

## **BRICOLAGE AND IMPROVISATION AS DRIVERS OF JOB SATISFACTION: EVIDENCE FROM FOOD AND BEVERAGE EMPLOYEES IN STAR HOTELS IN SRI LANKA**

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The hospitality industry has been a major revenue-generating industry in Sri Lanka. Among its various departments, the food and beverage (F&B) sector in star hotels largely depends on employee adaptability and creativity to maintain service standards and achieve competitive advantages. Employee job satisfaction is a key determinant of organizational success, as it influences engagement and performance. Different behavior dimensions impact employee performance, among which bricolage and improvisation are significant. Bricolage is defined as employees' talent to use available limited resources creatively to solve operational issues. Further, improvisation, which refers to acting spontaneously and providing solutions in unforeseen circumstances, can enhance employees' job satisfaction. Despite their practical relevance, limited empirical research has investigated how these behaviors influence job satisfaction. This study aims to investigate the impact of bricolage and improvisation on the job satisfaction of operational-level F&B employees at Sri Lankan star hotels. A quantitative research design was adopted, and the population of the study consisted of operational-level F&B employees. According to the field survey, there were 4000 operational-level employees. The sample size of 351 was identified using the Morgan table through a simple random sampling technique. Further, the data was gathered by distributing structured questionnaires via Google Forms to the HR teams of the respective hotels. The collected data were examined using Smart PLS version 4, and reliability testing, discriminant validity, and a structured model were examined to test the hypotheses of the study. Bricolage has a positive and significant impact on job satisfaction. Furthermore, improvisation mediates this relationship, strengthening the impact of bricolage and job satisfaction. The results emphasize the practical significance for hotel managers to implement and motivate an atmosphere to encourage resourcefulness and adaptive problem-solving skills in hospitality settings. Theoretically, the study interconnects bricolage and improvisation in the context of job satisfaction, moving beyond general determinants such as compensation or

financial rewards to emphasize behavioral adaptability as a primary factor of job satisfaction. In conclusion, this study explores the role of flexibility and creativity in designing positive employee experiences, which contributes to the long time of the hospitality context.

**Keywords:** *Bricolage, Food and Beverage Employees, Improvisation, Job Satisfaction, Star Hotels*