.701	1.098	1	5

Table 3 provides the findings for the correlation matrix between selected items of public policies in Thailand. It is observed that the correlation between EF and FDWW is 32.84 (significant at 5 percent), indicating a positive and weak association. For the relationship between EF and GCR, the correlation is 58.75 (significant at 1 percent). This means that there is a positive and moderate relationship between EF and GCR. For the relationship between FDWW and ERB, the correlation is 38.66 (significant at 1 percent). FDWW has a positive but weak correlation with RTO. In addition, ERB and GCR have a positive and moderate level of association (significant at 1 percent). The overall correlation matrix explains that there is no high and significant correlation between the variables and their items.

**Table 3**  
*Correlation Matrix*

	EF	FDWW	ERB	RPRNH	GCR	RTO
EF	1					
FDWW	0.3284**	1				
	0.004					
ERB	0.5407	0.3866***	1			
	0.145	0.000				
RPRNH	0.5305	0.455	0.521	1		
	0.365	0.125	0.158			
GCR	0.5875***	0.3854	0.582**	0.6473	1	
	0.001	0.187	0.014	0.147		
RTO	0.5502	0.3163***	0.5151	0.4287	0.5408	1
	0.397	0.000	0.354	0.258	0.368	

Table 4 provides the findings for the regression results, exploring the impact of various factors of public policy on the job satisfaction of employees in restaurant businesses. The factor of overall satisfaction is positively and significantly affected by the factor of public policy (employer furloughs). This means that public policy, like providing the employees with mandatory time off from their jobs, is directly linked with their job satisfaction. Model 2 considers their satisfaction with working hours. It indicates a coefficient of 0.892, covering the fact that the more EF to employees, more they are satisfied with their working hours. However, the rest of the job satisfaction indicators have shown an insignificant influence from EF. The 2<sup>nd</sup> variable of public policy, titled four day working week or FDWW, shows that employees in restaurant businesses are satisfied with their earnings with a coefficient of 0.356 (significant at 1 percent). Similarly, the factor of working under great pressure has shown a positive influence from EDW. The third factor of public policy in Thailand covers ERB. It is found that the factor of working hours has a positive influence from ERB. Public policy, in terms of RPRNH, has shown a positive and significant influence on the third factor of job satisfaction (working hours). Meanwhile, the factor of RTO has shown a direct and positive influence on the sixth factor of job satisfaction (enough time to perform the job). However, the rest of the indicators have shown insignificant relationships with public policy in Thailand.

**Table 4**

*Effect of public policy on restaurant businesses: Employees' perspectives*

	(JS1)	(JS2)	(JS3)	(JS4)	(JS5)	(JS6)	(JS7)
Variables	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
EF	0.155*** (0.012)	0.892*** (0.0936)	0.137 (0.103)	0.0382 (0.0938)	0.0102 (0.0851)	0.0595 (0.109)	0.0588 (0.100)
FDW	0.0384 (0.0815)	-0.00143 (0.0715)	0.356*** (0.0787)	0.107 (0.0716)	0.551*** (0.0650)	-0.0681 (0.0833)	-0.0428 (0.0766)
ERB	0.0621 (0.105)	0.0526 (0.0917)	0.170* (0.101)	0.0947 (0.0919)	0.235*** (0.0833)	-0.0297 (0.107)	0.0361 (0.0982)
RPRNH	-0.0949 (0.108)	0.0654 (0.0951)	0.230** (0.105)	0.0457 (0.0952)	0.104 (0.0864)	-0.0506 (0.111)	0.0421 (0.102)
CR	0.0569 (0.115)	-0.0237 (0.101)	0.0649 (0.111)	0.0824 (0.101)	-0.0137 (0.0915)	-0.165 (0.117)	0.174 (0.108)
RTO	0.0838 (0.101)	0.128 (0.0885)	0.0501 (0.0974)	0.00260 (0.0887)	0.0293 (0.0804)	0.282** * (0.103)	-0.0935 (0.0948)
Constant	2.364*** (0.385)	2.215*** (0.337)	2.466*** (0.371)	2.040*** (0.338)	1.914*** (0.307)	2.571** * (0.393)	2.365** * (0.361)
Observations	254	254	254	254	254	254	254
R-squared	0.171	0.153	0.149	0.0150	0.113	0.041	0.034

Standard errors in parentheses\*\*\* p<0.01, \*\* p<0.05, \* p<0.1.

Table 5 indicates the regression findings for the relationship between public policy and organisational commitment in the restaurant businesses of Thailand. Model 1 considers the willingness to work hard for organisational success. Model 2 indicates the similarity of personal values and organisational values. It is found that the factor of EF indicates its positive and significant impact on employee's values similarly to organisational values. It shows that the factor of organisational commitment, in terms of similarity in the values, has a positive influence from EF in the restaurant industry of Thailand. The remaining factor of OC has shown an insignificant relationship with EF as a measure of public policy. In addition, all other measures like FDW, ERB, and RERNH have shown insignificant impacts on all four dimensions (Model 1 to Model 4) of organisational commitment. However, there is an effect of CR on OC4 (accepting any job in the organisation for its success). This means that whenever the compensation rate is reflected in the public policy it has a direct and significant influence on employees' commitment in the restaurant industry of Thailand. For RTO, the effect on OC1 and OC3 is positive and significant, showing the fact that willing to work hard (OC1) and proud to be working in the restaurant business (OC3) are positively affected by public policy.

**Table 5**

*Effect of public policy on restaurant businesses: Organisational commitment*

	(OC1)	(OC2)	(OC3)	(OC4)
Variables	Model 1	Model 2	Model 3	Model 4
EF	0.0587 (0.0997)	0.629*** (0.0973)	0.00672 (0.0998)	-0.0713 (0.0969)
FDW	0.0684 (0.0762)	-0.0226 (0.0744)	-0.0878 (0.0763)	-0.0224 (0.0741)
ERB	-0.00154 (0.0977)	0.0619 (0.0954)	0.0357 (0.0978)	0.0449 (0.0950)
RPRNH	-0.0209 (0.101)	-0.0552 (0.0988)	-0.0409 (0.101)	0.0131 (0.0984)
CR	-0.0792 (0.107)	0.154 (0.105)	0.120 (0.107)	0.177* (0.104)
RTO	0.160* (0.0943)	-0.113 (0.0920)	0.173* (0.0944)	-0.0781 (0.0917)
Constant	2.475*** (0.359)	2.981*** (0.351)	2.335*** (0.360)	3.033*** (0.349)
Observations	254	254	254	254
R-squared	0.026	0.021	0.044	0.020

Standard errors in parentheses, \*\*\* p<0.01, \*\* p<0.05, \* p<0.1.

Table 6 presents the findings for the impact of public policy on willingness to accept change as measured through six dimensions (WAC1-WAC6). It is observed that the effect of EF on WAC4 (closely supervised or managed at work) is significantly positive, indicating a positive influence from public policy measures. For WAC5, the effect from EF is .130, indicating their positive relationship. A similar effect is observed for WAC6 (increased responsibility for improving how your work is done). The effect through ERB on WAC3-WAC6 is significant and positive, reflecting that early retirement benefits have a positive influence on increasing the level of technology or computers involved in the work (WAC3), being more closely supervised or managed at work (WAC4), increase in the level of skills necessary to carry out ones job (WAC5), and increased responsibility for improving how work is done (WAC6).

**Table 6**

*Effect of public policy on restaurant businesses: Willingness to accept change*

	(WAC1)	(WAC2)	(WAC3)	(WAC4)	(WAC5)	(WAC6)
Variables	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
EF	0.116	-0.0135	0.135	0.165***	0.130*	0.181***
	(0.107)	(0.108)	(0.606)	(0.0604)	(0.0692)	(0.0562)
FDW	-0.0274	0.0249	0.0482	0.105**	0.0132	0.0652
	(0.0815)	(0.0828)	(0.0463)	(0.0461)	(0.0529)	(0.0429)
ERB	0.0668	0.103	0.306***	0.167***	0.353***	0.187***
	(0.105)	(0.106)	(0.0594)	(0.0591)	(0.0678)	(0.0551)
RPRNH	0.00720	-0.0865	0.0776	0.117*	0.115	0.112*
	(0.108)	(0.110)	(0.0616)	(0.0613)	(0.0703)	(0.0571)
CR	0.0696	0.0336	0.0774	0.159**	0.114	0.0695
	(0.115)	(0.117)	(0.0652)	(0.0649)	(0.0745)	(0.0604)
RTO	-0.164	0.0473	0.274***	0.213***	0.206***	0.277***
	(0.101)	(0.102)	(0.0573)	(0.0571)	(0.0655)	(0.0531)
Constant	2.690***	2.496***	0.495**	0.428*	0.247	0.573***
	(0.385)	(0.390)	(0.218)	(0.218)	(0.250)	(0.203)
Observations	254	254	254	254	254	254
R-squared	0.018	0.011	0.526	0.520	0.473	0.540

Standard errors in parentheses\*\*\* p<0.01, \*\* p<0.05, \* p<0.1

## Conclusion and Future Direction

In this paper, researchers have examined the empirical relationship between restaurant businesses and various public policy indicators in Thailand. A total sample of 254 respondents was selected from the restaurant industry (employees). Through descriptive and regression analysis, data trends and empirical relationships between the variables were explored. For the restaurant industry, three factors titled job satisfaction, organisational commitment, and willingness to change were measured through stated questions. In terms of public policy, six dimensions were further added in the questionnaire to explore their effects on selected factors of restaurant businesses in Thailand. Through regression analysis, it was observed that the job satisfaction effect of EF, FDW, FRB, CR, and RTO was found to be significant and positive. More specifically, the findings suggest that organisational commitment has shown a direct influence from EF. CR and RTO have shown their positive and significant relationship with organisational commitment. Additionally, EF has a direct and positive relationship with WAC. Furthermore, ERB and RTO have a direct impact on WAC. These findings provide significant insight to understand the integrated association between restaurant businesses and public policy in Thailand. For various policymakers in the restaurant industry, the relationships in both the restaurant industry and public policy is very



significant. However, various limitations of this study also provide future possibilities to reconsider similar work. For example, present work has considered the restaurant industry and its linkage with public policy. Additionally, the sample size of the study is limited to the core employees in the restaurant industry. Cross-sectional comparison of various restaurants and their relationships with public policy are also missing. Future studies can be incorporated while considering these limitations.



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