

**SEARCHING THE EFFECTIVE TECHNIQUES TO MANAGE CHILD
LABOR AT RESTAURANTS AND TEA STALLS
IN SYIHET CITY, BANGLADESH**

by

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Abstract

This paper dissertates the present situation in the workplace of the labors who are child. It has been attempted to cover the children who are giving services to restaurants and tea stall in Sylhet, a small but very important city in respect of the national economy of Bangladesh. It tends to establish with some statistical phenomena how they provide them with skills and experience that help them to be productive members of the society. The systematic investigation regarding child labor in this paper shows how the activities of the children, virtually from low income families with educational and other shortcomings contribute development and welfare of their families along with the owners of the shops they work for. The identification of the problems associated with the work they do is one of the main purposes of the study. Finally the research culminates some recommendations with a proposal of building a model to manage the working children in a way that the violation of the act regarding child labor might be minified through creating a work environment not only a work place but also a learning center concerning the fact that, in the present context in a low economy country like Bangladesh, child labor is a reality.

Keywords: Child Labor, Restaurant and Tea Stall, Management, Social Needs, Low Economic Country, Statistical Data.

1. Introduction

There are 6 crore and 77 lakh children in Bangladesh under 18 years (BBS 2008) 35 lakh children of Bangladesh are in work excluding the domestic labor. 13 lakh of them is in very risky. The number of child labors is increased by 10 lakh from 2008 to 2012. (The Daily ProthomAlo, Nov. 6, 2012). 94% of them are doing work more than 10 hours a day. 36% of them are getting lessened than \$10 (The Daily IttefaqAug. 5. 2013). The employers are punishing and torturing them to get the job done by then in expected manner. As per the survey of Bangladesh Statistical Bureau and International Labor Organization (ILO), among a total of 45 risky jobs children are involved in 41. Child Labor Principle 2010, prohibited to engage children of below 14 age in any job and below 18 in Risky job (The daily Janakantha, 12 Oct, 2010). But there are child labors in formal and informal sector to support their family and to reduce cost to operate the enterprise.

The parents are compelled to send their kids to work for survival (Basu & Van 1998), for credit constraints (Ranjan, 1999), opportunity cost for substandard quality of education (Rathore, 2013), socialization of children through work (Khair, 2005) failure in teaching practical subjects such as agricultural science by schools (Sodev Consult, 2006b). In fact it is an agricultural phenomenon (Christopher Udry 2003). Other trade skills are to be transferred to children in a suitable environment. It can be minimized through international, super national and extra-national intervention (Basu, 1999). The social returns of education is to be proved as more higher than the primary return of job to the parents by government (Grootaert and Kanbur, 1995), benefits to parents by subsidy for sending the child to school can encourage to minimize the child labor (Ranjan, 1999). Specially the poverty alleviation can eliminate or at least minimize child labor (BBS, 1996b) as it is proved that the parents are sending their children to work mainly for increasing family income (BBS, 2003). To ban the children from work without adjusting social structure can harm the vulnerable children by depriving them from earning (Michael 2006). It will increase more misery (Ahmed and Quaseem, 1991). This is also true that employers are taking advantage of getting the works done by children at a lower wage rate (Majumdar, 2001). They are exploiting 82% of the children by lower wages for same job of adults (BBS, 2003).

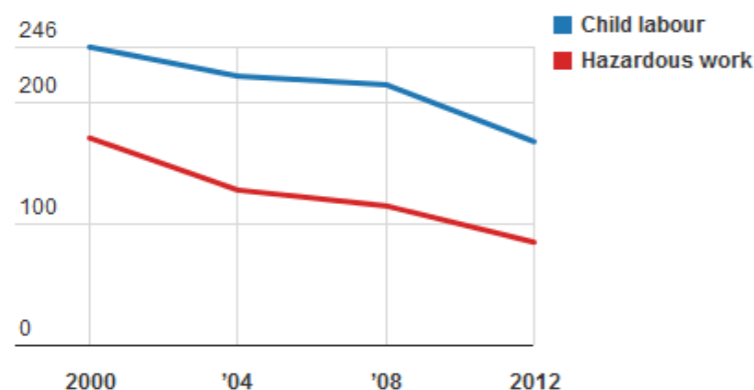
So our viewpoints is to study the managing techniques of working children in the restaurants and recommending some effective tools to converting the working places as a learning center of trade in a homely atmosphere as we are unable to eliminate the children from working places in the present socio-economic condition.

Children working at various industrial, repairing and trading centers are very common in Bangladesh. They are also working in agricultural sectors. These children at their tender age have to support their parents in the villages and slums who are fighting with poverty. They have to work at different factories, printing press, hotel and restaurants.

Whilst child labor takes many different forms, a priority is to eliminate without delay the worst forms of child labor as defined by Article 3 of ILO Convention No. 182:

- (a) All forms of slavery or practices similar to slavery, such as the sale and trafficking of children, debt bondage and serfdom and forced or compulsory labor, including forced or compulsory recruitment of children for use in armed conflict;
- (b) The use, procuring or offering of a child for prostitution, for the production of pornography or for pornographic performances;
- (c) The use, procuring or offering of a child for illicit activities, in particular for the production and trafficking of drugs as defined in the relevant international treaties;
- (d) Work which, by its nature or the circumstances in which it is carried out, is likely to harm the health, safety or morals of children.

Figure 1: Child labor and hazardous work trends, 5-17 years old (millions)



Labor that jeopardizes the physical, mental or moral well-being of a child, either because of its nature or because of the conditions in which it is carried out, is known as “hazardous work” [5].

As no special skill is required for working in the tea stall, restaurants, hotel, sweetshop the children select such places as their workplace by the guidance of their guardians. The children find food and shelter in the restaurants with minimum wages for supporting their parents. They have to responsible for dishwashing, waiter, cleaning, cooking, shopping, counter service and any other works required in the restaurants. The children have to start their work from the early morning by cutting vegetables with dangerous tools, cooking in unhygienic kitchen, lighting kerosene/wood/gas stoves or bringing water from distant taps. They have to work till night and take shelter in the dirty floor of the restaurants and again start work from the next morning. Without any weekday they have to take physical and mental pressure beyond their capacity. The owner punish them by physical and verbal abuse and even cutting wages for any kind of misdeeds in the form of breaking glass, dish, mishandling the foods.

The managerial problems of home sickness, quarreling, theft, inattentiveness etc. are created by the child labor of the restaurants and hotels. The owner/managers of such restaurants and hotels are using traditional methods of rebuking, physical and monetary punishment to solve the problems. In their opinion, different methods of managing are proved as fruitful in different types of problems. The researchers searched for the different methods used by them in different managerial problems. As it is quite illegal to appoint child labor for such cruel works, the researchers abstained themselves from suggesting any effective method to manage them.

The researchers selected restaurants and tea-stalls to search the effective child labor management tools as these sectors are comparatively convenient for child labor as child labors are unavoidable in the developing economy where poor families are struggling. Sylhet is a divisional city of Bangladesh where restaurant and tea-stalls are established more to fulfill the demand of travelling and busy people of that city. So restaurants and tea stalls of Sylhet city is selected as sample of the research to know the actual scenarios of child labor management.

2. Objectives

Specific objectives of the research are as follows:

1. Examining the socio-economic position of child labor at the restaurants and tea-stalls of Sylhet City.
2. Study the management problems of child labor at the studied restaurants and tea-stalls.
3. Examining the techniques adopted by the owner/ managers of restaurants, tea-stalls to manage the problems created by the child labor
4. Suggesting ways to create homely environment for proper management of children in the restaurants and tea-stalls.

3. Research methodology

1 Collection of Data

Questionnaire is prepared on the basis of fulfillment of research objectives of searching the child labor problems in the restaurants and tea-stalls and the ways to handling the child labor problem by the managers and owners.

- Primary sources by taking interview of child labor, manager and owners of different types of restaurants on the basis of a questionnaire prepared earlier.

- Secondary data was unavailable in the hand of authors.

- The sample was taken on the basis of Judgmental non probabilistic sampling from different categories as most of the respondents declined to answer in the issue of unlawful child labor employment in the shop. In this research 31 restaurants are questioned from different types of restaurants to ensure the representation of all the types of it. 9 managers and 22 owners were participated in the interview that was taken by designed questions consistent with the objectives of research. A total of 64 child labors are interviewed to know the actual scenarios of child labor management from the 31 restaurants and tea- stalls. Data was collected in the time period of August 2011 to October 2011 in the time period of evening everyday as all the stalls are opened at that time and it is the comparative rush hours of restaurants.

2. The researchers also used observation on the conditions of child labor in the shops.

3. All the data are processed by Microsoft Excess 2010 to get the correct interpretations from the research

4. The researchers used their judgment and logic in interpreting the output of the data processed by spreadsheet.

4. Respondents' profile

The following table shows the profile of the respondents in manager and/or owner class. The number, types, experience and educational qualification of the respondents are shown in the table 1.

Roadside mobile/fixed tea stalls are leading in the statistics (frequency 10 out of 31 respondents) while Thai/Chinese restaurants lag the list. In the table the respondents are classified into owner and manager categories. Roadside restaurants got all owner respondents as there are usually no manager in such kind of restaurants while Thai/Chinese restaurants show the opposite scenario and the respondents are selected accordingly. There are no significant deviations in the experience of the respondents but in educational qualification. In this case most of the respondents are of below class 10 category (24 out of 31).

The respondent child labors profile is given in the following table that holds three fields: Number, experience and education qualification of the respondents.

Table 2 shows that a total of 64 respondents were selected for the purpose of survey and out of this, the highest number of children were taken from hotel and restaurant (22), where the lowest figure is from Thai and Chinese restaurant (1) category. For experience category, it has been found that most of the respondents are of below three years' experience. This is due to the dropout students of primary school level at the age of 12/13 years mostly join in such kind of jobs. So the educational qualification of the respondents reflects the picture shown in the experience field. The table shows that the 43 out of 64 child labors are of below class 5 level.

5. Findings

The first objective of the research is to find out the present status of child labors working at the different types of restaurants. The researchers take roadside mobile/ fixed tea stalls, tea stall in fixed location, restaurants, hotel and restaurants and expensive restaurant to search the status of workers of those stalls. The roadside mobile tea stalls are the stalls that sell tea and light and cheap snacks and move from place to place with the shop on the van cart. Another version of it is fixed at specific place on the roadside near schools, hospitals and places of mass public gatherings. Tea stalls refer to the stalls with fixed legal location selling tea and cheap snacks. Restaurants' menus are large. They sell tea, snacks and food for breakfast, lunch and dinner. The term hotel and restaurants is used to indicate such shop with residential facilities for travelling persons and supply food to them and other customers from outsides. The expensive restaurants are to satisfy the high profile customers with good purchasing capacity to buy the different tasty items to eat in a good ambient environment. The researchers enquired the status of their work in respect of salary, food, snacks, shelter, break time, duty time, weekday and such major items. The report of their status is given in table 3.

This table shows that the labors working at the roadside tea stall get a very meager amount of salary. That of Thai/Chinese restaurant worker are much better than roadside tea stall labors, but still it is such a poor amount for their livelihood. Without roadside or tea stall type, the other labors get two-time meals (food category) a day. In the contrary, the child working at roadside or tea stall restaurants get snacks for two-times a day, while labors working restaurants and hotel (with restaurant) get one time snacks a day. In this field, it has been seen that the labors working at Thai/Chinese restaurants get no such snacks. The research shows that the child working at the restaurants and hotel (with restaurants) are sheltered to pass the night that hotel floor or labor room while the others don't have such. During the working hour (usually 8 hours), only the child labor of the Roadside or permanent tea stalls get a one hour break, but the others don't. it has been noticed that the labors working at roadside tea stalls, tea stall are to work from opening till closing of the shop which usually lasts 15 to 18 hours a day. Both expensive and Thai/Chinese restaurants generally open at the noon and close at mid night. The labors are to work full time without any break in both the restaurants. The workers have to work without any weekday at the roadside and tea stalls, and the labors working in the other type of restaurants get a one day week leave.

The child labors are naturally emotional and are not fit to carry out any serious job. At the restaurants they have to serve the hungry people. At the time of serving they may create some problems as reported by the owners/managers. The problems includes mistakes in serving items, deny to work, quarreling with coworkers and even sometimes with customers, not prompt in serving the customers, misunderstanding with customers or kitchen men, homesickness at the time of work, frequent turnover and theft of customers or owners valuables and from the bill paid to them etc.

The table (Table 4) shows that problems created by the child labors as reported by the owners and managers. According to their report, the most frequent problem found in that type of labor is, they are not prompt in serving the customers as expected. This is followed by the problem of theft (12 cases), turnover of job (10 cases), homesickness (9 cases), deny to do work (6 cases), mistakes (4 cases) and the least problem created if quarrelling (2 cases). Out of 66 cases, the highest 20 is found both in restaurants and hotel (with restaurant) category as they employ the highest number of children. This is followed by roadside mobile and fixed tea stall (13). The least problems mentioned by the owner and manager are in Thai/Chinese restaurants (1 case)

6. Managing Mistakes

Mistakes are defined as the work incorrectly done or the result that is not expected. Child age is the age of correcting a person. From trial and error they must learn the proper way of doing a job. But if they are placed at any position to provide service, mistakes is very common. To correct the mistakes guardians teach their kids in many techniques. The restaurants and tea stall owner/managers are also used to adopt techniques to correct them by threatening, rebuking, counseling, physical punishment and even retrenchments. The following table provides managers practice to solve the problems of mistakes by the child labor at restaurants.

From table 5, it is visible that most of the employers use rebuking technique (11 cases) to correct the mistakes of child labor. Least of the employers use only positive approach, counseling other than negative approaches like rebuking (5 cases) threatening (7 cases) and physical punishment (8 cases) to minimize the mistakes. If the job is not attractive, the matured men can deny to work. This is very natural, but, in case of children, the employers are found as most cruel as they use most negative approach to manage this problem. The other techniques as used by the employers are shown at table 6.

The table 6 reflects the cruelty of the employers to the children as most of them (11 out of 31) use rebuking and 8 of them use physical punishment and only 6 of them use the only positive approach; counseling to compel them to do the unattractive job. 10 of them use the ultimate weapon, i.e. retrenchment and take away the security of food and shelter from these children.

7. Quarrelling

Quarrel is an angry argument between two or more persons. Child labors are emotional in nature. When things go beyond their expectation, they engage in quarrel with coworkers, even sometimes with their customers. Some customers are very habitual to hit the child labor of the restaurants. The children have to tolerate it or to make angry arguments to protest it. As such quarreling brings adverse effect to the business, the owner has to tackle it by using various techniques as it shown in Table 7.

Rebuking placed in the first position as a technique to handle quarrel as most of the employers use it (11 out of 32). Rebuking is followed by another negative approach; physical punishment (9 out of 31) and finally retrenchment if the employers failed to handle it by cruel approach of rebuking and physical punishment. Though, only 2 of the employers are in favor of counseling to solve the problem.

8. Not prompt in work

Hungry men need their food in no time. But no food is available as 100% ready in restaurants or tea stalls. Some procedures have to done before serving it. So the situation needs the serving men have to be quick in serving the food. A small delay in serving the product creates dissatisfaction among customers and eventually, the owners have to interfere in solving the problem. In most of the cases all faults are imposed to the child labor. To minimize the genuine cause of slackness, the owners adopt many techniques as given in Table 8.

Rebuking is the major techniques of all the employers interviewed to solve the problems of slackness as created by the child labors. It is followed by retrenchment if other

ways became failed to solve the problem. Other positive ways like counseling (7 out of 31) and encouraging (3 out of 31) is used by the employers. Though 5 of them replied that they use Physical punishment and 4 of them use threatening as the technique to manage the problem of slackness.

9. Managing Misunderstandings

Misunderstanding means to fail to understand correctly. The order of hungry people and the service of child labor have many options of misunderstanding. Besides the regular customers and the server have the perception that they can understand each other may become the cause of misunderstanding. In interpretations of new customer's pronunciations and mentioning the name of the stuffs, misunderstanding may occur. The emotional background of the child labor became the cause of misunderstanding. The techniques used by the authority to manage the problem of misunderstanding are shown in Table 9. The table shows that the authority adopts rebuking the most as a method of removing misunderstanding. Physical punishment follows it, where the case is 8. It is then followed by threatening (7 cases). Only positive approach adopted by the authority is counseling (only 5 cases).

10. Homesickness

Homesickness is being depressed by longing for own home during long absence from it. Children are independent at their home environment. All have the highest affection for them. They enjoy their time in their home with affectionate guardians, lovely friends and known environment. If they have to be detached from it, it is natural that they feel depressed. By studying their leave rule, it is apparent that they have to be depressed during long absence from their home. So homesickness is must. It destroys the attention to their work. They employers use different techniques to manage the problem of homesickness as in the table 10: Hopefully this is the only problem the authority adopts to mend. Though not significantly, a total of case 9 have been followed by other negative approaches, respectively, rebuking (8 cases), retrenchment (8 cases), if no other way possible, threatening (7 cases).

11. Job Turnover

The job turnover refers to entering and leaving job. Due to job dissatisfaction for different reasons, turnover is happened. In the case of children, as the reasons of turnover are very prevalent, it may happen. To prevent turnover, employers adopt different measures (Table 11).

In this case, positive approaches are used more. Counseling and encouraging, the two positive approaches are used by 23 of 31 respondents. It is apparent that, when the children attempt to leave the shop, the employers attempt to keep them in positive ways. Though, some of them (8 of 31) become cruel in that case also. They use threatening (7 of 31) and rebuking (1 of 31) to keep them at the organization and became successful according to their response. The most important positive approach is pay raise, is used by 8 of the 31 respondents. It is proved by the positive approaches of the employers in the case of turnover that the contribution of children to the shop is very significant.

12. Theft

The act of stealing is found among some of the poverty driven children of restaurants and tea shops. The various form of theft is keeping the valuables left by the customers in the restaurants, valuables of the employers, keeping a part of food bill of customers illegally, stealing from the cash box of the employers etc. The employers become extreme cruel in these cases as the opponents are very weak. The managing techniques are mostly negatives. The table 12 shows all of them.

Only 3 of 31 are in favor of counseling. 16 of them like to dismiss them in case of stealing; 10 of them rebuke and 9 of them punish physically though, the amount of theft is very insignificant in most of the cases.

13. Summary

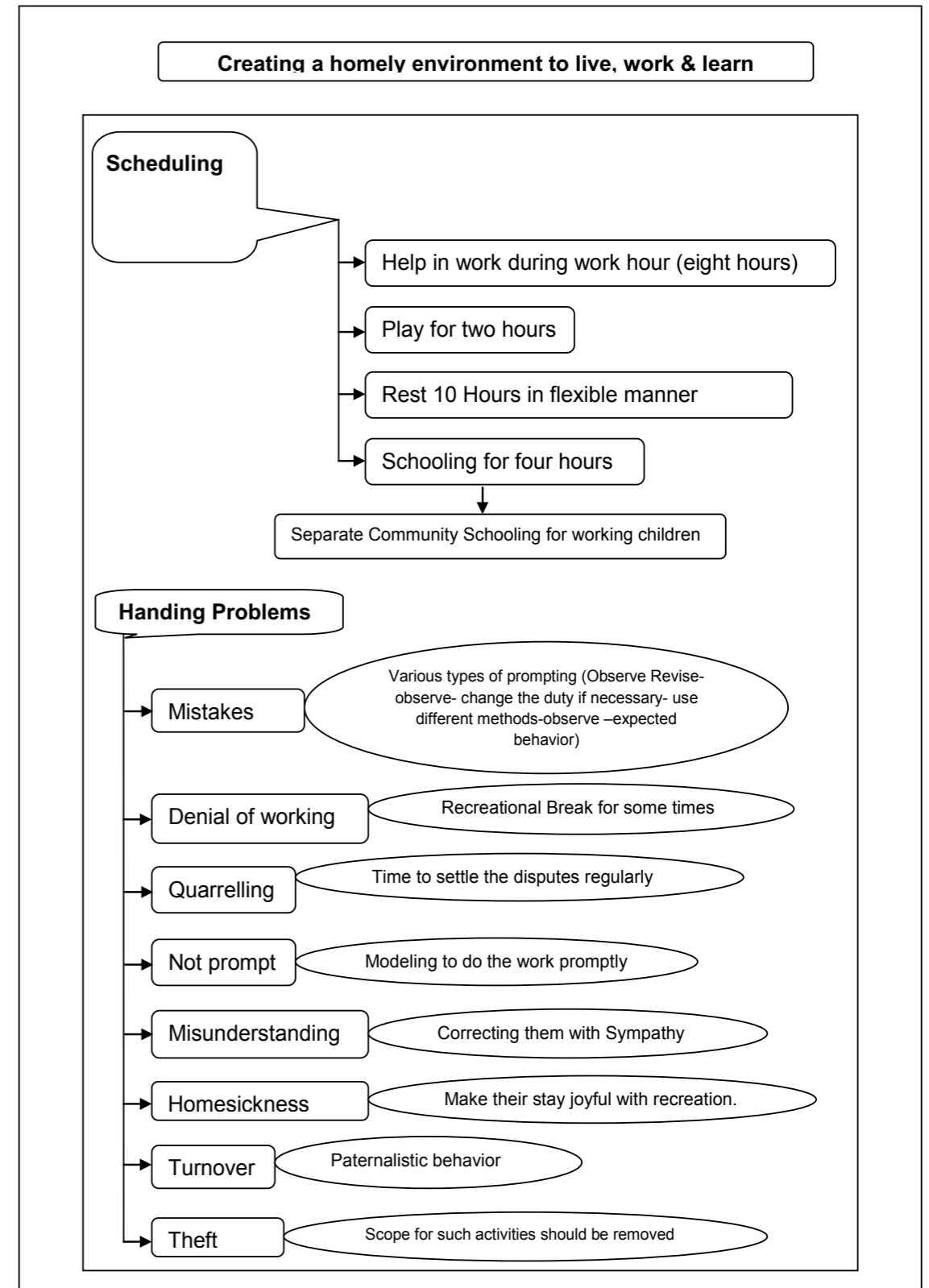
The six types of tea stalls and restaurants, the temporary roadside, permanent tea stalls, restaurants, Hotel and Restaurants, Expensive Restaurants, Chinese and Thai restaurants are using child labor in different portions. The researchers searched the problems created by them as mistakes, denial to work, quarreling, lack of promptness, misunderstandings, homesickness, job turnover and theft. The managing techniques as identified by the researchers are: Threatening, Rebuking, Encouraging, Counseling, Physical Punishment, Cutting Salaries, & Retrenchments. The uses of different techniques by the portion of employers to manage different problems irrespective of shop type are shown in table 13.

This table shows that the negative approach rebuking is used most frequently to solve the problem of mistakes, denial, quarrelling, slowness, misunderstanding and theft case. On the contrary, positive approach namely, counseling is used most frequently to solve the problems of job turnover and homesickness. Note that another positive approach, encouraging is also used much frequently to mend the problem of job turnover (35 percent). The majorities of the techniques adopted are negative and are used frequently by the employers.

14. Policy Recommendation

Using child labor is strictly prohibited in law but in our country children are working to survive themselves and their family. So the owner and managers of the restaurants are to ensure congenial work environment for them to make the homely feelings. A model may be adopted to manage the child labor effectively as follows:

Figure 2: Proposed Model of Effective Child Labor Management



The following steps may be taken:

1. Ensure total homely environment where children are living and discharging some responsibilities.
2. Using all positive approaches to make them done by them. The negative approaches to make correct the mistakes is to be completely abandoned
3. Besides work, the learning and skill development tasks of children must be carried on. Make scope for learning at the school of working children. The arrangement may be made by the state or country.
4. Ensure better housing and nutritional facilities for the children. As the capacities of the owner are limited, the government may expand helping held by Social Welfare ministry to provide such facilities for such working children.

Children below 18 must not assign any hazardous work as per the national and international law. But it is beyond the capacity of our society to ensure their livelihood. So they must work for survival of themselves and to support their poor parents. Working at hotel and restaurants cannot be classified as most risky and hazardous job. But the conditions and environment should be improved. It is needless to mention that employing child labor is contributing more in reducing the cost of operation in those restaurants. But they must ensure the congenial atmosphere for better feeling of the children. Besides they should use the positive approaches to make necessary correction in their behavior and improve the living conditions of them and make the arrangement for their learning and skill development program for their better future.

Benefits of the research: This research is done on unlawful child labor and its effective management techniques as child labor is prevailing in the developing economy like Bangladesh. As children are most emotional and the authority has the responsibility to develop their mental and physical skill for future career, so the model derived from this research can be used to handle the child labor problem and fit them for their future career. This model also can be used to any underdeveloped section of the society to develop them in them in their working period.

Limitation of the research: Child labor is prohibited by international and domestic law but it is prevailing. So the data on child labor management is not available as the owners and management declined to provide data. So the sample size is small and sampling is designed on non-probabilistic method. The literature on child labor management is not available. So it is not reviewed.

Further Research: The management of child labor is different from the management of matured person. That type of research can be conducted by expanding the sample size and sampling area in developing countries where child labor is unlawfully prevailing. The management of child labor is an underdone topic in research arena. So, different aspects of child labor management can be done by different researchers in future.

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Appendices

Table 1: Profile of Respondents-the Managers and or Owners of the Restaurants under Survey

Types of Restaurants	No. of units	Respondent		Experience		Educational Qualification of managers/ owners		
		Manager	Owner	Below 5 years	Above 5 years	Below class 10	Below Class 12	Above graduation
Roadside mobile/ fixed stall	10		10	6	4	10		
Tea stall	7		7	3	4	7		
Restaurants	6	3	3	3	3	5	1	
Hotel & restaurant	4	2	2	1	3	2	2	
Expensive Restaurant	2	2	0	2	0	0		2
Thai/ Chinese Restaurant	2	2	0	1	1	0		2
Total	31	9	22	16	15	24	3	4

Source: Field Survey conducted on August 2011 to October 2011

Table 2: The respondent Child Labors profile

Types of Restaurants	No of Child labor interviewed	Experience		Educational Qualification of managers/ owners		
		Below 3 years	Above 3 years	Below class 5	Below Class 8	Above Class 8
Roadside mobile/ fixed tea stall	11	8	3	11	0	
Tea stall	10	5	5	10	0	
Restaurants	17	12	5	11	5	
Hotel & restaurant	22	14	8	10	10	
Expensive Restaurant	3	2	1	1	2	2
Thai/Chinese Restaurant	1	1	0	0	1	1
Total	64	42	22	43	18	3

Source: Field Survey conducted on August 2011 to October 2011

Table 3: Working conditions of the labors

Types of Restaurants	Salary range	Food	Snacks	Shelter	Break time	Duty	Weekday
	Monthly (In Tk.)	Times in a day		Room	Hour		
Roadside mobile/ fixed tea stall	500-900	No	2	No	one	Full	No
Tea stall	600-900	No	2	No	one	Full	No
Restaurants	800-1400	2	1	hotel	No	8	One
Hotel & restaurant	800-1500	2	1	labor	No	8	One
Expensive Restaurant	1400-2000	2	No	No	No	Full	One
Thai/Chinese Restaurant	1500-2000	2	No	No	No	Full	One

Table 4: Problems Created by Child labor as reported by owners/ Mangers

Types	Mistakes	Deny to do work	Quarreling	Not prompt	Misunder	Home sick	Turn over	Theft
					Standing			
Roadside mobile/ fixed tea stall				3		4	2	4
Tea stall		1	1	3	1	2	2	
Restaurants	2	2	1	5	2	2	3	3
Hotel & restaurant	1	3		5	3	1	2	5
Expensive Restaurant	1				1		1	
Thai/Chinese Restaurant					1			
Total								

Source: Field Survey conducted on August 2011 to October 2011

Table 5: Most effective techniques of managing Mistakes as mentioned by the respondent Managers/owners

Techniques	Roadside (10)	Tea stall (7)	Restaurant (6)	Hotel & restaurant (4)	Expensive Restaurant (2)	Thai or Chinese (2)	Total
Threatening	2	2	2	1			7
Rebuking	3	2	2	2	1	1	11
Encouraging							0
Counseling	1	1	1	1 (if intelligent)	1	1	5,1 (intelligent)
Physical Punishment	4	2	1	1			8
Cutting Salary							0
Total	10	7	6	4	2	2	31

Source: Field Survey conducted on August 2011 to October 2011

Table 6: Techniques to correct the problem of deny to work as mentioned by the owners/managers

Techniques	Roadside (10)	Tea stall (7)	Restaurant (6)	Hotel & restaurant (4)	Expensive Restaurant (2)	Thai or Chinese (2)	Total
Threatening	1	2	2	1			6
Rebuking	3	2	2	2	1	1	11
Encouraging							0
Counseling	1	1	1	1 (if intelligent)	1	1	6
Physical Punishment	4	2	1	1			8
Cutting Salary							0
Retrenchment	1 (if no other way)	1 (if no other way)	2 (if no other way)	2 (if no other way)	2 (if no other way)	2 (if no other way)	10
Other							

Source: Field Survey conducted on August 2011 to October 2011

Table 7: Techniques to handle the problem of quarrelling as mentioned by the owner/manager

Techniques	Roadside (10)	Tea stall (7)	Restaurant (6)	Hotel & restaurant (4)	Expensive Restaurant (2)	Thai or Chinese (2)	Total
Threatening			1	1	1	1	4
Rebuking	3	2	2	2	1	1	11
Encouraging							0
Counseling	1	1	1 (if Intelligent)	1 (if intelligent)			2,2
Physical Punishment	4	2	2	1			9
Cutting Salary	2	2	1				5
Retrenchment	1(if no other way)	1(if no other way)	1(if no other way)	1(if no other way)	2 (if no other way)	2(if no other way)	8
Other							

Source: Field Survey conducted on August 2011 to October 2011

Table 8: Techniques to handle the problem of not prompt in work as mentioned by the owner/manager

Techniques	Roadside(10)	Tea stall (7)	Restaurant (6)	Hotel & restaurant (4)	Expensive Restaurant (2)	Thai or Chinese (2)	Total
Threatening	1	1	1	1			4
Rebuking	3	2	3	2	1	1	12
Encouraging	2	1					3
Counseling	2	1	1	1	1	1	7
Physical Punishment	2	2	1				5
Cutting Salary							0
Retrenchment	1(if no other way)	1(if no other way)	1(if no other way)	1(if no other way)	2 (if no other way)	2(if no other way)	8
Other							

Source: Field Survey conducted on August 2011 to October 2011

Table 9: Techniques to manage the problem of misunderstandings as reported by the owners/managers

Techniques	Roadside (10)	Tea stall (7)	Restaurant (6)	Hotel & restaurant (4)	Expensive Restaurant (2)	Thai or Chinese (2)	Total
Rebuking	3	2	2	2	1	1	11
Encouraging							0
Counseling	1	1	1	1 (if intelligent)	1	1	5
Physical Punishment	4	2	1	1			8
Cutting Salary							
Retrenchment			1 (if incorrigible)				1
Other							

Source: Field Survey conducted on August 2011 to October 2011

Table 10: Technique to manage the problem of homesickness by the managers/owners

	Roadside (10)	Tea stall (7)	Restaurant(6)	Hotel & restaurant (4)	Expensive Restau (2)	Thai or Chinese (2)	Total
Threatening	2	2	2	1			7
Rebuking	3	2	2	1			8
Encouraging	1	2	1	1	1	1	7
Counseling	4	1	1	1	1	1	9
Physical Punishment							
Cutting Salary							
Retrenchment if no other way	1	1	2	2	1	1	8
Other							

Source: Field Survey conducted on August 2011 to October 2011

Table 11: Approaches to control the problem of turnover as mentioned by the owners/managers

Techniques	Roadside (10)	Tea stall (7)	Restaurant (6)	Hotel & restaurant (4)	Expensive Restaurant (2)	Thai or Chinese (2)	Total
Threatening	2	2	2	1			7
Rebuking	1						1
Encouraging	3	3	2	1	1	1	11
Counseling	4	2	2	2	1	1	12
Physical Punishment							
Cutting Salary							
Retrenchment							
Other (Salary raise)	1(if no other way)	1(if no other way)	2(if no other way)	2 (if no other way)	1 (if no other way)	1(if no other way)	8

Source: Field Survey conducted on August 2011 to October 2011

Table 12: Approaches to control the problem of theft as mentioned by the owners/managers

Techniques	Roadside (10)	Tea stall (7)	Restaurant (6)	Hotel & restaurant (4)	Expensive Restaurant (2)	Thai or Chinese (2)	Total
Threatening	2	1	1	1	1	1	7
Rebuking	3	2	2	1	1	1	10
Encouraging							0
Counseling		1	1	1			3
Physical Punishment	4	2	2	1			9
Cutting Salary	1	1					2
Retrenchment	4 (if no other way)	3(if no other way)	3(if no other way)	2 (if no other way)	2(if no other way)	2(if no other way)	16
Other							

Source: Field Survey conducted on August 2011 to October 2011

Table 13: Summary of appropriate techniques as seemed by employers in solving problems

Techniques	Mistakes	Denial	Quarreling	Slowness	Misunderstanding	Homesickness	Job turnover	Theft
Threatening	0.23	0.19	0.13	0.13	0.23	0.23	0.23	0.23
Rebuking	0.35	0.35	0.35	0.39	0.35	0.26	0.03	0.32
Encouraging	0	0	0	0.1	0	0.23	0.35	0
Counseling	0.19	0.19	0.06	0.23	0.16	0.29	0.39	0.1
Punishment	0.26	0.26	0.29	0.16	0.26	0	0	0.29
Cutting salary	0	0	0.16	0	0	0	0	0.06
Retrenchment	0.16	0.32	0.26	0.26	0.03	0.26	0.26	0.52

Source: Field Survey conducted on August 2011 to October 2011

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