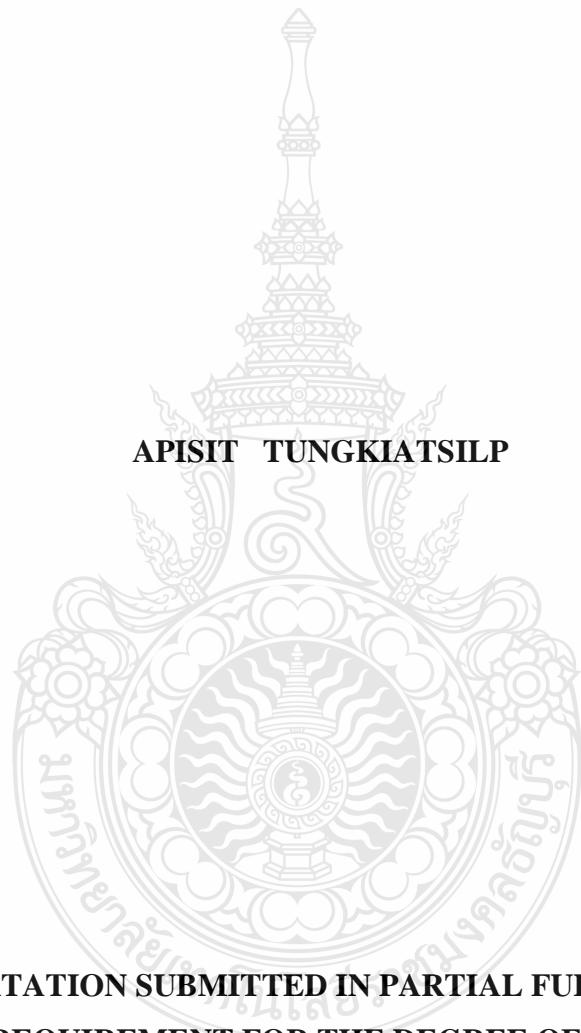


**THE EFFECTS OF JOB CHARACTERISTICS AND JOB SATISFACTION ON  
JOB PERFORMANCE IN THE RESTAURANT INDUSTRY**

**APISIT TUNGKIATSILP**

**A DISSERTATION SUBMITTED IN PARTIAL FULLFILLMENT  
OF THE REQUIREMENT FOR THE DEGREE OF DOCTOR OF  
PHILOSOPHY PROGRAM IN BUSINESS ADMINISTRATION  
FACULTY OF BUSINESS ADMINISTRATION  
RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI  
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<b>Dissertation Title</b>	The Effects of Job Characteristics and Job Satisfaction on Job Performance in the Restaurant Industry
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<b>Program</b>	Business Administration
<b>Dissertation Advisor</b>	Assistant Professor Khemaree Rugchoochip, Ph.D.
<b>Academic Year</b>	2013

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*April 25 , 2014*

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<b>Program</b>	Business Administration
<b>Dissertation Advisor</b>	Asst.Prof.Khemaree Rugchoochip, Ph.D.
<b>Academic Year</b>	2013

## ABSTRACT

This study was aimed to investigate the effects of job characteristics and job satisfaction on job performance in the restaurant industry. The job characteristics comprised of the following five dimensions: skill variety, task identity, task significance, autonomy, and job feedback.

The sample consisted of 300 chefs from full service restaurants in 5, 4, and 3-star rating hotels in Bangkok. Questionnaire with 5-level rating scales and the in-depth interviews were employed as the research instrument. Both quantitative and qualitative methods were used and data were statistically analyzed by means of confirmation factor analysis and structural equation modeling. The structural equation model showed good consistence with the empirical data by the indications of ( $CMIN/DF = 1.101$ ,  $GFI = 0.950$ ,  $RMSEA = 0.018$ ,  $CFI = 0.997$ ,  $TLI = 0.995$ ,  $RMR = 0.019$ ).

The results indicated that job autonomy was positively related to job performance while task identity and job feedback were positively related to job satisfaction, and job satisfaction was positively related to job performance. Task identity and job feedback were positively related to job performance through job satisfaction. The findings of qualitative method were as follows. 1) Autonomy in kitchen job allowed chefs to initiate more control on their working process and feel more responsible to their working outcomes. This would lead to more motivation and better job performance. 2) When chefs were able to perform their job from the beginning to the end and were able to get the job feedback, they would feel proud on themselves due to the competent to perform on such performance with more confidence and success. This would lead to job satisfaction. 3) Being able to receive job feedback

would partially help chefs to develop themselves at work. This would be the basis for staff to feel better and lead to more job satisfaction. 4) Job satisfaction was an essential part that would lead to a better job performance because when chefs were delighted and had a preference on their job, they would be more attentive to their work with more determination that would result in better job outcome.

**Keywords:** job characteristics, job satisfaction, job performance, unstructured job



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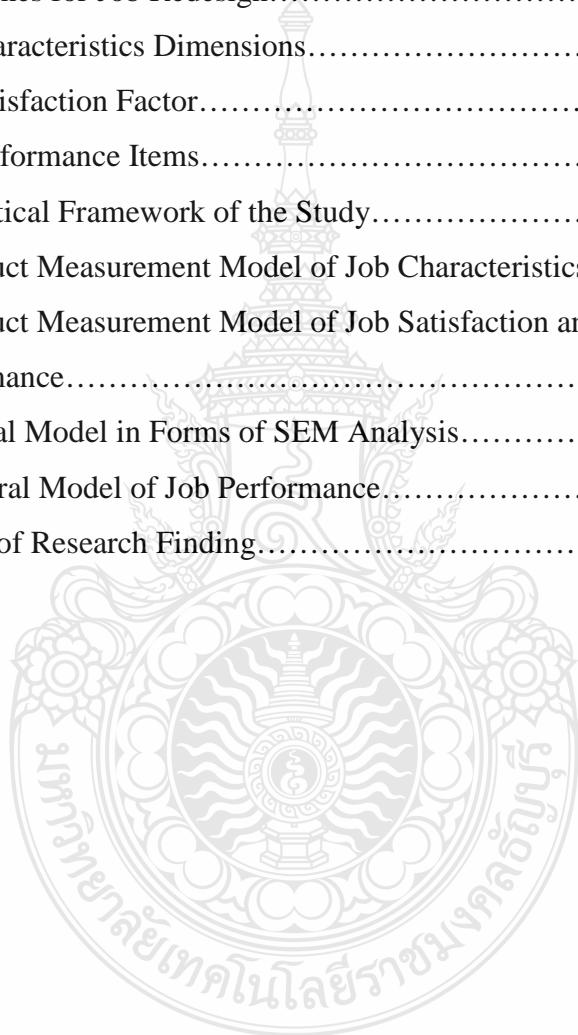
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## List of Abbreviations

<b>Abbreviation</b>	<b>Meaning</b>
VIF	Variance inflation factor
CFA	Confirmatory Factor Analysis
CMIN	Chi-square
P	p-value
CMIN/DF	Chi-square statistic comparing the tested model and the independent model with the saturated model
GFI	Goodness of Fit Index
AGFI	Adjusted Goodness-of-fit Index
NFI	Normed Fit Index
TLI	The Tucker Lewis Index
CFI	Comparative Fit Index
RMSEA	Root Mean Square Error of Approximation
RMR	Root Mean Square Residual
S.E.	Standard Error
C.R.	Critical Ratio
Ski var 1	My job provides a lot of variety.
Ski var 2	My job provides me with a variety of work.
Ski var 3	My job gives me the opportunity to do a number of different things.
Tas ide 1	My job allows me the opportunity to complete the work I start.
Tas ide 2	My job is arranged so that I have a chance to do the job from beginning to end.
Tas ide 3	My job is arranged so that I may see projects through to their final completion.
Tas sig 1	My job is one that may affect a lot of other people by how well the work is performed.

## **List of Abbreviations (Continued)**

<b>Abbreviation</b>	<b>Meaning</b>
Tas sig 2	My job is relatively significant in the organization.
Tas sig 3	My job is very significant in the broader scheme of things.
Auto 1	My job lets me be with my own to do my own work.
Auto 2	My job provides the opportunity for independent thought and action.
Auto 3	My job gives me considerable opportunity for independence and freedom in how I do my work.
Feed 1	My work provides feedback on how well I am performing as I am working.
Feed 2	My job provides me with the opportunity to find out how well I am doing.
Feed 3	My work provides me with the feeling that I know whether I am performing well or poorly.

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Background and Statement of the Problem**

Globalization has influenced on the economic and social direction development in all the global nations as a result of the intense competition and dynamic changes. It has become the drive for each country to survive in such competitive circumstances. Therefore, it can be said that dynamic changes is one of the most important factors that lead to the adaptation of the manufacturing and service sectors in Thailand, which has greatly contributed to the competitiveness of the country in the world arena (Office of the National Economics and Social Development Board, 2011).

At the present, Thailand's economical structure has shifted from agriculture based to manufacture, trade and service based. The product value in trade and service sector is approximately one fifth of the country's GDP (National Statistical Office, 2011). The service sector has played an important role in the country's economical development and economical stability. It generates high proportion of the overall revenue and job creation. Additionally, it is a fundamental element in supporting to the other sectors economy development. The changes can be one of the ways to rapidly create the new opportunities for business expansion and development in the service sector if it can be prompt to adapt to the new circumstances (Office of the National Economics and Social Development Board, 2011).

When taking Thailand's economy outlook into consideration, it can be found that in 1992 the GDP that derived from agricultural sector was 13 percent and then

dropped to 9.2 percent in 2009. On the other hand, the manufacturing sector has significantly grown from 31.1 percents in 1992 to 40.8 percent in 2009. Nevertheless, the sum of both GDP as derived from agricultural sector and manufacturing sector still lower than the GDP derived from the service sector alone at approximately 51 to 55.9 percent of the GDP (Termphitayapaisit, 2011).

The present emerging trend of globalization has shifted the business operation model from scale-based competition to speed-based competition. This has shown in the change of business model as companies are more focusing on the intangible assets and more relying on business strategy based on creativity. As the service sector can better respond to the change, it is becoming more and more important to the economy. The fast-paced adaptation of service sector can be seen in the country's GDP productivity through its significant value and growth rate (Office of Promotion and Business Development, 2010).

One of the largest and fastest growing sectors in the economy is not the manufacturing industry but the service industry (U.S. Census Bureau, 2009), and there is an estimation in 2012 that service sector would make up nearly 20 percent of the new jobs in job market (Hecker, 2004). Retail salesmen, customer service representatives, and food service workers are the jobs with highest growth in service sector. In contrast, jobs such as maintenance, reparation, construction, and other manufacturing jobs are projected to make up only 4-7 percent of new jobs over the next several years (Colquitt, LePine, & Wesson, 2011).

The performance of front-line employees is crucial for the survival in a highly competitive service industry. The increasing in the numbers of service jobs partially

corresponds to the job performance (Colquitt, Lepine, & Wesson, 2011). Organizations that are operating effectively require for the efficient performance of employee that may derive from their motivation and relationship with the organization. The motivation and relationship of employees toward their organization are the best drivers that will push them to devote their full strength for the organization. On the contrary, workers who have not received good care from their organization tend to lack of motivation to work at the best capability and neglect their duties and tasks, lack of punctuality, absent from work, even or search for new jobs (Whitney & Cooper, 1989). Ultimately, the organizations are the ones that lose a lot of valuable human resources and budgets to develop the new employees that again will become the valuable human resources (Angle & Perry, 1981). Problems mentioned above are the issues faced by many organizations nowadays, which quite consistent with the results of the Institute of Gallup's survey. The results show that 82 percent of Thai employees are committed to their organizations because of their motivation and relationship towards the companies. Meanwhile, there are 6 percent of employees who are at the defensive side towards their organization. Having employees being against the organization will result in lower than standard performance and create such problems like low productivity, time consumption in new personnel recruiting, training, and so on. This results in the loss of 98,000 million baht per year in total (Gallup, 2005). These still be the questions asked by human resources management society until recent.

Food and beverage service industry is one of the most important components of the tourism industry with the growth rate as high as the tourism industry itself. Thailand is a famous country on its abundant of food resources among foreigners. In

addition to its unique flavors, Thai food also being well known for its elegant appearance and healthy ingredients. Therefore, Thai government has promoted Thailand as “Kitchen of the World” especially in order to increase the number of Thai restaurants. This action will, thus, build a brand image of Thailand, as well as support for Thailand tourism industry, the Thai food exportation and other related products (Thai Food to the World, 2007).

The main challenges in food industry for entrepreneur are the employees' recruitment, retention, and motivation as well as their satisfaction, which can present the direct effects on the development and growth of the industry (Aziz, Goldman, & Olsen, 2007).

The result of a survey conducted in Thailand showed that the growth rate of Thai restaurants is dramatically increasing. In 2008, there were 64,113 restaurants in Thailand of which approximately 12,000 are located in Bangkok while the remaining, which is about 52,113 of them locate in the provincial areas. These figures have increased for 9,000 in the year of 2002. The statistical data has also shown that restaurants across Thailand with registered trading license from the Department of Business Development have the total registered capital of 27,702.99 million baht (Section of Service Business Promote Development, 2009).

In January 2011, restaurant business is the business with highest amount of the increasing registered capital from total of 14 companies at 20,038 million baht that representing for 33 percent of the total capital value. Number of registered restaurants that still be running is 7,107 with the registered capital of 49,725 million baht. From the mentioned figure, the city with the most registered restaurant is Bangkok at 33.4% with

16,592 million baht registered capital. The total return of restaurant business in Thailand has dramatically increased from 2005 to 2008. It had increased from 60,756 million baht in 2005 to 91,111 million baht in 2008, which can be calculated as 50%. Even though the return had dropped a little later on in 2009, the business still present with potential to grow more in the nearly future (Department of business development, 2011). The restaurant business is a downstream business that is important to the Thai economy, which helps adding value to the agricultural products (Thai Food to the World, 2007).

Based on the summary of Thailand's economy of 2012 and the direction of Thailand's economy of 2013 from the Office of the National Economics and Social Development Board (2012), hotel and restaurant business has grown the most at 11.5%, which is the highest growth rate comparing to construction business at 7.8%, industrial sector at 7.0%, wholesale and retail sector at 5.2%, real estate sector at 3.9% and agricultural sector at 3.1%. From the information that provided by Thai Hotels Association (2012), there are 22 five-star-rating hotels in Bangkok, 24 four-star-rating hotels, and 9 three-star-rating hotels are joining in the business competition. The main revenue of the hotel, besides from its accommodation, is generated from food and beverages at 60%. Nevertheless, this kind of business has mainly concentrated on the labour forces. When comparing the hotel's business growth with the hospitality business; in the past in which the business themselves were not prepared for the prompt labour support, it has resulted in the shortage of labour in their business (Technology Promotion Association Thailand-Japan, 2010).

The success of restaurant business relies mainly on human resources, as performance is one of the major criteria used to determine the organizational efficiency. Thus, this study will study about the effects of job characteristics and job satisfaction on the job performance in the restaurant industry.

## **1.2 Purpose of the Study**

Based on different studies about job characteristics and job satisfaction by focusing on job performance, this study will concentrate on the effects of job characteristics and job satisfaction on job performance in the restaurant industry. Especially, this study will examine how job characteristics and job satisfaction affect job performance.

There are three objectives of this study. The first one is to examine the effect of job characteristics on employees' job performance, secondly, to examine the effects of job characteristics on employees' job satisfaction, and lastly, to examine the effects of job satisfaction on job performance.

## **1.3 Research Questions and Hypotheses**

### Research Questions

This study aims to answer the following questions:

1. Do job characteristics (skill variety, task identity, task significance, autonomy, and job feedback) relate to job performance?
2. Do job characteristics (skill variety, task identity, task significance, autonomy, and job feedback) relate to job satisfaction?

### 3. Does job satisfaction relate to job performance?

#### Hypotheses

In this study, the researcher has placed more importance on job characteristics and job satisfaction, which is believed to influence on the job performance. According to many theories and studies related to this topic along with the other reasons, the hypotheses can be generated as followed;

1. Job characteristics directly influences on job performance and job satisfaction.

The theory about job characteristics was developed by Hackman and Oldham where the five characteristics of job are skill variety, task identity, task significance, autonomy, and job feedback. The main concept here is to create the conditions that will lead to more motivation, satisfaction, and performance in work. Job performance has been very useful to business as it can be used to improve and develop employees. According to the proofs from different researches involving business management, especially in the service sector, Phoomphong (2008) studied the relationship between perceived self-efficacy, job characteristics, job satisfaction and job performance of employees in the Faculty of Agriculture, Chiang Mai University. The finding showed that, in general, job characteristics have a significant positive relationship with job performance at the approximately level of 0.01 ( $r = .358$ ). Skill variety, task identity, autonomy and feedback had a significant positive relationship with job performance at the level of 0.01 ( $r = .205, .361, .209$  and  $.363$ , respectively). Moreover, Kahya (2007) has studied the effects of job characteristics (physical efforts and job grade) on job

performance (task performance and contextual performance results showed that job grade was strongly correlated with task performance ( $r = 0.456$ , p-value <0.01) and contextual performance ( $r = 0.411$ , p-value <0.01). It can be seen that job characteristics affect the employee's job performance. Additionally, job characteristics also affect job satisfaction while job autonomy, job variety, and job feedback are the factors that lead to job satisfaction (Katsikea, Theodosiou, Perdikis, & Kehagias, 2011). Based on the research of Kim, Knight, and Crutsinger (2009) that examined on the relationship between employees' perceptions of job characteristic and job satisfaction, it indicated that employees' perceptions of job characteristics positively affect on job satisfaction. Furthermore, Abbott (2000) had studied on an investigation of the relationships between job characteristics, satisfaction, and team commitment that influenced by organization-based self-esteem within a team-based environment and his finding showed that within a team-based environment, higher level of the five core job dimensions of skill variety, task identity, task significance, autonomy, and job feedback were related to the increasing of satisfaction and team commitment. The above discussion leads to the following research hypotheses

Hypothesis 1: Skill variety is positively related to job performance.

Hypothesis 2: Task identity is positively related to job performance.

Hypothesis 3: Task significance is positively related to job performance.

Hypothesis 4: Autonomy is positively related to job performance.

Hypothesis 5: Job feedback is positively related to job performance.

Hypothesis 6: Skill variety is positively related to job satisfaction.

Hypothesis 7: Task identity is positively related to job satisfaction.

Hypothesis 8: Task significance is positively related to job satisfaction.

Hypothesis 9: Autonomy is positively related to job satisfaction.

Hypothesis 10: Job feedback is positively related to job satisfaction.

2. Job satisfaction has a directly influence on job performance.

In addition, job satisfaction occurs before and leads to job performance. In the empirical tests of Ng, Sambasivan, and Zubaidah (2011), they have found that there was a relationship between job satisfaction and job performance ( $r = 0.13$ ,  $p\text{-value} < 0.05$ ). Furthermore, Phoomphong (2008) has studied the relationship between perceived self-efficacy, job characteristics, job satisfaction and job performance of employees in the Faculty of Agriculture, Chiang Mai University. His finding has shown that overall satisfaction showed a significant positively relationship with job performance. This meant that when the employees feel satisfied with their work, they would be dedicated to perform well with their work as well.

Hypothesis 11: Job satisfaction is positively related to job performance.

3. Job characteristics have an indirect influence on job performance through job satisfaction.

According to the study about the relationship between job satisfactions as the results of the five core job characteristics: variety, identity, significance, autonomy, and feedback. It has shown that job satisfaction can be seen as individual mechanism that positively influenced on job performance (Colquitt, LePine, & Wesson, 2011). In the improvement of job satisfaction, there is job characteristic approach, which shows the characteristics of each job that influence on job satisfaction. Hackman and Oldham

(1980) has described job characteristics as the keys to increase motivation, satisfaction and performance of that job. The five core job characteristics consist of skill variety, task identity, task significance, autonomy, and feedback.

Based on this rationale, researcher hypothesizes as:

Hypothesis 12: Skill Variety is positively related to job performance through job satisfaction.

Hypothesis 13: Task identity is positively related to job performance through job satisfaction.

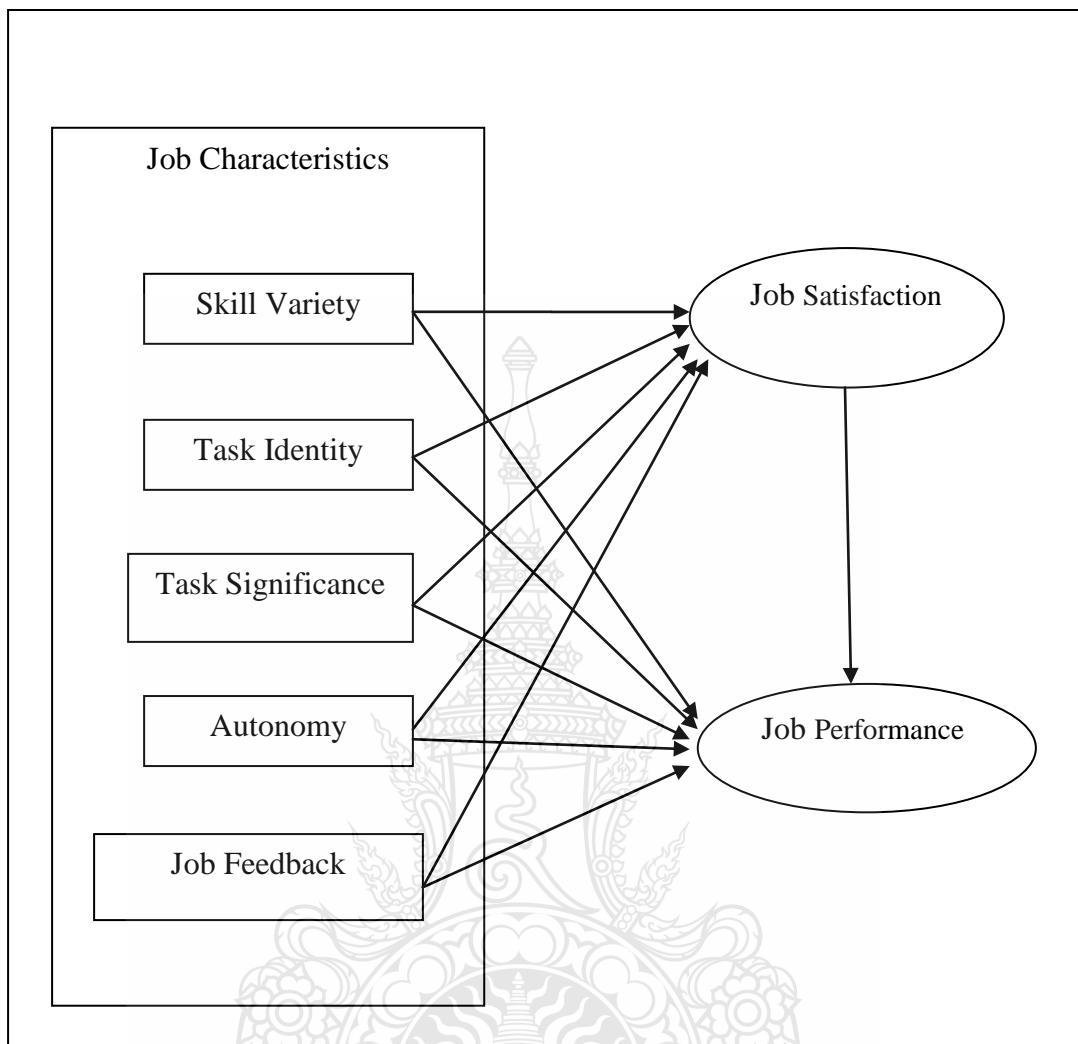
Hypothesis 14: Task significance is positively related to job performance through job satisfaction.

Hypothesis 15: Autonomy is positively related to job performance through job satisfaction.

Hypothesis 16: Job feedback is positively related to job performance through job satisfaction.

#### **1.4 Conceptual Framework**

When considering on employees' job performance in the service industry, the researcher integrates the overall concepts, theories, and related research with the conceptual framework of the study as illustrated in Figure 1.1



**Figure 1.1** Conceptual Framework of the Study

According to the conceptual framework, the relationship between variables can be explained as followed:

1. Job characteristics will lead to job performance and job satisfaction.
2. Job satisfaction will lead to job performance.

## **1.5 Definition of Terms**

To facilitate a common frame of reference with the reader, critical terms that require understanding are identified in this section.

Job characteristics refer to the characteristics of each job that being designed to provide an intrinsic motivation of the work, which consist of five dimensions:

Skill variety refers to the degree to which the job requires a number of different activities that involve a number of different skills and talents (Hackman & Oldham, 1980).

Task identity refers to the degree in which job requires in completing a whole, identifiable, piece of work from the beginning to the end with a visible outcome (Hackman & Oldham, 1980).

Task significance refers to the degree to which the job has a substantial impact on the lives of other people, particularly people in the world at large (Hackman & Oldham, 1980).

Autonomy refers to the degree to which the job provides freedom, independence, and discretion on an individual who performs the work (Hackman & Oldham, 1980).

Job feedback refers to the degree in which the job provides employees with clear information about how well they are performing and carrying out the activities as required (Hackman & Oldham, 1980).

Job satisfaction refers to an emotional content resulting from the appraisal of one's job or job experiences, which consists of two dimensions:

Job content satisfaction refers to satisfied feeling from the factor that directly relates to work such as achievement, recognition, responsibility, advancement, and work itself (Herzberg, 1968).

Job context satisfaction refers to satisfied feeling from the factor that relates to work environment such as organizational policy and administration, supervision, relationship with peers, salary and benefit, job security, and work condition (Herzberg, 1968).

Job performance refers to the value of the employees' set of behaviors that contribute, either positively or negatively toward the organizational goal's accomplishment (Colquitt, LePine, & Wesson, 2011; Campbell, 1990).

The full service restaurant refers to the food service in the dining room with an arrangement of tables and seats ready for customers. There are service employees working as facilitators for customers on the reception, taking a seat, ordering the list of food, table service, and payment to farewell. Most of full-service restaurants have been finely designed and decorated in harmony with the kind of food served in the restaurant, the restaurant climate and the location (Charoenthammanont & Daechakup, 1996).

Chef refers to the person who is responsible for cooking with experience, skill, and technique to cook well (Khunkhin, 2006).

## **1.6 Limitations of the Study**

This study is limited by time, resource and data accessibility. In the aspect of time limitation, this study investigates only the full service restaurant in hotel with 5, 4, and 3-star ratings in Bangkok, Thailand. The time constraint may result in less time to

study about the chefs' performance in restaurant industry. For the resource limitation, financial resources are the key. The data is derived from the questionnaire that is distributed to chefs at the full service restaurants. Limitation on data accessibility and data collection can be seen as the, researcher can only distribute the questionnaire to the respondents in the human resource department of the hotel since chefs are allowed to spend time filling up the questionnaire just before work or during their free time.

Contribution from this research has shown the importance of human resources development that would enhance the efficiency of work particularly for chefs, which can be regarded as the heart of downstream business restaurant that create more value on agricultural products. This study places importance on job characteristics that can be used for job design to create motivation to work. Job design requires insight as job design can support the employees to work effectively, which can lead to the achievement of two goals, namely job satisfaction and job performance. Hence, job design can be counted as job creation and job specification. In this case, a good job design will lead to the balance among different employees and job requirements (Schermerhorn, 2005).

It has been widely known in the human resources management academic society that job design is processed to motivate the employees to work with efficiency by applying the contemporary motivation theories. Designing for motivation jobs includes job characteristics model that is used as a guideline and framework to design the jobs, which is very beneficial for the management in job design under the consideration on five core job dimensions, include skill variety, task identity, task significance, autonomy, and feedback.

The researcher has found the research gap, which is the difference between this research and the complete job characteristics model research of Hackman and Oldham (1980). Once the researcher has studied the model of Hackman and Oldham in depth, the researcher realized that the model has not yet studied whether there is a relationship between job characteristics and job performance and how they are related. However, this research does not only study about the forming of job satisfaction and its outcome by the use of job characteristics model, but it also study about the influence on job characteristics on job performance, which can help for the human resources management effectiveness development in their line of work along with the competitiveness in the service industry especially with the business that requires for specialized knowledge and skills of the employees. In this research, chefs are regarded as highly important human resources assets in food and service industry. There still be a small number of the related research about job characteristics particularly in the restaurant industry and chefs in Thailand comparing to those abroad.

## **1.7 Scope of the Study**

The scope of this study can be described in terms of its specific area focused in the study, the certain organization under the study and the specific population of the study respectively. Specific area of this study focuses on the job performance of chefs in the full service restaurant by attempting to identify the effect of job characteristics and job satisfaction on the chefs' job performance. The restaurant is located in the 5, 4, and 3-star ratings hotels in Bangkok, Thailand (Thai Hotels Association, 2012). For the specific organization under this study, they are the restaurants in 5, 4, and 3-star ratings

hotels in Bangkok, Thailand (Thai Hotels Association, 2012). The specific population under the study consists of all the chefs who are working in the kitchen at the full service restaurant in Bangkok, Thailand.

## **1.8 Organization of the Study**

This research consists of five chapters. Chapter one covers the statement of the problem, purpose of the study, research question, hypotheses, conceptual framework, definition of terms, limitation of the study, and scope of the study. Chapter two reviews the previous study related to job performance. It also shows the selection of variable into research framework including skill variety, task identity, task significance, autonomy, job feedback, job satisfaction, and job performance. Chapter three covers the research methodology that consists of quantitative research for data analyzing, hypothesis testing, and qualitative research that will confirm and validate the results respectively. Chapter four presents and discusses on the research finding. Chapter five covers the conclusion, discussion, research implication, research limitation, and recommendations for the future research.

## **CHAPTER 2**

### **REVIEW OF THE LITERATURE**

#### **2.1 Introduction**

In this study about the causal relationship model of the restaurant chefs' job performance, the researcher has reviewed documents, concepts, theories, and the relevant researches in order to define the conceptual framework and research hypotheses. This chapter presents the review of the full-service restaurant, following by the review of literature, concepts, theories, and related researches on job characteristics, job satisfaction, and job performance that also brought to discussed. Finally, the review discusses on the job design which is the contribution of this study.

#### **2.2 Full-Service Restaurant**

“Full-service restaurant” is a form of food service available in a dining room, set up with well-equipped, and an exquisitely food preparation. The food service staff offers convenience to clients (Delfakis, Scanlon, & Van Buren, 1992). It is generally said that food service in a dining room, serves customers with convenience from seating to serving. The service provider always trains their staff to serve customers from the beginning with reception, seating, ordering, table service and payment to farewell. Most of full-service restaurants are finely designed and decorated to cruise with food, restaurant climate and location. The service for this restaurant is quite systematic and formal (Charoenthammanont & Daechakup, 1996).

Another important attribute of full-service restaurant is that customers can order food from a menu, which offers them abundant choices. However, the types and the

variety of foods depend on the food service management concept. For example, seafood restaurant usually offers a menu mainly on shellfish. At the same time, in Thai restaurant, the menu tends to be spicy and meticulous. In addition, full-service restaurant is likely to open during the day and evening to dusk. The menu for lunch and dinner can either be similar or different (Charoenthammanont & Daechakup, 1996).

### **2.2.1 Restaurants of Large Residential Hotel**

Hotel restaurant is mainly set to serve the hotel guests and the general customers. Service style can be either luxurious or plain where the menu can either be in set or make to order. Prices can vary from reasonable to expensive. This service may include other services such as, grand ballroom, banquet room, private party and conference banquet, as well as, seminar room services. Some restaurants may include the entertainment services such as, music (Pimolsompong, 2007).

Hotel kitchen always has executive chef to manage the kitchen activities and team chefs. Supervision in each restaurant seems to be separated from the restaurant manager's responsibilities, but the executive chef will directly report to the food and beverage manager, in which they are independent. The responsibility of chef is only on food preparation because food service is the heart of the restaurant and the taste of food must be excellent. Thus, all chefs delicately impress their guests to encourage their revisit to the restaurant (Charoenthammanont & Daechakup, 1996).

### **2.2.2 Food Preparation Staff**

Hotel food preparation is crucial and complicated, since it requires meticulous taste, diversity and uniqueness to set itself away from other hotels. It is essential to hire the qualified employees with skill and capability to serve quickly and hand on the customers with best impression. Some hotels share the main kitchen for different

restaurants; however, in order to be more effectively and efficiently in food preparation, they might separate the main kitchen to prepare different types of food as specifically shown below (Pimolsompong, 2007):

Hot Kitchen: cooking is served hot. The cooking method requires high level of heat such as, steam, boil, grill, bake, and fry where chefs have well experienced and skillful.

Cold Kitchen: cooking is served cold. Usually, food is frozen, such as ham, mashed liver, and salad. For cold kitchen, it is not necessary required for the management by strong experienced chefs.

Pastry Kitchen: is a cooking on different types of dessert such as, cake and pie.

Bakery: all bread making.

Specialty Kitchen/ Ethnic Kitchen: providing service for special restaurant. It prepares national food such as, Chinese kitchen, Japanese kitchen, and Vietnamese kitchen.

Duty and responsibility of the Kitchen Department employees and Food Production operational staff elements with six job positions (Pimolsompong, 2007) including;

Executive chef/ Head chef responsible for all the kitchen operations supervising, from planning, preparation, cost control, cooking, food quality control, taste checking, menu planning, fresh food ordering, staff coaching until staff operational control. This position directly coordinates with food and beverage manager, restaurant manager, catering manager, and purchasing manager for the kitchen instruments purchasing suggestion.

Sous chef works on the tasks assigned by the head chef and acts as the head chef when the head chef is on a break or absent. Additionally, sous chef is also responsible for food preparation and staff coaching.

Chef de partie/ Cook is responsible for cooking at a specific kitchen based on their knowledge and expertise namely;

Larder cook is the chef of cold kitchen who cooks all kinds of frozen foods, preparing the appetizers (Hors d' oeuvres), sandwich, salad, dressings, and canapés. In addition, larder cook also prepares all the fresh ingredients to be used by other kitchens. The preparation includes cutting and slicing different kinds of meat.

Sauce cook is responsible for making the sauce and the entrees.

Soup cook serves to prepare soup.

Roast cook serves to prepare the grilled food.

Fish cook serves to cook fish dishes.

Vegetable cook is responsible for all the kinds of vegetables dishes cooking including, cooking with eggs and flour such as, Italian Pasta. The cook is also responsible for dishes decoration.

Pastry cook is responsible to cook for all kinds of desserts.

Baker is responsible for making all kinds of bread.

Some hotels may have chef de tournant/relief cook who performs in place of sauce cook, roast cook, and fish cook during the break time and the night cook.

Commis chef works as assigned by the chef. Mostly, commis chef is responsible to prepare the raw material for cooking.

The role of steward is to clean the kitchen equipments. There might be more than one steward in the kitchen depending on its size.

Coolies/ kitchen porter serves to handle different things including fresh and dry food from storeroom to the kitchen and keep the kitchen clean.

### **2.3 Job Characteristics**

Job characteristics model refers to the behavioral approach, and concept that increases the importance of jobs by designing the job that emphasizes on its suitability and appropriateness that is measurable. The basic idea of this concept is that job characteristics will lead to high level of work motivation, satisfaction and performance. Additionally, it also takes into consideration different responses of employees on different jobs.

This concept derived from the study of Turner and Lawrence (1965) that examined the relationship between job objective and the employees' responses to their jobs. Turner and Lawrence had developed a measurement tool called RTA Index based on the 6 characteristics of jobs, which are skill variety, autonomy, the level of requirement and interactive for task accomplishment, chance of social interaction, the required knowledge and skills for job, and the level of job responsibility. Both researchers believed that the higher the level of six characteristics a job has, the higher of job satisfaction and attention level to the job the employees will be. However, when they actually worked on the research based on this index, the positive relationship only shows in the groups of factory employees who working in small towns. The researchers explained the result of their findings that it resulted from the differences of subculture.

#### **2.3.1 Concept and Theories of Job Characteristics**

Hackman and Oldham (1980) developed Job characteristics theory where the theory has emphasized on the objective characteristics of employees' jobs. The main

concept is to create the conditions into jobs for higher work motivation, satisfaction, and performance. Furthermore, different employees will differently react to the same job. This theory deals with job features to create the positive motivational incentives for employees (Hackman & Oldham, 1980). By increasing the level of responsibility, meaningfulness, and feedback to the job, we can enhance the working motivation (Hackman & Oldham, 1980). Therefore, job characteristic theory is an individual motivation theory (Hackman & Oldham, 1980).

When jobs are suitable for employees, it is not necessary to force, coerce, or trick them to work hard or try to perform the job well. Employees do well as they are doing so; they can feel self rewarding and satisfaction. This feeling is called as an intrinsic motivation. It will occur when employees have knowledge about the actual results from their work activities, employees experience responsibility from their work outcomes, and their experienced on the meaningfulness of their work.

All three of these factors are labeled as “critical psychological states.” The core job dimensions influence on the critical psychological states and when one of the three factors is removed, the intrinsic motivation will drop. Conversely, if all three factors are presented, the intrinsic motivation will be very high (Hackman & Oldham, 1980). The five job characteristics that, concern on the employees’ motivation and satisfaction toward their job (Parker & Wall, 1998) has formed up the three psychological states and enhance the intrinsic work motivation, which are skill variety, task identity, task significance, autonomy, and job feedback. Skill variety, task identity and task significance contribute to the perception of work meaningfulness, which autonomy contributes to the feeling of responsibility on the work outcomes, and job feedback contributes to the knowledge of results. If the skill variety, task identity and task

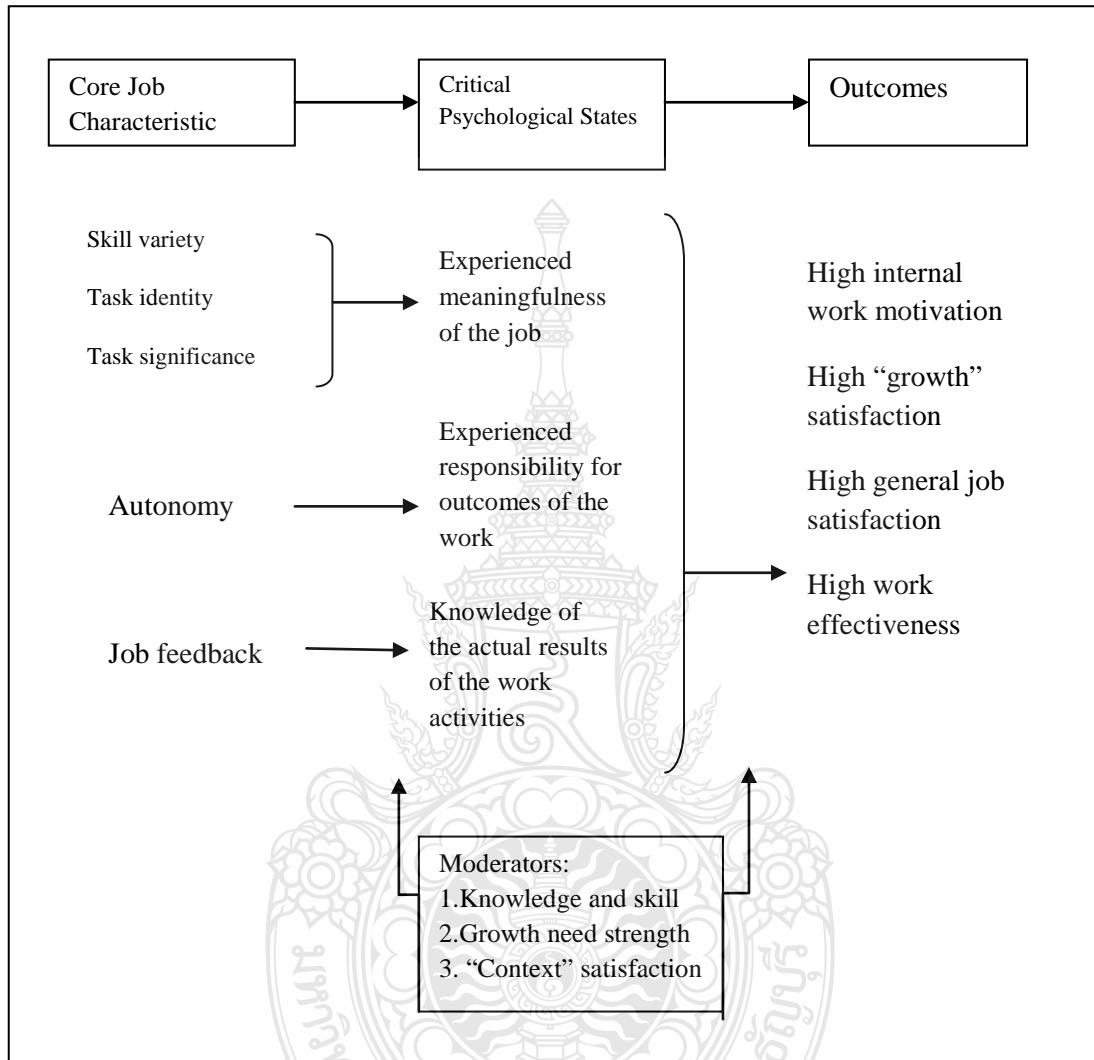
significance are high, it means that employees will perceive the meaningful of work. Though one or two of job characteristics are low, employees may still regard the work as meaningful. Moreover, if a given job is autonomous, individuals tend to feel more responsible and are more willing to accept the accountability of work outcomes. The last job characteristic is feedback. Knowledge of the actual results of the work activities is directly affected by the job feedback. Therefore, motivation at work may depend on how tasks are designed and managed. When employees do not appreciate with the meaningfulness of their work, and tend to have little responsibility for outcomes of the work, or have no feedback from the work activities, they are likely to show the “motivational problems” at work (Hackman & Oldham, 1980).

According to the job characteristics theory, the overall motivating potential of a job to prompt self-generated motivation is at the highest, when all of the following are true: a) skill variety, task identity, and task significance are high, b) autonomy of the job is high, and c) job feedback is high. The motivating potential score (MPS) is the degree to which these three conditions are met (Ilgen & Hollenbeck, 1991). MPS is the average of skill variety, task identity, task significance multiplied by autonomy and feedback. The model of overall motivating potential of a job is as follows:

$$\text{MPS} = (\text{Skill variety} + \text{Task identity} + \text{Task significance})/3 \times \text{Autonomy} \times \text{Job feedback}$$

If the motivating potential score is high, at least one from the three job characteristics that contributes to the experience of meaningfulness is high not only the autonomy, but the feedback is also high. It should be noted that motivating potential of a job has not necessarily caused the employees to be internally motivated, to perform well or to be satisfied in the job. It still depends on the employee's behavior to determine the effectiveness. If motivating potential score is high, it means the job only

creates the favorable conditions to the motivation of employees (Hackman & Oldham, 1980). Figure 2.1 illustrates the relationship of total factors above.



**Figure 2.1** The Complete Job Characteristics Model

**Source:** Hackman and Oldham (1980)

As a result of the study above, five dimensions of job characteristics theory by Hackman and Oldham was referred as the framework. In this study, job characteristics are the nature of work designed to provide the intrinsic motivation of a job, which consists of five dimensions of job characteristics: Skill variety is a job characteristic,

which workers are required to perform a variety of skills to achieve in the assigned work. Task identity is job characteristic in which workers perform their job from the start until the end of the process, and know their operation output. Task significance is a job characteristic that important for life including the existence of an organization. Autonomy is the job characteristic that allow workers the freedom to control and make decision about their work processes. Job feedback is a job characteristic that allows the workers to have insights about the feedback of their performance.

### **2.3.2 The Relationship between Job Characteristics and Job Performance and the Related Research**

The study conducted by Organ, Podsakoff, and MacKenzie (2006) stated that job feedback on their operational efficiency would affect the employees' performance. Employees gain knowledge from learning that results from their endeavor. Kerr and Jermier (1978), Organ and Ryun (1995) argued that job feedback is important because it happens instantly and accurately in the case of self-assessment, which leads to an intrinsic motivation. If a person had committed to work with the hope for success, job feedback would have been more than to give themselves a reward, but for the best opportunity to improve their job performance through the trial and error. While Kahya (2007) studied on the effect of job characteristics (physical efforts and job grade) on task performance and contextual performance, in which the study was carried out with 154 employees in 18 teams at a medium-sized metal company in order to measure the employee performance. The finding has showed that there is a relationship between job grade and task performance. Arfanda (2011) found that job autonomy has a strong positive influence on job performance. In addition, Phoomphong (2008) studied on the relationship between the perceived self-efficacy, job characteristics, job satisfaction, and

job performance of employees in Faculty of Agriculture, Chiang Mai University. The finding has showed that the overall job characteristics revealed the significant positive relationship with job performance at the level of 0.1 ( $r = .358$ ). Skill variety, task identity, autonomy and feedback showed the significant positive relationship with job performance at the level of 0.1 ( $r = .205, .361, .209$  and  $.363$ , respectively). However, task significance presented no relationship with job performance. At the same time, the research by Chantarapraprab (2004) which studied on the perceived job characteristics, perceived self-efficacy, and achievement motive relating to job performance of the nurses from Mettha Pracharak (Rai Khing Temple) Hospital also found that the overall of individual perceived job characteristics, namely skill variety, task identity, task significance, and autonomy, presented with the positive relationship with nursing job performance. However, in terms of job feedback, and perceived job characteristics, there was none of any relationship to job performance.

### **2.3.3 The Relationship between Job Characteristics and Job Satisfaction and the Related Research**

A recent research from Katsikea, Theodosiou, Perdikis, and Kehagias (2011) studied on the effects of organizational structure and job characteristics on export sales managers' job satisfaction and organizational commitment. The result showed that the higher the level of job autonomy, job variety, and job feedback, the higher the job satisfaction of export sales managers. Furthermore, Kim, Knight, and Crutsinger (2009) researched on "Generation Y employees' retail work experience: The mediating effect of job characteristics" by examining the relationship between employees' perceptions of job characteristic and job satisfaction. The finding indicated that the employees' perceptions toward job characteristics had positive effects to job satisfaction.

Moreover, Abbott (2000) studied on the relationships between job characteristics, satisfaction and team commitment as influenced by the organization-based self-esteem within a team-based environment showed that within a team-based environment, the higher the level of the five-core job dimensions of skill variety, task identity, task significance, autonomy, and job feedback contribute to the higher the job satisfaction and team commitment.

Bono and Locke (2000) tested a model of the relationship between core self-evaluations, intrinsic job characteristics, and job satisfaction and presented that the perceptions of job characteristics and job satisfaction were strongly related. Additionally, Gombeski (1996) studied about “Factors affecting the job satisfaction of army social work offices” where the outcomes were that the job design characteristics (task variety, task identity, task significance, autonomy, and feedback) have become the contributors to levels of job satisfaction among the army social work officers. Moreover, Pasi (1995) studied on “Job dimensions, job satisfaction, and school governance of parochial high school principals in two governing structures.” The findings showed that 1) each of five job dimensions (task variety, task identity, task significance, autonomy, and feedback) contributed to job satisfaction; 2) autonomy and feedback contributes with most significantly to the level of job satisfaction for both groups of school governance in the parochial high school principals. In the study of Margeotes (1994), “Variables related to job satisfaction among social workers” the result was that task significance, autonomy, and feedback were the job characteristics that highly correlated with job satisfaction of social workers at most.

From the review of concept, theories and related researches, it can be seen that job performance was influenced by job characteristics. Hence, researcher hypothesized

that job characteristics have directly influences on job performance and job performance has indirectly influences on job satisfaction.

## **2.4 Job Satisfaction**

Job satisfaction can be resulted from employees' perception on how well their job provides those factors that they view as important. In general, this was recognized in the organizational behavior field that job satisfaction is the most important and frequently aspect to study (Mitchell & Larson, 1987). Job satisfaction is the main part of motivation; whereas motivation is one of the major factors causing individual performance in an organization (Mitchell, 1982). Job satisfaction is one's general attitude towards work, or a job (Chan, 2000). More specifically, job satisfaction is the degree to which an individual feels positively or negatively about the various facets of job-tasks, the work setting, and relationship with coworkers. It may be affected by many factors, such as company policy, supervision, working conditions, relationship with peers, responsibility, advancement, and achievement (Cheng, Yang & Liu, 2000).

### **2.4.1 Concept and Theories of Job Satisfaction**

The working components and factors related to work can lead to job satisfaction or dissatisfaction. Two-factor theory by Herzberg (as cited in Greenberg& Baron, 2000) is the theory that explains the meaning of job satisfaction, which gained widely acceptance among the academics by it explains about things human needs for work. Factors, which can cause job satisfaction, and job dissatisfaction can be separated into two aspect as followed:

Content factors refer to factors that cause a person to have job satisfaction and working motivation. These factors directly relate to the following nature of work:

Achievement refers to an action in which individuals take in order to achieve the objective. It brings about pride, satisfaction, and enthusiasm to work continually.

Recognition refers to an acknowledgement from their supervisors, subordinates, colleagues, and society that individual can perceive from the behaviors of others as expressed in forms of a compliment, a promotion, an increasing salary, and an award, which can either be an object or an expression of admiration.

Responsibility refers to an appointment to important tasks that challenge on one's capability and skill with sufficient empowerment to achieve such tasks.

Advancement refers to an opportunity to learn and develop one's own skill in order to be promoted to the higher job position.

Work itself refers to the characteristics of job, which should be interesting, non-routine, and challenging.

Context factors refer to factors related to external components that prevent the cause of job dissatisfaction. Without context factors, job dissatisfaction is likely to occur. Context factors are normally associated with working environment namely:

Organizational policy and administration refer to the degree to which administration is clear and communication is facilitated toward smooth working condition.

Supervision refers to the degree to which supervising is fairly and thoughtfully provided along with a good counseling.

Relationship with peers refers to a good relationship with colleagues both formally and informally that would encourage collaboration among employees.

Salary and benefits refer to a compensation or benefit that is appropriate for work.

Job security refers to a sense of reassurance a person may feel towards their job in their working period.

Working conditions refer to working environment, equipment, and facilities that should be adequate and convenient to work with.

Thus, this study uses the concept of two-factor theory as a framework to generate questions to assess employees' job satisfaction, which consists of two components: 1) Job content satisfaction such as achievement, recognition, responsibility, advancement, and work itself and 2) Job context satisfaction such as company policy and administration, supervision, relationship with peers, salary and benefit, security, and working condition.

#### **2.4.2 The Relationship between Job Satisfaction and Job Performance and the Related Research**

Job satisfaction has an effect on a person's job performance because job satisfaction is a positive emotional condition of a person as a result of their work and work experience evaluation (Locke, 1976).

The study of Ng, Sambasivan, and Zubaidah (2011) was hypothesized to determine the relationship between job satisfaction and job performance of flight attendants working in Malaysia. The finding showed that job satisfaction is related to job performance. Furthermore, Nebeker, Busso, Werenfels, Diallo, Czekajewski, and Ferdman (2001) have studied on the relationship between employee satisfaction and performance, where in the station performance measurement, the researchers measured flight dependability and customer satisfaction by collecting samples from employees at airport stations. The finding showed the association of employee satisfaction to performance. In addition, Phoomphong (2008) has studied on the relationships between

perceived self-efficacy, job characteristics, job satisfaction and job performance of employees in Faculty of Agriculture, Chiang Mai University and found that overall satisfaction revealed with significantly positive relationship to job performance at the level of 0.1 ( $r = .482$ ).

## **2.5 Job Performance**

Job performance is one of an important concept in organizational behavioral theory, which being affected by many other factors (Greenberg, 1987). The human resources experts place importance on the development of employee's job performance, both in present and in future. The purpose of placing such importance on the development of employee's job performance is because the organization tends to provide directly influenced resources on job performance improvement, in order to reach the highest level of efficiency and effectiveness of the job at the operation level (Nadler, 1984). The essential in job performance study is to determine whether an operation of the organization is effective or not. It is also the appraisal of employee's effectiveness in an organization as well. Thus, a good performance evaluation will lead to the forming of correct guideline for organization performance development and improvement as a whole (Szilagyi & Wallace, 1990). This section of research will focus on the review of definitions, job performance concept, and job performance evaluation respectively.

### **2.5.2 Definition and Concept of Job Performance**

Steers (1991) stated that job performance is an extent to which employees are able to perform an assignment or make it beyond the level of expectation including with the productivity, creativity and other aspects. Schermerhorn, Hunt, and Osborn (1991)

commented that individual's job performance is the quantity and the quality of work that would lead to the success of an individual, a group, or an organization. However, job performance may be affected from one's capability, interest, satisfaction, motivation, environment, management style, or something else (Cumming & Schwab, 1973, Steers, 1991). In addition, Cumming and Schwab (1973) have interestingly proposed the influenced factors on employees' job performance in the organization. The factors consist of human factors and environmental factors.

Environmental factors consist of job design, organizational management, colleagues, compensation, working condition, training, and appraisal, which directly affect on individuals' capability and motivation. It also presents with directly and indirectly influences on job performance. This concept is consistent with Steers (1977), which discussed about organizational factors and individual factors. Organizational factors consist of working structure, working atmosphere, and management style. Individual factors consist of capability, personality, interest, motivation, role clarity, and role acknowledgement, which also influence on job performance. Schermerhorn, Hunt, and Osborn (1991) stated that individual's job performance depends on three main components: 1) Biological personal characteristics, capability, and psychological condition. 2) An effort put into work, which greatly depends on motivation and 3) Organizational support, which includes resources, instruments, structure and size, technology, culture, working system design, group process and interpersonal relationship. An individual job performance' equation can be written as followed:

Job performance = individual characteristics x working effort x organizational support

This equation has been widely used. If employees possess the skills as good as required, they are likely to be successful in every position. They have gone through the right process as followed; 1) the creation of capacity to perform. 2) The willingness to perform with a supervisor and teamwork supports. 3) The opportunity to perform.

These three factors are necessary and important, as they will lead to working success.

Below, the detail is shown (Schermerhorn, 2005);

1) Performance begins with ability

High performance can be determined with the ability level. It begins from the selection process by selecting employees who possess the right skill and ability to perform the task, here the right selection process shall include with training and developing employees to have an up-to-date knowledge and skills. Additional skill training should be in place and available when necessary. Therefore, good managers should always consider and plan for their subordinates training in order to develop and improve their skills for their future career path and capability improvement.

2) Performance requires support

Performance requires support refers to job support through putting the right employees with the right skills and capability to the right jobs. There should be enough human resources with clear target and direction without any restriction or limitation. Suitable technology should be present to complete a task with any of required support from top management.

3) Performance involves effort

It is the determination of employees to work hard to achieve the goal, which would lead to the high-level of job efficiency and effectiveness. This is directly related to a motivation theory, as all management executives must try to create a working

environment that can motivates their subordinates to work harder. In this case, having power and authority to order their subordinates may not be sufficient, since management executives should understand the fact that they should not only provide the right person with right jobs, but also supporting them through intrinsic motivation such as, controlling motivation, financial rewards, or punishment.

### **2.5.3 Job Performance Evaluation**

Job performance evaluation is a feedback given out to improve the level of job performance in which it mainly indicates an individual strengths and weaknesses. Basically, this is used by an organization to reward or punish individuals. It is also used as a database for an organization development and transformation (Szilagyi & Wallace, 1990; Schermerhorn, Hunt, & Osborn, 1991). Employee's job performance evaluation can be implemented by two methods, which are activity or behavioral measurements and output measurement. Stakeholders can emphasize on either one of the measurement or both depending on suitability to pattern, or measurement preference of an organization (Porter, Lawler, & Hackman, 1987). For evaluation criteria, Kesselman, Hagen, and Wherry (1974) proposed three criteria to evaluate job performance 1) quality of job performance 2) productivity of the job 3) amount of effort put on the job. While Abdel-Halim (1980) stated that the criteria for the employees' job performance determination are the quality of work, level of effort put on a job, operational productivity, operational speed, and overall performance. However, presently, organizations tend to use time attendance, key performance, and competency as the indicators to evaluate job performance.

#### **2.5.4 Related Research of Job Performance**

In a study of job performance, Williams (1998) contended that performance management must be employee-focused with an explicit recognition and management on individuals' jobs context. Furthermore, Singh (2000) studied the performance of frontline employees in service organizations and the results seem support to the notion that productivity and quality are the distinct domains of frontline employees' performance that being influenced by different antecedents. Performance productivity was conceptualized to reflect the frontline employees' output in their contacts with customers and backroom work while performance quality was conceptualized to reflect the procedural aspects of their interactions with customers.

In this study, the researcher will evaluate job performance through supervisors and chefs of the restaurants with an instrument developed by Heilman, Block, and Lucas (1992) and used by Sy, Tram, and O'Hara (2006) and Lam, Chen, and Schaubroeck (2002).

#### **2.6 Job Design**

Job design is a tool used by management to form motivation of employees, which would lead to better job performance. Being happy with work and receiving acceptably good reward from work can influences on the working quality level that employees may contribute to the organization. When employees are highly motivated to give back to the organization and work effectively, the organization level of effectiveness will also increase.

There are three main methods for primary level job design, which are scientific management, job enlargement and job enrichment, where each of the method has

differently involved with job redesign and existing job design to increase motivation and job performance.

### 2.6.1 Job design alternatives

Job design alternatives are the alternatives to be chosen for a job to achieve an organizational goal. Job design is the creation and determination to which each job is given to an individual or a group of individuals. Job design uses an insight of motivation theory to achieve the two main goals, which are job satisfaction and high performance. Job assignment is processed to generate the highest job satisfaction. At the same time, a good job design will help balancing between employees and their needs of jobs (Schermerhorn, 2005).

Figure 2.2 shows a continuum of job design alternatives (Schermerhorn, 2005) consists of 1) Job simplification 2) Job rotation and enlargement 3) Job enrichment as followed;

	Job simplification	Job rotation and enlargement	Job enrichment
Job scope	Narrow	Wide	Wide
Job depth	Low	Low	High
Task specialization	High	Moderate	Low

**Figure 2.2 A Continuum of Job Design Alternatives** (Schermerhorn, 2005)

#### 1. Scientific management

Job simplification through the use of scientific management is the way to clearly identify a job for each individual based on their specialized skills involves with a good

identification of working process standard, and each of employee employment. There must also be with a highly specialized working skill in consistent with the scientific management approach. Easy working process includes job scopes that shows various tasks to handle.

Job simplification pattern is an automation, which refers to the use of mechanical method to work just like a machine. The required complex working skills must be simplified to the simplest form in order to be achieved at the shorter amount of time. In an aspect of training and development, it is difficult to control when there are the requirements to fill in the resignations and recruitments. Thus, there must be a clear working process from the use of repeated work, which in this case; it will lead to proficiency on a specific job. In the event of increasing in production capacity, this method may lead to the loss of employee morale to work, absenteeism, and turnover.

## 2. Job rotation and enlargement

Job rotation is an increasing of job variety through employees rotation during their working period, and job assignment that may be different.

Job enlargement is a method to increase the variety of job, which it can arise from the combination of many small tasks into job in bigger size. In this case, it is referred to as horizontal loading, which is one of the choices involving in job characteristics especially in the change of job scope for variety employees' jobs.

3. Job enrichment is a vertical loading with the following responsibility scope 1) To change a job scope control to be freely designed by individual 2) To allow individuals to exercise their rights to make decision on their job 3) To allow individuals understanding on their jobs and other related tasks 4) To allow employees to work and achieve their task entirely on their own 5) To give back the work that would

create job depth by adding job planning and responsibility evaluation in their current responsible jobs that usually be done by their chief.

### **2.6.2 Job Characteristics Model**

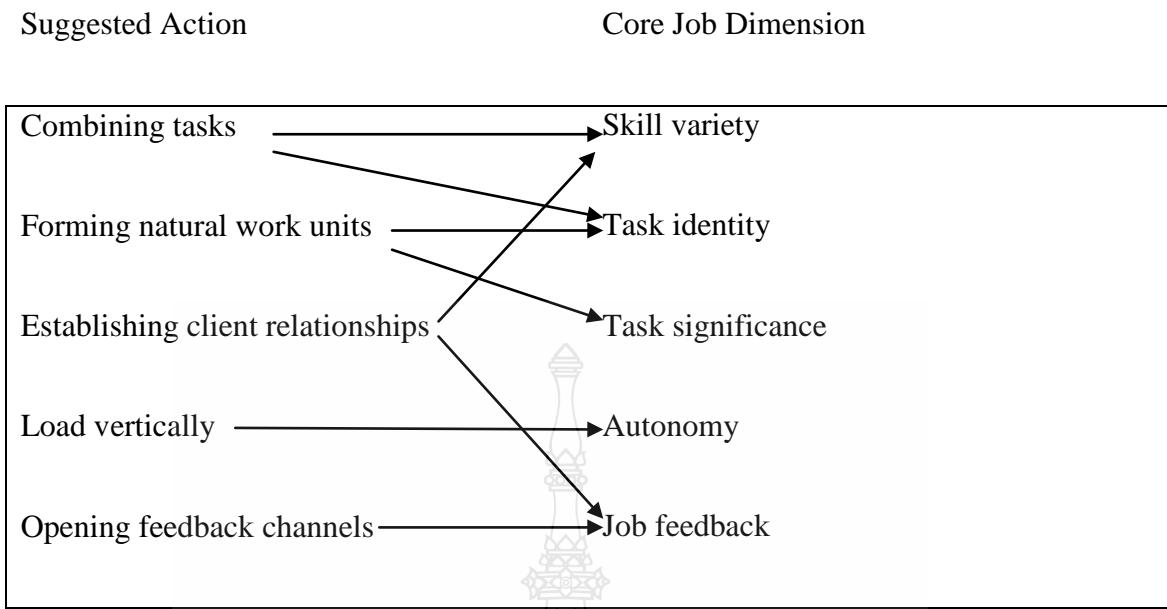
Job design is used to motivate employees to work effectively and efficiently, thus, there are many ways to design a job to create motivation, especially job characteristics model (JCM). Job Characteristic Model is used to motivate employees to improve their working outcome that can be regarded as Designing Motivating Jobs as well. It is a part of Contemporary Theories of Motivation, which is regarded as a framework or a guideline for jobs analyses and design. There are five basic aspects. The first one is skill variety, or the skill required to use with the particular jobs, where some of the job requires only one specific skills, and the others required more than one. Secondly, task identity is when a job is broken down into tasks and only requires some tasks to be done, some of the job requires to do a small parts, some requires to do a major part, or some asks to get the entire task done. The third one is task significance that is the level of job effects on other employees or jobs. The fourth one is autonomy which refers to the level of employees freedom towards their job and decision making process related to their job. Lastly, feedback is the level in which a job performer gets the returning information about the job success, or the effectiveness from that particular job.

When skill variety, task identity, and task significance are taken into consideration at the designing stage of a job, high performance of the job is then created. This is because the job performer will feel that their job is important, valuable and worth more. At the same time, a job that contains autonomy will allow the job performer to feel that they are directly responsible for the success and achievement of

their job. While for the job that has feedback allows the performer to receive the actual result of their performance.

In the sense of motivation, the job performer will receive job satisfaction through the internal reward from their psychological states. This means that they tend to feel that their jobs are meaningful, and they have been assigned fully to take responsibility of this specific job and know the feedback of their job performance. The more the job design contains these three aspects, the higher internal working motivation, quality of work performance, satisfaction with work they will have and the lower absenteeism and turnover they will become.

In job characteristics model, the connection between core job dimensions and personal and work outcomes is the concentration of growth needs (esteem and self actualization) of the job performer. The higher the growth needs from the job performer, the more effect there will be on personal work outcomes. Similarly, the performer with higher growth needs tend to more satisfied with the job with higher job enrichment comparing to those who have low growth needs. Job characteristics model will help as a guideline for management to work on a job design by taking into consideration the five basic aspects of core job characteristics as shown in figure 2.3.



**Figure 2.3** Guidelines for Job Redesign (Hackman & Oldham, 1980)

Combining Tasks is the tasks combination. Manager may design the overall job design first, then later on let individual employees work as job enlargement, which can be held as one way to increase an employee skill variety and task identity.

Form the Natural Work Units, manager may design the job by identifying similar tasks (task identity) and creating new unit, or department with more importance on the task (task significance) that will create the significant feeling of employees towards themselves and the job.

Establish the client relationship is a part of job design that will lead to a good relationship with customers such as, employees training with knowledge and variety of skill to serve customers or to allow customers to give feedback and evaluate employees (feedback).

Load jobs vertically are the overall vertical job design or job enrichment that increases the responsibility and autonomy of employees so that they can participate in the decision making process and management control.

Open Feedback Channels is the job design that allows employees to know their working result (feedback) whether it is improving, stable, or worsen. Employees should receive the feedback of their work directly through such examples as sales report of sales staff or production staff.

The researcher has found that this study's research gap is different compared to the complete job characteristics model research by Hackman and Oldham (1980). Once the researcher has studied in depth on the model of Hackman and Oldham, the researcher has found out that the model has not yet studied whether there is a relationship between job characteristics and job performance and how they are related. However, this research does not only study on job satisfaction forming and its outcome through the use of job characteristics model, but also study about the influence of job characteristics on job performance that can help for the development of human resources effectiveness management in their line of work along with the competitiveness in the service industry, especially with the business that requires specialized knowledge and skills in the employees. In this research, chefs are regarded as highly important human resources assets in food and service industry. There still be a small number of associated researches on job characteristics, particularly in the restaurant industry and chefs in Thailand in comparison to those abroad.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

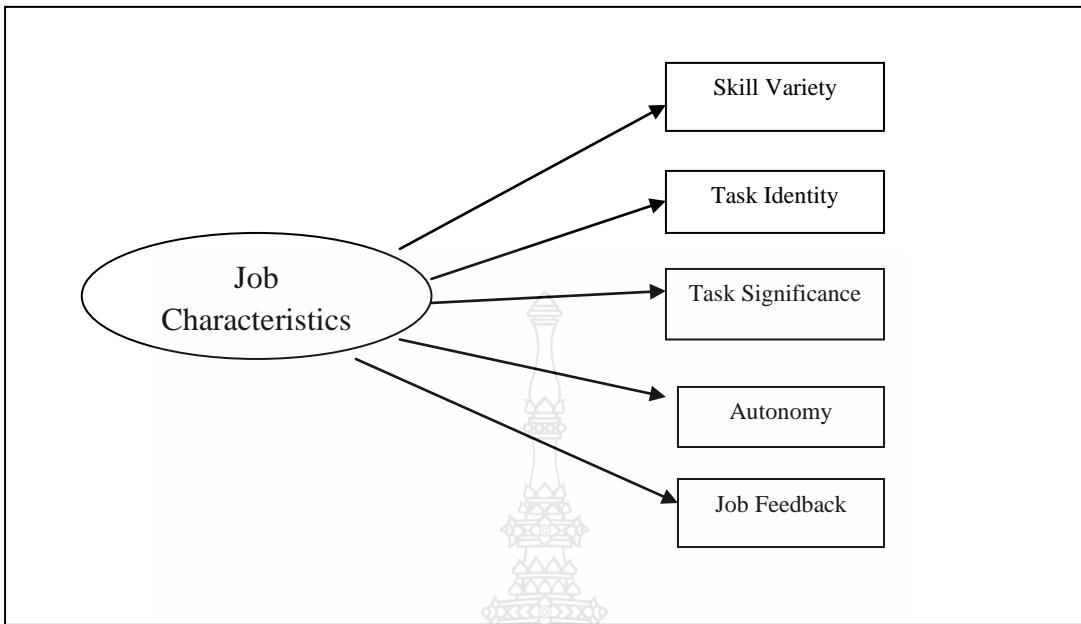
#### **3.1 Introduction**

This chapter presents research methodology to study on the effect of job characteristics and job satisfaction on job performance in the full service restaurant industry. The chapter comprises of four parts including research design, quantitative methodology, qualitative methodology, and sequence of analysis.

#### **3.2 Model/ Theoretical Framework**

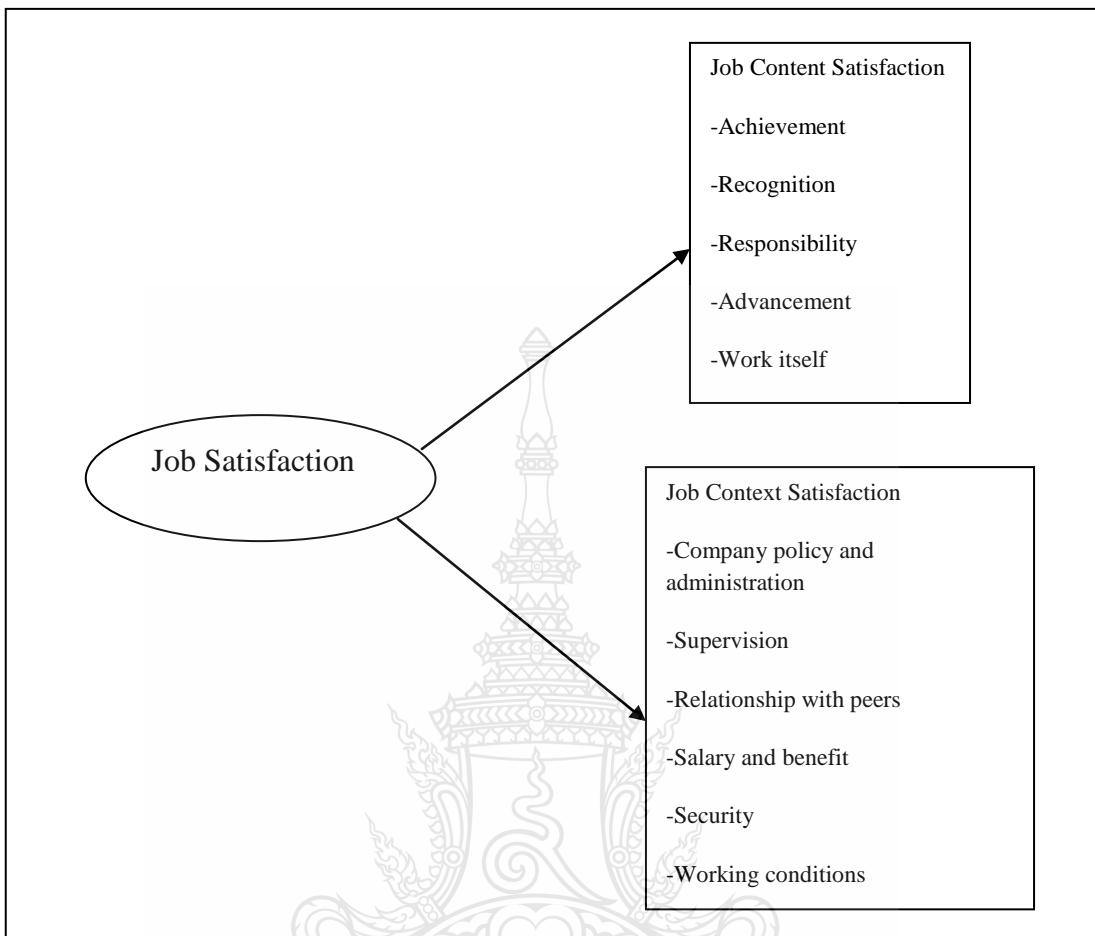
The theoretical foundation of this study is based on two streams of literature; the theory of job characteristics and the theory of job satisfaction. The theory of job characteristics used in this study is based on the work of Hackman and Oldham (1980) in which they posited five dimensions as the criteria employees use to assess job characteristics. This study measures job characteristics using The Job Diagnostic Survey (JDS) of which the dimensions are based on the complete job characteristics model (Hackman & Oldham, 1980). The idea of job characteristics theory emphasizes on the objective job characteristics of employees. The main concept is to create conditions of the jobs so that they might lead to higher work motivation, satisfaction, and performance.

This study measures the core job characteristics that consist of five dimensions (skill variety, task identity, task significance, autonomy, and feedback). The job characteristic dimensions are illustrated in Figure 3.1 below.



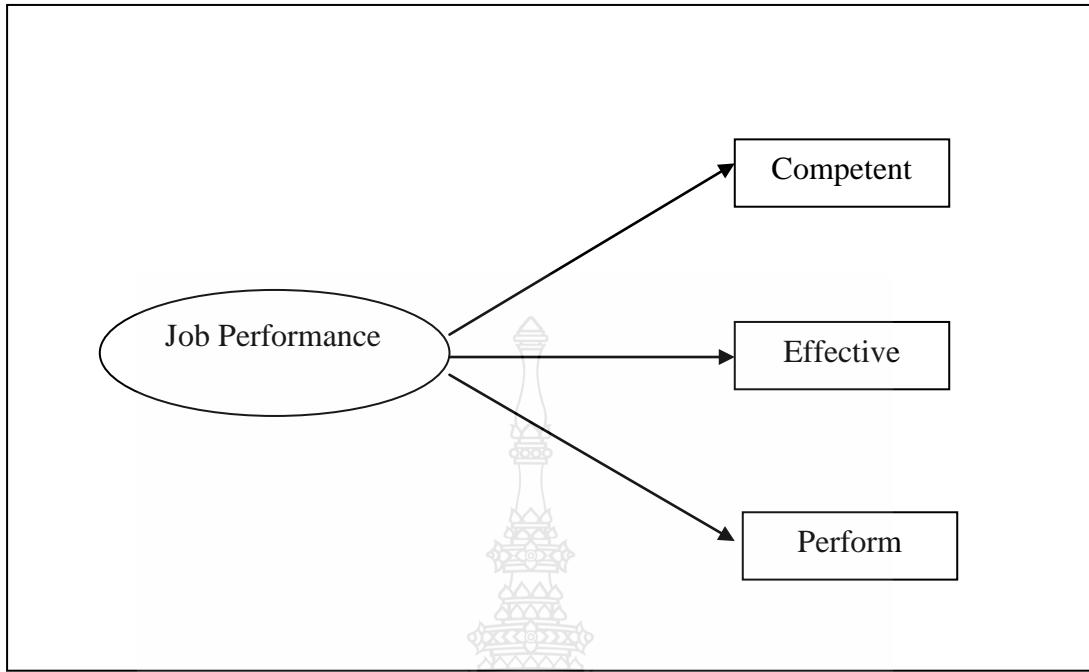
**Figure 3.1** Job Characteristics Dimensions

In order to assess employees' job satisfaction, this study uses the concept of two-factor theory (Herzberg, 1987) as a framework. The concept consists of two components: 1) Job content satisfaction such as achievement, recognition, responsibility, advancement, and work itself. 2) Job context satisfaction such as company policy and administration, supervision, relationship with peers, salary and benefit, security, and working conditions. Job satisfaction factors are illustrated in Figure 3.2 below.



**Figure 3.2** Job Satisfaction Factor

This study measures on job performance that consists of three items (competent, effective, and perform) developed by Heilman, Block, and Lucas (1992) and used by Sy, Tram, and O'Hara (2006); Lam, Chen, and Schaubroeck (2002). The job performance dimensions are illustrated in Figure 3.3 below.

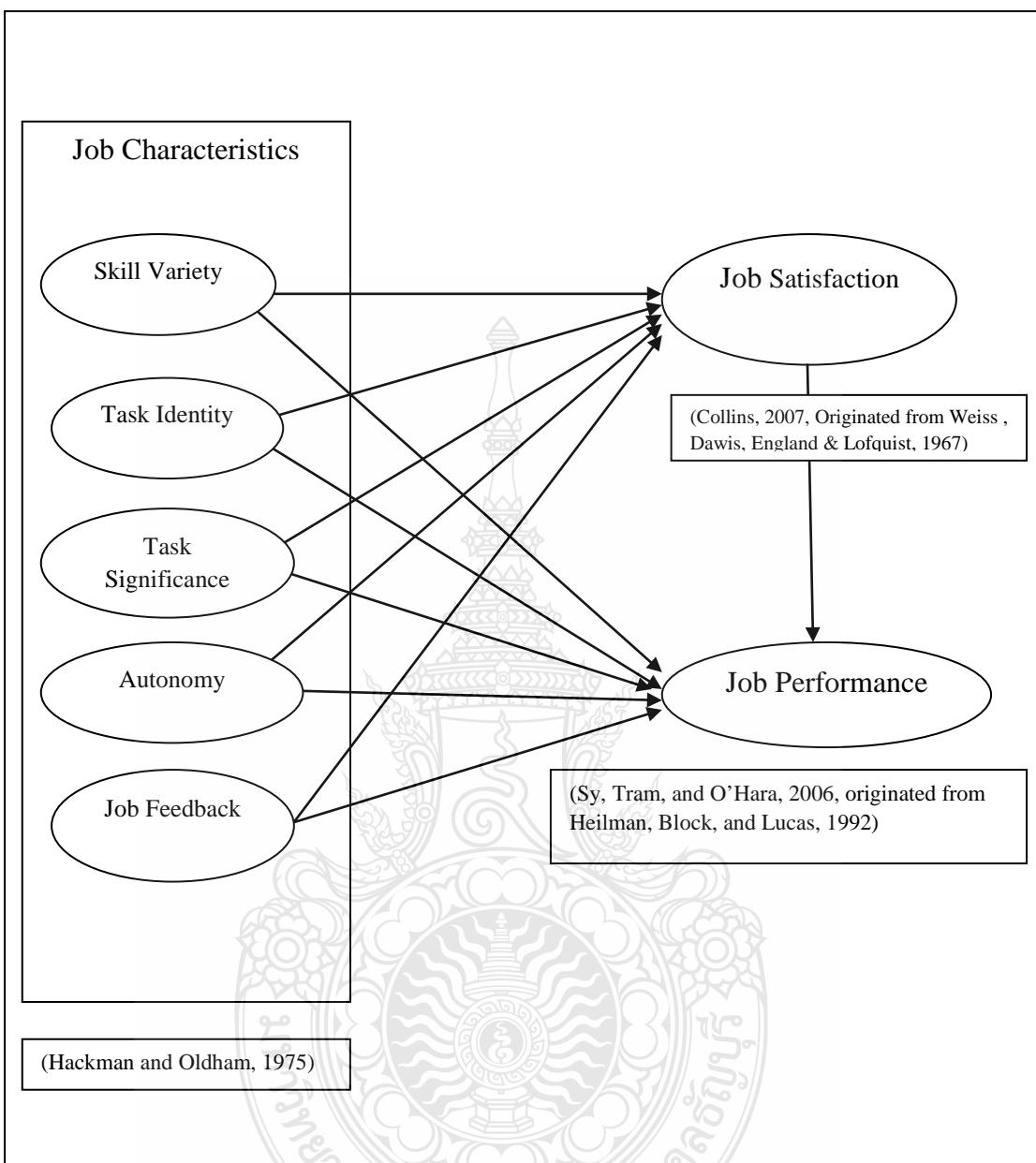


**Figure 3.3** Job Performance Items

This study is based on a variety of theories and models postulated by scholars from different fields to form the new model, which most suits for the context of the study. To explain the factors that can lead to job performance of employees in the service sector, the model of study consists of job characteristics and job satisfaction, which determine job performance of chefs in the full service restaurants.

Variables in the study model of the study comprise of the job performance of service providing employees as a dependent variable while for independent variables, there are job characteristics and job satisfaction.

The model for the effects of job characteristics, job satisfaction on job performance is proposed in Figure 3.4 below.



**Figure 3.4** Theoretical Framework of the Study

### 3.3 Research Design

This research study has combined both quantitative and qualitative research methods. In the quantitative research method, the data is collected from samples that represent for the target population through quantitative research method. Primary data

for research is collected through the questionnaire survey. This study focuses on the relationships among job characteristics, job satisfaction, and job performance. The study on causal relationships between quantitative constructs and empirical study have also been conducted. Researcher have contacted the senior human resource managers of restaurants in 5, 4, and 3-star rating hotels in Bangkok, Thailand and explained them the objective of this study. The qualitative research method uses deep-interview to interview human resource manager and executive sous chef in 5, 4, and 3-star rating hotels in Bangkok. The data from the interview is used to confirm the result of quantitative research.

### **3.4 Quantitative Methodology**

#### **3.4.1 Population and Sampling**

In conducting this research study, chefs who are working on full service for the restaurants in 5, 4, and 3-star rating hotels in Bangkok, Thailand are the target population. Work performed by these employees reflects the core activities of restaurants and, thus, their job performance is usually related to restaurants as the activities performed in the restaurants seem directly affect their job performance.

The study focuses on job performance of the chefs at full service restaurants in the 5, 4, and 3-star rating hotels in Bangkok, Thailand. Thus, the population consists of chefs whose work deals directly with cooking meals at the hotel restaurants in Bangkok.

This study was unable to include all chefs who were working at restaurants in Bangkok, Thailand. Therefore, chefs who are employed at full service restaurants in the 5, 4, and 3-star rating hotels in Bangkok were chosen in this study.

Samples compose of chefs from full service restaurants in the 5, 4, and 3-star rating hotels in Bangkok. The analysis aspect for this research is chef at the operation level. The entities are selected based on accessibility and willingness to participate in the study.

### **3.4.2 Data Gathering**

The stratified random sampling technique was used to select samples from each star rating hotel by assuming that chefs in each star rating hotel represented strata and samples were selected randomly from each stratum.

The first step of data collection process was to ask for a permission to collect data from the full service restaurant managers. After the permission was granted, questionnaires were distributed to employees who were the samples. The purpose of the questionnaire was explained in the questionnaire itself. Once the questionnaires were completed, the researcher went back to the hotel to collect the completed forms.

The research populations were the chefs working for full service restaurants in the 5, 4, and 3-star rating hotels in Bangkok, Thailand. The determination of sample size for data analyses is based on the structural equation modeling. Hair, Black, Babin, Anderson and Tatham (2006) suggested that sample should be 200 or more in the case where the model is not complex. Nevertheless, Nunnally (1967) stated that number of the sample should be ten times of the observed variables. Since this research contains the total of 21 observed variables, the sample size of this research should be at least  $21 \times 10 = 210$ . The researcher distributed 350 questionnaires where 300 of them were returned which accounted for 85.71 percent of response rate.

**Table 3.1** Number of Respondents

Star rating	Number of respondents
5 star hotel	171
4 star hotel	91
3 star hotel	38
Total	300

### **3.4.3 Operational Definitions**

For the mutual understanding of this study, the following definitions are provided to clarify the terms used in this paper.

**Independent Variable: Job Characteristics**

Job characteristics consist of five dimensions:

Skill variety refers to the degree to which a job requires a variety of skills and talents from the chef in full service restaurants.

Task identity refers to the degree to which a job requires a complete piece of work.

Task significance refers to the degree to which the job influences an organization.

Autonomy refers to the degree to which the job provides freedom, independence, and discretion to the workers by scheduling the task and determining how to carry it out.

Job feedback refers to the degree to which chefs receive information about how well they are performing.

**Dependent and Independent Variable: Job Satisfaction**

Job satisfaction consists of two dimensions:

Job content satisfaction refers to intrinsic factors that are related to content of the job such as achievement, recognition, responsibility, advancement and the work itself.

Job context satisfaction refers to extrinsic factors related to the job surroundings such as company policy and administration, supervision, relationship with peers, salary and benefit, security and work conditions.

#### Dependent Variable: Job Performance

Job performance refers to head chef and chef's opinions to the relationship between their behaviors and task achievements.

The full service restaurant refers to a form of food service provided in full service restaurants of 5, 4, and 3-star rating hotels in Bangkok with the availability of dining tables and seats for hotel customers, both Thais and foreigners. There must also be facilitators taking care of customers starting from the reception, seat taking, ordering, table service, and payment to farewell.

Chef refers to a person who works as Thai chef and is responsible for food cooking and decorating. Chef must have experiences, skills, and cooking techniques in accordance with the standard of full service restaurants in 5, 4, and 3-star rating hotels in Bangkok. Different types of chefs are responsible for different kitchen works such as sauté chef, fish chef, grill chef, roast chef, fry chef, vegetable chef, pantry chef, and pastry chef etc.

#### **3.4.4 Research Instrumentation**

Data for this study were collected through questionnaires that composed of four sections as followed:

Section 1. Demographic factors- respondents were requested to indicate their information of gender, age, level of education, work experience and type of kitchen work.

Section 2. The job characteristics- The Job Diagnostic Survey (JDS) developed by Hackman & Oldham (1980) was used. Job characteristics were assessed through head chef and chef on five factors adapted from Hackman & Oldham by using a 5-point rating scale ranging from “strongly disagree” to “strongly agree” scoring from 1 to 5 respectively. This questionnaire consists of five components: skill variety, task identity, task significance, autonomy and job feedback.

Section 3. The job satisfaction- The Minnesota Satisfaction Questionnaire Short-Form Weiss, Dawis, England & Lofquist (1967), which consists of twenty items, was used in the questionnaire. Job satisfaction was assessed through a self-reported measurement adapted from Weiss, Dawis, England & Lofquist (1967) and Collins (2007) by using a 5-point rating scale ranging from “very dissatisfied” to “very satisfied” scoring from 1 to 5 respectively. This questionnaire consists of two components: intrinsic job satisfaction (12 questions) and extrinsic job satisfaction (6 questions) and general job satisfaction (2 questions). In a limited-service restaurant, Collins (2007) found that Cronbach’s alpha reliability was equaled to 0.93 for job satisfaction.

Section 4. The job performance- Job performance was assessed through head chef and chef to measure the performance of employees based on an instrument developed by Heilman, Block, and Lucas (1992) and used by Sy, Tram, and O’Hara (2006); Lam, Chen, and Schaubroeck (2002). Likert’ five-point rating scale was used by ranging from “very poorly” to “very well” with scoring of 1 to 5 respectively. In the

restaurant franchise, Sy, Tram, and O'Hara (2006) found that Cronbach's alpha reliability was equaled to 0.88 for job performance.

### **3.4.5 Measurement**

This study uses Likert 5 scale to obtain the opinion from the survey questionnaire. The independent variables measurement is conducted on five job characteristics dimensions including skill variety, task identity, task significance, autonomy, and job feedback. The measurement of mediator variable is job satisfaction. The measurement of dependent variable is job performance. The variable and definition is presented in table 3.2 below.

**Table 3.2** Definition and measurement of variables

Variable	Definition	Measurement
Skill variety	The degree to which a job requires a variety of skills and talents.	Interval variable Likert 5 scale
Task identity	The degree to which a job requires a complete piece of work.	Interval variable Likert 5 scale
Task significance	The degree to which the job impacts on an organization.	Interval variable Likert 5 scale
Autonomy	The degree to which the job provides freedom, independence, and discretion to the worker in scheduling the work and determining how to carry it out.	Interval variable Likert 5 scale
Job feedback	The degree to which employees receive information about how well they are performing.	Interval variable Likert 5 scale
Job satisfaction	A content emotion resulting from the appraisal of one's job or job experiences.	Interval variable Likert 5 scale
Job performance	Head chef and chef's opinions to the relationship between their behaviors and task achievements.	Interval variable Likert 5 scale

### **3.4.6 Validity**

Content and construct validity are of highest importance when conducting a research. Hence, they are highly important in this research as well.

#### **Content Validity**

The content validity for the measurement in this study was developed and proven by many researchers such as job characteristics based on the work of Hackman and Oldham (1975); job satisfaction based on the work of Collins (2007); job performance based on the work of Sy, Tram and O'Hara (2006).

As the scales used in this research were developed in English, they were translated into Thai for the better understanding of respondents. The translation was carried out with caution and by the assistance from the management scholar and a professional translator to ensure that all questions were translated according to the original meaning.

#### **Construct Validity**

For this study, the construct validity is tested by confirmatory factor analysis (CFA) including p-value, factor loading, average variance extracted (AVE), and discriminant validity. First, p-value associated with each loading should be significant. Second, factor loading is above 0.3 (Hair, Black, Babin, and Anderson, 2010). Third, AVE is above 0.5 (Fornell & Larcker, 1981). Finally, Fornell and Larcker (1981) proposed that if the AVE for each construct is greater than its shared variance (squared correlation) with any other construct, discriminant validity is supported.

$$CR = \text{composite reliability} = (\Sigma \text{ of standardized loading})^2 / [(\Sigma \text{ of standardized loading})^2 + \Sigma \text{ of } \epsilon_j]$$

$$AVE = \Sigma \text{ of (standardized loading)}^2 / [(\Sigma \text{ of (standardized loading)}^2) + \Sigma \text{ of } \epsilon_j]$$

DV = discriminant validity = AVE/(corr.)<sup>2</sup> > 1 ; (corr.)<sup>2</sup> = highest (correlation)<sup>2</sup> between factors of interest and remaining factors.

### **3.4.7 Reliability**

Reliability is an assessment of consistency or precision of the measurement. To test the reliability, questionnaires were assigned to forty chefs at full service restaurants in 5, 4, and 3-star rating hotels in Bangkok with similar characteristics and behavior to the actual samples. Cronbach's Alpha Coefficient ( $\alpha$ -Coefficient) was used to measure reliability of the questionnaire. The acceptable level of reliability coefficient is more than 0.70.

### **3.4.8 Reliability Testing**

The reliability testing is a measurement of the questionnaire internal consistency. High reliability shows that internal consistency exists, indicating that measures can represent the same latent construct. The reliability estimate of .70 or higher which shows good reliability. For this study, there were seven constructs, as shown in the Table 3.3 below.

**Table 3.3** The reliability analysis of the questionnaire construct's Cronbach's Alpha

Construct	Cronbach's Coefficient Alpha
Skill variety	.939
Task identity	.897
Task significance	.829
Autonomy	.881
Job feedback	.905
Job satisfaction	.914
Job performance	.966

From the reliability analysis of the pre-testing, skill variety has a Cronbach's alpha of .939 (3 items). Second, task identity support with three items had a Cronbach's alpha of .897, task significance with three items had a Cronbach's alpha of .829, autonomy with three items had a Cronbach's alpha of .881, job feedback with three items had a Cronbach's alpha of .905, job satisfaction with three items had a Cronbach's alpha of .914, and job performance with three items had a Cronbach's alpha of .966. However, all constructs provided high reliability with a Cronbach's alpha that greater than .70.

### **3.4.9 Pre-test**

The questionnaire was pre-tested on respondents similar to those sampled in the main study. The main objective of the pretest was to check its wording and format as well as to measure the reliability of questionnaire. Pretest of the questionnaire for employees was tried out at full service restaurants in 5, 4, and 3-star rating hotels in Bangkok. The questionnaires were distributed to 40 chefs.

A revision of the questionnaire was made based on the result of the pretest and the consultation with a statistics professor. Some modification of format and content was made, especially with some wording that was not clearly understood in order to improve overall of the questionnaire.

### **3.4.10 Validity analysis of job characteristics**

First results, all  $p$ -values associated with each loading were significant. Second results, all of factor loading values were above 0.3. Third results, all average variance extracted (AVE) of five dimensions were above 0.5. Final results, all discriminant validity were above 1.0. Accordingly, all the results were above the minimum criterion;

therefore, it can be accepted that the structure of job characteristics instrument is best represented by five unique dimensions.

**Table 3.4** Reliability and validity assessment of job characteristics

Factor	Cronbach's Alpha	Composite Reliability	Average Variance Extracted	Highest (correlation) <sup>2</sup>	Discriminant Validity
Skill variety	0.94	0.91	0.76	0.67	1.13
Task identity	0.90	0.84	0.59	0.56	1.05
Task significance	0.83	0.77	0.56	0.40	1.4
Autonomy	0.88	0.88	0.70	0.69	1.01
Job feedback	0.91	0.88	0.71	0.69	1.03

CR = composite reliability =  $(\Sigma \text{ of standardized loading})^2 / [(\Sigma \text{ of standardized loading})^2 + \Sigma \text{ of } \epsilon_j]$ ; AVE =  $\Sigma \text{ of (standardized loading)}^2 / [(\Sigma \text{ of (standardized loading)}^2) + \Sigma \text{ of } \epsilon_j]$ ; DV = discriminant validity =  $\text{AVE} / (\text{corr.})^2 > 1$ ;  $(\text{corr.})^2 = \text{highest (correlation)}^2$  between factors of interest and remaining factors

### 3.4.11 Validity analysis on job satisfaction and job performance

First results, all  $p$ -values associated with each loading were significant. Second results, all of factor loading values were above 0.3. Third results, all average variance extracted (AVE) of five dimensions were above 0.5. Final results, all discriminant validity were above 1.0. Accordingly, all the results were above the minimum criterion; therefore, it can be accepted that the structure of job characteristics instrument is best represented by five unique dimensions.

**Table 3.5** Reliability and validity assessment of job satisfaction and job performance

Factor	Cronbach's Alpha	Composite Reliability	Average Variance Extracted	Highest (correlation) <sup>2</sup>	Discriminant Validity
Job satisfaction	0.91	0.84	0.65	0.28	2.32
Job performance	0.97	0.94	0.85	0.28	3.04

CR = composite reliability =  $(\Sigma \text{ of standardized loading})^2 / [(\Sigma \text{ of standardized loading})^2 + \Sigma \text{ of } \epsilon_j]$ ; AVE =  $\Sigma \text{ of (standardized loading)}^2 / [(\Sigma \text{ of (standardized loading})^2) + \Sigma \text{ of } \epsilon_j]$ ; DV = discriminant validity =  $\text{AVE} / (\text{corr.})^2 > 1$ ;  $(\text{corr.})^2$  = highest (correlation)<sup>2</sup> between factors of interest and remaining factors

### 3.4.12 Data Collection

The first step of data collection process was to ask for the data collection permission from the full service restaurant managers. After the permission was granted, the questionnaires were distributed to employees who were samples. The purpose of the questionnaire was explained in the questionnaire itself. Once the questionnaires were completed, the researcher went back to the hotel to collect the completed forms.

### 3.4.13 Data Processing and Analysis

The researcher processed the data by editing, coding, and tabulating before analyzing it. All returned questionnaires were edited for the completeness and accuracy. The data were coded, verified, and computerized. Various forms of data analysis were conducted with the quantitative method. Quantitative analysis was based on the raw data, which were collected by means of the questionnaire. Independent and dependent variables in the questionnaire were defined and standardized through AMOS (Analysis of Moment Structures).

The presentation of data in this study is initially in form of mean and standard deviation of independent variables together with an individual construct of each variable. With respect to statistical test of data, multivariate statistical techniques employed also include path analysis.

Path analysis is a form of applied multiple regression analysis that uses path diagrams to guide on problem conceptualization or test complex hypotheses. With its capability, one can calculate the direct and indirect influences of independent variables on a dependent variable. Path analysis was used for the purpose of determining the relative importance of the independent variables (job characteristics and job satisfaction) in relation to job performance.

Structural equation modeling explains linear relationships among variables by analyzing correlations or covariance among them. SEM provides estimations of the strength of the relationships between variables. Each of the relationships is expressed in a kind of equation called structural equation. Thus, structural models express the dependent relationship between variables. The relationship between constructs is often assumed as a causal relationship.

To test the hypotheses, factor analysis and structural equation modeling were utilized. Firstly, a factor analysis was employed to obtain the factors of job characteristics, job satisfactions and job performances. Secondly, structural equation modeling was used to determine the cause-effect relationships between job characteristics, job satisfactions, and job performances.

#### **3.4.14 Result Methodology**

The analysis of respondents' demographic data will use frequency, percentage, mean and standard deviation. The analysis of descriptive statistics that studied about job characteristics, job satisfaction, and job performance compares with mean and standard deviation. The structural equation modeling analyze normal distribution testing, reliability testing, multicollinearity, convergent validity, average variance extracted, discriminant validity, SEM analysis of a proposal model, and hypothesis testing.

### **3.5 Qualitative Methodology**

In order to support the quantitative research results, six in-depth interviews were conducted afterward. The qualitative research uses the in-depth interview from human resource manager and executive sous chef in full service restaurants in 5, 4, and 3-star rating hotels in Bangkok to explain the result of quantitative research. Interviewees consisted of three executive sous chefs and three human resource managers in full service restaurants in 5, 4, and 3-star rating hotels.

#### **3.5.1 Research Instrumentation**

After having finished the quantitative part, the in-depth interviews were utilized in order to compare and confirm the results of quantitative findings. The in-depth interview is the face-to-face interview with human resource manager and executive sous chef of full service restaurants in 5, 4, and 3-star rating hotels in Bangkok. The questions are open-ended questions that provided the explanation of answer without controlling. The answer will phase by statement responds. In the interview sessions, there are eleven questions consisting in the in-depth interviews as follows:

1. What do you think about the kitchen operation of a chef that requires a variety of skills to help improve his job performance level?
2. What do you think about the chef's task performing ability in the kitchen from the beginning to the end and their ability to see the result of their work (task identity) that would lead toward job performance?
3. What do you think about the fact that your chefs' kitchen job plays an important role to others in the organization and lead to the higher job performance of chefs?
4. What do you think about the freedom (autonomy) that your chefs have over the control of the decision-making and working process in the kitchen and take part to improve their job performance?
5. What do you think about the role of job feedback plays to create job performance of chefs when they know about the feedback of their work in the kitchen?
6. What do you think about the chefs' kitchen operation by chef that requires a variety of skills to lead toward their job satisfaction?
7. What do you think about the chefs' ability to perform their tasks in the kitchen from the beginning to the end and their ability to see the result of their work (task identity) that takes part to lead toward their job satisfaction?
8. What do you think about the fact that your chefs' kitchen job plays an important role to the others in the organization and leads to the higher job satisfaction among chefs?
9. What do you think about the freedom (autonomy) that your chefs have over the control of the decision-making and working process in the kitchen that take part to improve their job satisfaction?

10. What do you think about the job feedback that takes part to create job satisfaction of chefs when they know about the feedback of their work in the kitchen?

11. What do you think about job satisfaction of the chefs that take part to improve their job performance?

### **3.5.2 Result Methodology**

The interview for qualitative research was analyzed in inductive description.

Firstly, the in-depth interview with the first human resource manager and executive sous chef, then proposed to the working hypothesis. Secondly, the next interview was performed again. The answer from next human resource manager and executive sous chef had been tested with working hypothesis. The working hypothesis was adapted into new working hypothesis.

### **3.6 Sequence of Analysis**

This research uses both methodologies: quantitative and qualitative research. The sequence of analysis present the quantitative research including descriptive statistics, normal distribution testing, reliability testing, multicollinearity, convergent validity, average variance extracted, SEM analysis of a proposal model, and hypothesis testing. The qualitative research present the interview and qualitative research report. The results of the data analysis will be shown in Chapter Four.

## **CHAPTER 4**

### **RESEARCH RESULT**

#### **4.1 Introduction**

This chapter presents the results of statistical analysis and data collection for research questions and hypothesis from chefs at the full service restaurants in the hotel with 5, 4, and 3-star ratings in Bangkok, Thailand. This chapter will analyze whether the data fit to the measurement models. Then structural models or causal models will be developed after the measurement models have been proven for validity and model fit. The methodology consists of confirmatory factor analysis (CFA) and structural equation modeling (SEM) for path analysis. The details include the results of the reliability analysis, convergent validity, and discriminant validity to test whether the constructs are appropriate for further analysis. Then, researcher develops models with seven main constructs, including skill variety, task identity, task significance, autonomy, job feedback, job satisfaction, and job performance.

#### **4.2 Research Result**

##### **4.2.1 Results of Descriptive Statistics**

In this chapter, the results of the data analysis are elaborated in details. Convergent validity is analyzed to measure the validity of the construct. The data analysis through structural equation modeling (SEM) using SPSS17/Amos18 is also described. In addition, the proposed model is tested by fit indices to determine whether the proposed models and data fit together well.

#### **4.2.2 Demographic Data**

Questionnaire that sent to the sample was defined where the respondent are chefs and head chefs at the full service restaurants in 5, 4, and 3-star ratings hotel in Bangkok, Thailand. The questions were asking about demographical, which consist of five parts: gender, age, level of education, work experience, and type of kitchen work. After receiving the returned questionnaire, the demographic data and detail of respondents were summarized as shown in Table 4.1 below.

**Table 4.1** Demography data

	Frequency	Percentage
<b>Gender</b>		
Male	171	57.0
Female	129	43.0
<b>Age</b>		
Below 20 years	4	1.3
21-25 years	63	21.0
26-30 years	64	21.3
31-35 years	51	17.0
36-40 years	43	14.3
41-45 years	43	14.3
46-50 years	18	6.0
Above 51 years	14	4.7

**Table 4.1** Demography data (Cont.)

	Frequency	Percentage
<b>Level of education</b>		
Primary education	27	9.0
Secondary education	116	38.7
Diploma	50	16.7
Bachelor degree	105	35.0
Graduate	2	0.7
<b>Type of kitchen work</b>		
Hot kitchen	110	36.7
Cold kitchen	90	30.0
Pastry kitchen	45	15.0
Bakery kitchen	46	15.3
Ethnic kitchen	75	25.0
Sauce kitchen	19	6.3
Soup kitchen	35	11.7
Roast kitchen	48	16.0
Fish kitchen	31	10.3
Vegetable kitchen	36	12.0

The demographic data in this study are summarized in Table 4.1. The research questionnaire respondents consist of 171 male and 129 female. The male respondents demonstrated are higher than female. The majority of the respondent's age range between 26-30 years old. The total respondents graduated from secondary education followed by bachelor degree. The majority of the respondents' type of kitchen work is hot kitchen followed by cold kitchen.

## Work experience

The questions asked about work experiences and the analysis results on the average chefs' work experiences is shown in Table 4.2 below.

**Table 4.2** The descriptive statistics of work experience

	Min	Max	Mean	Standard deviation
Work experience	1	30	7.11	6.31

According to Table 4.2, the lowest of work experience was one year, whereas the maximum was 30 years. The mean of work experience was 7.11 with the standard deviation of 6.31.

### 4.2.3 Job characteristics

Job characteristics consist of five variables, which are skill variety, task identity, task significance, autonomy, and feedback from job as presented in Table 4.3 below.

**Table 4.3** Descriptive statistics of job characteristics

Construct	Observed variables	Min	Max	Mean	Standard deviation
Skill variety	Ski_var1	1.50	5.00	4.00	0.66
	Ski_var2	1.50	5.00	3.99	0.66
	Ski_var3	1.50	5.00	4.01	0.65
Task identity	Tas_ide1	1.00	5.00	4.08	0.66
	Tas_ide2	2.50	5.00	4.09	0.64
	Tas_ide3	2.50	5.00	4.08	0.62

**Table 4.3** Descriptive statistics of job characteristics (Cont.)

Construct	Observed variables	Min	Max	Mean	Standard deviation
Task significance	Tas_sig1	1.00	5.00	3.55	0.99
	Tas_sig2	2.50	5.00	4.11	0.62
	Tas_sig3	2.50	5.00	4.13	0.58
Autonomy	Auto1	1.00	5.00	3.83	0.66
	Auto2	1.00	5.00	3.85	0.65
	Auto3	2.00	5.00	3.90	0.60
Job feedback	Feed1	1.00	5.00	3.96	0.64
	Feed2	1.00	5.00	3.92	0.65
	Feed3	1.00	5.00	3.94	0.63

For the mean value of each observed variables on five dimensions of job characteristics that calculated from the data collection on the degree of opinion between chefs and head chefs by bringing the obtained from both parties to share the average.

According to Table 4.3, the statistical analysis results from job characteristics are: Table 4.3 indicates that skill variety has highest mean score, which are 4.01 on ski\_var3. The lowest mean score is 3.99 on ski\_var2. Task identity has highest mean score which is 4.09 on tas\_ide2. The lowest mean score is 4.08 on tas\_ide1 and tas\_ide3. Tas\_sig3 has the highest score (4.13), and then tas\_sig2 (4.11), and tas\_sig1 (3.55) respectively. Autonomy has highest mean score which is 3.90 on auto3. The lowest mean score is 3.83 on auto1. Feed1 has the highest score (3.96), and then feed3 (3.94), and feed2 (3.92) respectively.

#### **4.2.4 Job satisfaction**

Job satisfaction is a mediator variable that being divided into three concepts which are intrinsic job satisfaction, extrinsic job satisfaction, and general job satisfaction as shown in Table 4.4 below.

**Table 4.4** Descriptive statistics of job satisfaction

Construct	Observed variables	Min	Max	Mean	Standard deviation
Job satisfaction	Intrinsic job satisfaction	2.75	5.00	4.06	0.51
	Extrinsic job satisfaction	1.67	5.00	3.84	0.63
	General job satisfaction	1.00	5.00	3.87	0.74

According to Table 4.4, it can be seen that there are three observed variables: namely, intrinsic job satisfaction, extrinsic job satisfaction, and general job satisfaction. Job satisfaction has the highest mean score which is 4.06 on intrinsic job satisfaction. The lowest mean score is 3.84 on extrinsic job satisfaction.

#### **4.2.5 Job performance**

Job performance is a dependent variable that being divided into three aspects which are competent, effective, and perform as shown in Table 4.5 below.

**Table 4.5** Descriptive statistics of job performance

Construct	Observed variables	Min	Max	Mean	Standard deviation
Job performance	Competent	1.50	5.00	3.68	0.67
	Effective	1.50	5.00	3.72	0.68
	Perform	1.50	5.00	3.72	0.70

For the mean value of each observed variables in job performance, it can be calculated from the data collection on level of job performance between chefs and head chefs by bringing the score from both to share for the average.

According to Table 4.5, it can be seen that there are three observed variables: namely, competent, effective, and perform. Job performance has the highest mean score at 3.72 on effective and performs. The lowest mean score is 3.68 on competent.

### **4.3 Structural Equation Model**

#### **4.3.1 Normal Distribution Testing**

The Structural Equation Model Analysis requires all variables normal distribution. Normal distribution was assessed by two indicators including value of skewness and kurtosis. Stuart and Ord (1994) proposed that the value of skewness should be between -3 and +3 to judge the normal distribution. Meanwhile, Decarlo (1997) proposed that the value of kurtosis between -3 and +3 is judged to be normal distribution. According to the results, the values of skewness were ranging from -.951 to -.148 and the values of kurtosis ranging from -.664 to 2.663. Thus, it can be concluded that the rule of normal distribution of sample in this study is satisfied.

#### **4.3.2 Reliability Testing**

The reliability testing is a measurement for the questionnaire internal consistency. High reliability shows that internal consistency exists, indicating that measures can represent the same latent construct. The reliability estimate of .70 or higher shows good reliability. For this study, there were seven constructs, as shown in Table 4.6 below.

**Table 4.6** The reliability analysis of the questionnaire construct's Cronbach's Alpha

Construct	Cronbach's Coefficient Alpha
Skill variety	.903
Task identity	.846
Task significance	.843
Autonomy	.878
Job feedback	.881
Job satisfaction	.930
Job performance	.944

From the reliability analysis, skill variety has a Cronbach's alpha of .903 (3 items). Second, task identity support with three items has a Cronbach's alpha of .846, task significance with three items has a Cronbach's alpha of .843, autonomy with three items has a Cronbach's alpha of .878, job feedback with three items has a Cronbach's alpha of .881, job satisfaction with three items has a Cronbach's alpha of .930, and job performance with three items has a Cronbach's alpha of .944. However, all constructs provided high reliability with a Cronbach's alpha that greater than .70.

#### **4.3.3 Multicollinearity**

Due to the structural equation model is based on a regression analysis, thus this research must go through multicollinearity testing. The assumption of regression analysis has a limitation that each variable should not be highly correlated with others. The tolerance and variance inflation factor (VIF) measurement used for testing. The tolerance should be more than 0.1 or VIF should be less than 10 ( $VIF = 1/Tolerance$ ) to accept that they have no multicollinearity problems (Hair, Black, Babin, & Anderson, 2009). From the table below, the results reveals that the data in this study has shown no multicollinearity, as no data has a tolerance value lower than .1 or a VIF higher than 10.

The tolerance value has a range of .358 (lowest) to .581(highest). The range of the VIF was from 1.722 to 2.796.

**Table 4.7** Collinearity Statistics

Variables	Collinearity Statistics	
	Tolerance	VIF
Skill variety	.506	1.977
Task identity	.358	2.796
Task significance	.581	1.722
Autonomy	.419	2.387
Job feedback	.403	2.481
Job satisfaction	.540	1.853

**Note:** Dependent variable is job performance.

Multicollinearity occurs when the inter-correlations among some variables are too high. In this study, the correlation coefficients for all independent variables are ranged from .476 to .82.

**Table 4.8** Correlation matrix of job characteristics

	Skill variety	Task identity	Task significance	Autonomy	Job feedback
Skill variety	1				
Task identity	.81**	1			
Task significance	.55**	.75**	1		
Autonomy	.50**	.73**	.56**	1	
Job feedback	.49**	.74**	.62**	.82**	1

**Note:** \*\* Correlation is significant at the 0.01 level (2-tailed)

**Table 4.9** Correlation Matrix of job satisfaction and job performance

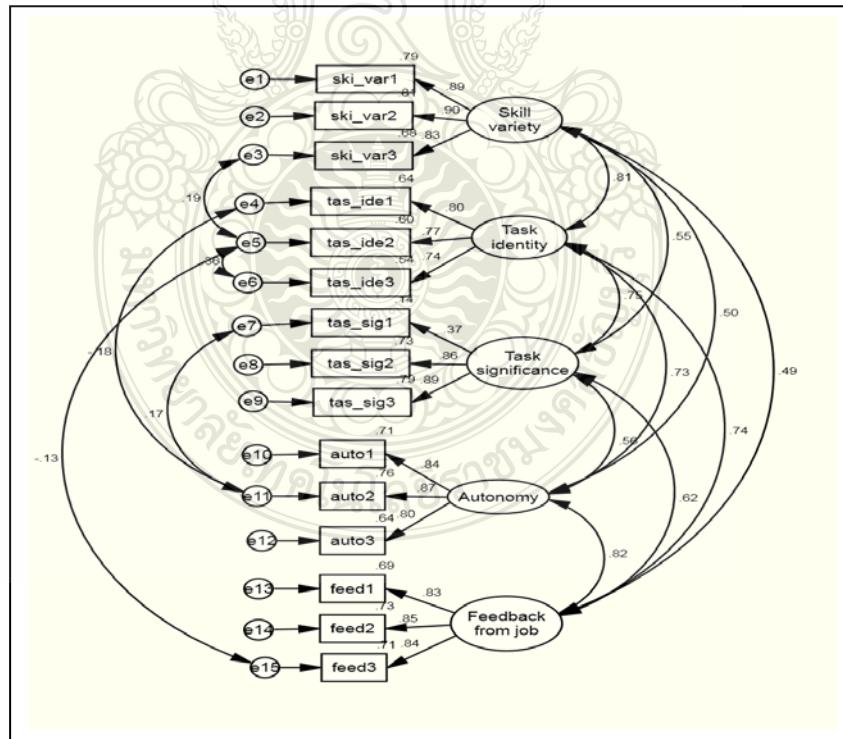
	Job satisfaction	Job performance
Job satisfaction	1	.53**
Job performance	.53**	1

Note: \*\* Correlation is significant at the 0.01 level (2-tailed)

#### 4.3.4 Convergent Validity

Measurement model of job characteristics (CFA)

The convergent validity testing will verify that the indicators can represent into latent variable. The researcher uses reflective model of CFA with construct. Five constructs were observed: skill variety, task identity, task significance, autonomy, and job feedback. The result of independent variable testing is presented in Figure 4.1 below.



**Figure 4.1** Construct Measurement Models of Job Characteristics

Goodness-of-Fit Statistics (Measurement Model of job characteristics)

CMIN = 93.464, P = .073, CMIN/DF = 1.246,

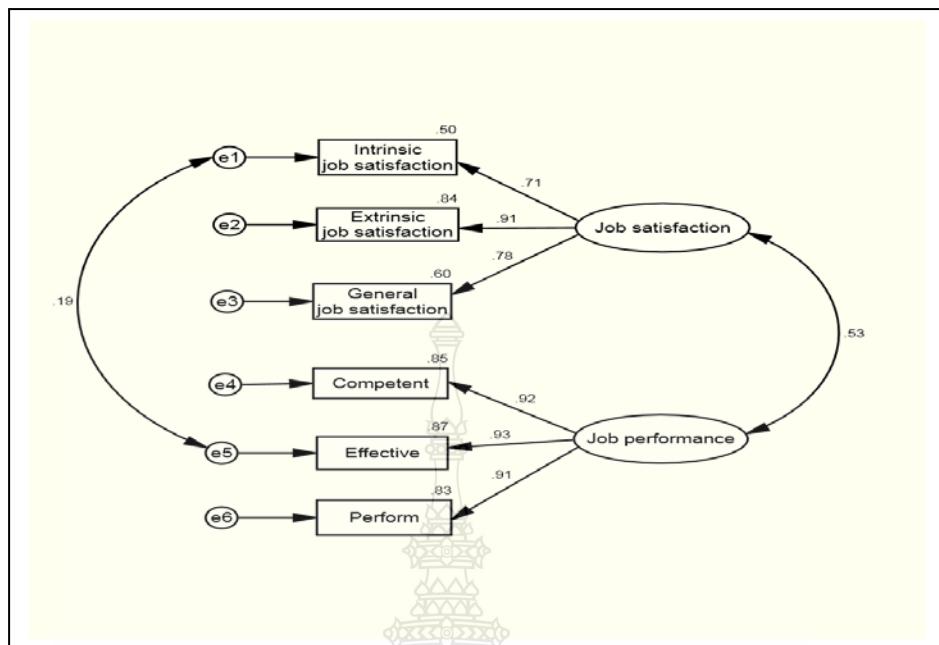
GFI = .961, AGFI= .937, NFI= .970, TLI= .991, CFI = .994,

RMSEA = .029

For the model of first-order constructs, there were 15 items, measuring on five constructs. After the assessment, the CMINp was found as equal to .073. the CMIN/df was equal to 1.246 while the GFI was equal to .961, and the RMSEA was equal to .029. the values of CFI (.994), TLI (.991), NFI (.970), and AGFI (.937) were acceptable because each value was higher than .9 as recommended. All of these indices confirmed for good model fit. According to Hair, Black, Babin, and Anderson (2010), factor loadings in the range of .3-.4 are considered to meet the minimal level for the structural interpretation. All factor loadings exceeded .30 was significant.

Measurement model of job satisfaction and job performance

The researcher measured on the convergent validity with confirms factor analysis. The result of mediator and dependent variables are shown in Figure 4.2 below.



**Figure 4.2** Construct Measurement Models of Job Satisfaction and Job Performance

Goodness-of-Fit Statistics (Measurement Model of job satisfaction and job performance)

CMIN = 19.000, P = .008, CMIN/DF = 2.714,

GFI = .980, AGFI = .941, NFI = .986, TLI = .980, CFI = .991,

RMSEA = .076

For the model of job satisfaction and job performance, there were 6 items in the, measuring of two constructs. After the assessment, the CMINp was found equal to .008. The CMIN/df was equal to 2.714 while the GFI was equal to .980, and the RMSEA was equal to .076. The values of CFI (.991), TLI (.991), NFI (.980), and AGFI (.941) were acceptable because each value was higher than .9 as recommended. All of these indices confirmed good model fit. According to Hair, Black, Babin, and Anderson (2010), factor loadings in the range of .3-.4 are considered to meet the

minimal level for structural interpretation. All factor loadings exceeded .30 was significant.

#### **4.3.5 Average Variance Extracted (AVE)**

To find the convergent validity, it can be considered from Average Variance Extracted in which AVE should have a value of more than 0.50. The calculation of AVE can be done as followed;

$$AVE = \frac{\text{Sum of (standardized loading)}^2}{[\text{Sum of (standardized loading)}^2 + \text{Sum of error}]} \quad [1]$$

From table 4.10 and table 4.11, it presents the value of AVE on the diagonal line. For the value outside the diagonal line, it is the correlation value between each pair of latent variable. For example, the correlation between skill variety and task identity is 0.81.

**Table 4.10** Average variance extracted of job characteristics

	Skill variety	Task identity	Task significance	Autonomy	Job feedback
Skill variety	.76	.81	.55	.50	.49
Task identity	.81	.59	.75	.73	.74
Task significance	.55	.75	.56	.56	.62
Autonomy	.50	.73	.56	.70	.82
Job feedback	.49	.74	.62	.82	.71

From the calculation of AVE of job characteristics, the results are as followed;

AVE skill variety = 0.76, AVE task identity = 0.59, AVE task significant = 0.56, AVE autonomy = 0.7, AVE job feedback = 0.71. According to the provided results, it can be seen that every latent variable has a value of more than 0.50, which can be concluded that they have Convergent Validity.

**Table 4.11** Average variance extracted of job satisfaction and job performance

	Job satisfaction	Job performance
Job satisfaction	.65	.53
Job performance	.53	.85

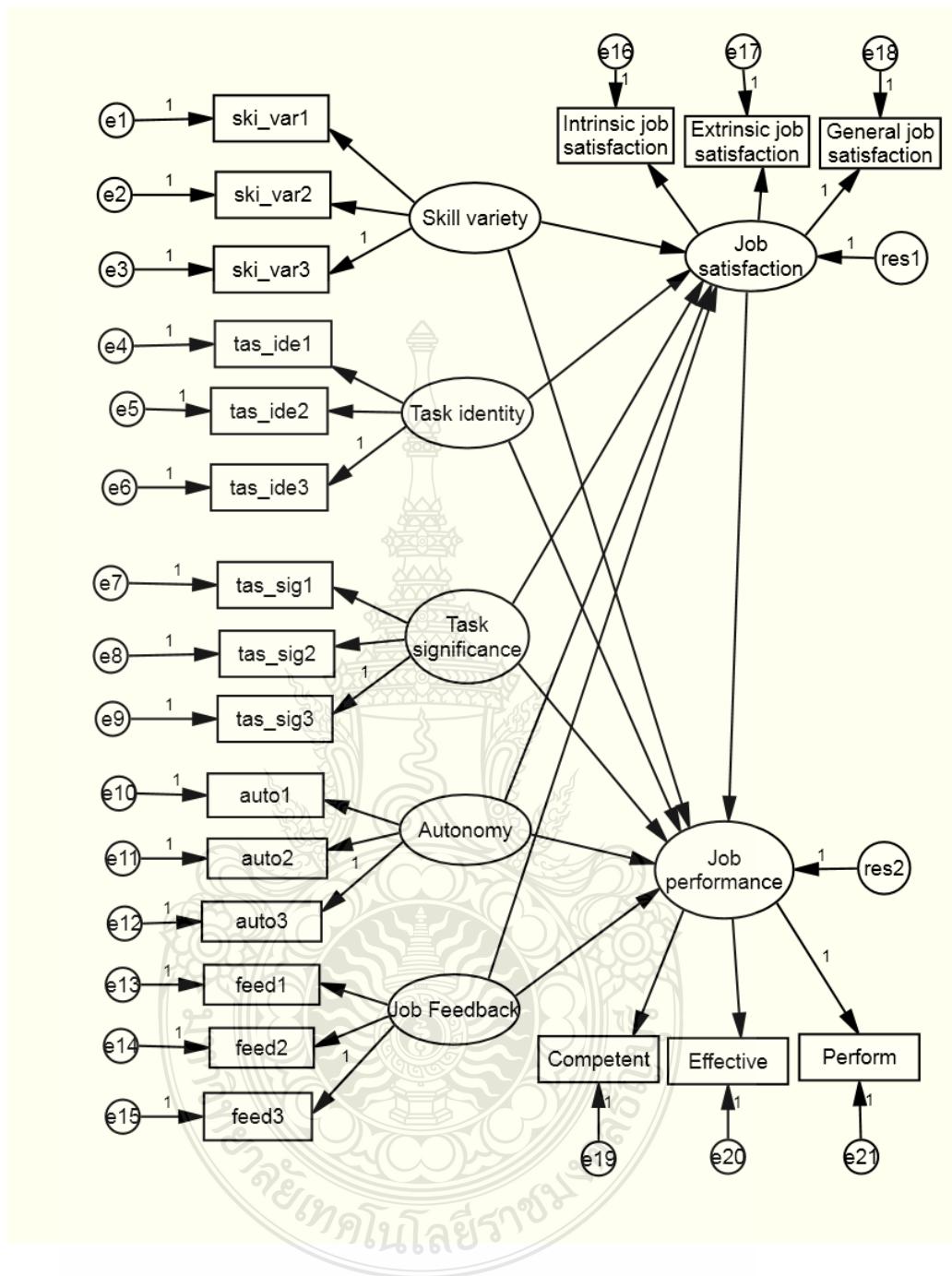
From the calculation of AVE of job satisfaction and job performance, the results are as followed;

AVE job satisfaction = 0.65, and AVE job performance = 0.85. According to the provided results, it can be seen that every latent variable has a value of more than 0.50, which can be concluded that they have Convergent Validity.

#### **4.3.6 SEM Analysis of a Proposal Model**

After each of the proposals was evaluated whether it was the data-fit model, then each model has been combined into the overall model in order to use it to identify the answer for the hypothesis. To analyze the overall model, the SEM (Structural Equation Modeling) was employed. The SEM has first; the ability to indicate the correlation between latent variables and latent variables and second; to inform the correlation between the observed variables and latent variables.

SEM consists of the model of five job characteristics dimension (skill variety, task identity, task significance, autonomy, and job feedback), job satisfaction, and job performance. The model is performed and shown below.

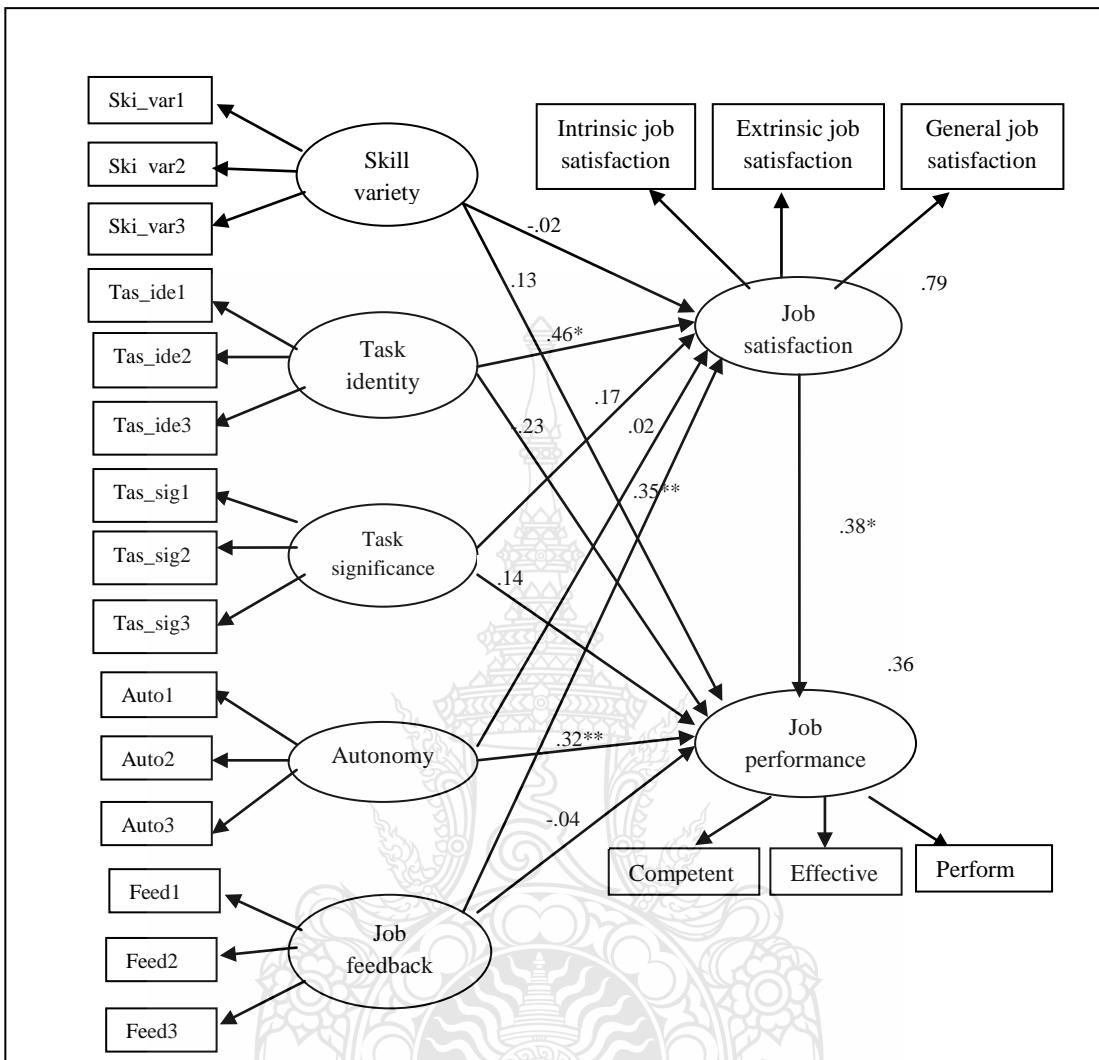


**Figure 4.3** Proposal Model in Forms of SEM Analysis

Analyzing SEM of proposal models, the researcher has also used AMOS with the Maximum Likelihood estimation and Unbiased and display results based on the standardized estimation mode. To analyze the model, the indices such as CMIN/DF, CMINp, GFI, AGFI, RMSEA, TLI, and NFI were employed. After the study, the results of model fitting indices were 1.101 of CMIN/DF, .188 of CMINp, .950 of GFI, .924 of AGFI, .018 of RMSEA, .995 of TLI, and .966 of NFI.

**Table 4.12** Measuring the Model Fit

Model fit criteria	Value	Acceptable level value
CMIN/DF	1.101	< 3
p-value	.188	>.05
RMR	.019	Close to 0
GFI	.950	>.90
NFI	.966	>.90
TLI	.995	>.90
CFI	.997	>.90
RMSEA	.018	<.08



**Figure 4.4** Structural Model of Job Performance

#### 4.4 Hypothesis Testing

##### Proposal Model Hypothesis Testing and Results

After the model was evaluated and results were computed in order to use in the hypotheses testing. All the results were used to test and investigate on the effect of job characteristics and job satisfaction on job performance in the restaurant industry. In this study, it has conducted 16 hypotheses (H1, H2, H3, H4, H5, H6, H7, H8, H9, H10, H11,

H12, H13, H14, H15, and H16). Due to the hypotheses, job characteristics has performed as an exogenous and hypothesized with the mediators, comprising with job satisfaction. Moreover, the exogenous and mediators were tested in the relation with the endogenous of job performance.

**Table 4.13** Regression Weights

			Estimate	S.E.	C.R.	P
Job satisfaction	←	Ski variety	-.018	.092	-.196	.845
Job satisfaction	←	Task identity	.426	.207	2.061	.039
Job satisfaction	←	Task significance	.134	.072	1.869	.062
Job satisfaction	←	Autonomy	.017	.095	.177	.860
Job satisfaction	←	Job feedback	.278	.090	3.086	.002
Job performance	←	Skill variety	.158	.161	.982	.326
Job performance	←	Task identity	-.314	.387	-.813	.416
Job performance	←	Task significance	.165	.126	1.312	.190
Job performance	←	Autonomy	.413	.160	2.581	.010
Job performance	←	Job feedback	-.050	.155	-.324	.746
Job performance	←	Job satisfaction	.564	.237	2.377	.017

**Table 4.14** Standardized Regression Weights

			Estimate
Job satisfaction	←	Skill variety	-.023
Job satisfaction	←	Task identity	.460
Job satisfaction	←	Task significance	.166
Job satisfaction	←	Autonomy	.019
Job satisfaction	←	Job feedback	.351
Job performance	←	Skill variety	.134
Job performance	←	Task identity	-.226
Job performance	←	Task significance	.136
Job performance	←	Autonomy	.319
Job performance	←	Job feedback	-.042
Job performance	←	Job satisfaction	.376

**Table 4.15** Total Effect, Direct Effect, and Indirect Effect of Model

	Job satisfaction			Job performance		
	Direct Effect	Indirect Effect	Total Effect	Direct Effect	Indirect Effect	Total Effect
Skill variety	-.023	-	-.023	.134	-.009	.125
Task identity	.460*	-	.460*	-.226	.173*	-.053
Task significance	.166	-	.166	.136	.062	.199
Autonomy	.019	-	.019	.319**	.007	.326**
Job feedback	.351**	-	.351**	-.042	.132**	.090
Job satisfaction	-	-	-	.376*	-	.376*
Job performance	-	-	-	-	-	-

\* p &lt; 0.05

\*\*p &lt; 0.01

According to the three research questions which are: 1) Do job characteristics (skill variety, task identity, task significance, autonomy and job feedback) relate to job performance? 2) Do job characteristics (skill variety, task identity, task significance, autonomy and job feedback) relate to job satisfaction? 3) Do job satisfaction relate to job performance? The hypotheses were created to answer the research questions, as shown below:

H1: Skill variety is positively related to job performance.

H2: Task identity is positively related to job performance.

H3: Task significance is positively related to job performance.

H4: Autonomy is positively related to job performance.

H5: Job feedback is positively related to job performance.

H6: Skill variety is positively related to job satisfaction.

H7: Task identity is positively related to job satisfaction.

H8: Task significance is positively related to job satisfaction.

H9: Autonomy is positively related to job satisfaction.

H10: Job feedback is positively related to job satisfaction.

H11: Job satisfaction is positively related to job performance.

H12: Skill Variety is positively related to job performance through job satisfaction.

H13: Task identity is positively related to job performance through job satisfaction.

H14: Task significance is positively related to job performance through job satisfaction.

H15: Autonomy is positively related to job performance through job satisfaction.

H16: Job feedback is positively related to job performance through job satisfaction.

#### **4.4.1 Results from Research Question 1**

*H1: Skill variety is positively related to job performance.*

The value of t-test revealed that standardized estimated value was 0.134 and p-value was 0.326 which reported that skill variety is not significantly related to job performance. Thus, it can be concluded that H1 is not supported.

*H2: Task identity is positively related to job performance.*

The value of t-test revealed that standardized estimated value was -0.226 and p-value was 0.416 which reported that task identity is not significantly related to job performance. Thus, it can be concluded that H2 is not supported.

*H3: Task significance is positively related to job performance.*

The value of t-test revealed that standardized estimated value was 0.136 and p-value was 0.190 which reported that task significance is not significantly related to job performance. Thus, it can be concluded that H3 is not supported.

*H4: Autonomy is positively related to job performance.*

The value of t-test revealed that standardized estimated value was 0.319 and p-value was \*\* indicating that autonomy is a significantly positively related to job performance at a significance level of 0.01. Thus, it can be concluded that H4 is supported.

According to table 4.14 can be expressed by equation as below:

$$\text{Job performance} = 0.32\text{Autonomy}; R^2 = 0.36$$

The coefficient of determinant ( $R^2$ ) shown that, autonomy has the effect on job performance with the accuracy of 36 %.

*H5: Job feedback is positively related to job performance.*

The value of t-test revealed that standardized estimated value was -0.042 and p-value was 0.746 which reported that job feedback is not significantly related to job performance. Thus, it can be concluded that H5 is not supported.

*H12: Skill variety is positively related to job performance through job satisfaction.*

The result from the structural model indicated that standardized direct effect between skill variety and job performance was 0.134, and standardized indirect effect was -0.009 whereas standardized total effect was 0.125. Skill variety does not have a direct relate and an indirect relate to job performance. It can be concluded that there is not a mediate effect of job satisfaction on the relationship between skill variety and job performance. Thus, it can be concluded that H12 is not supported.

*H13: Task identity is positively related to job performance through job satisfaction.*

The result from the structural model indicated that standardized direct effect between task identity and job performance was -0.226, and standardized indirect effect was 0.173 whereas standardized total effect was -0.053. Task identity is not directly related but it is indirectly related to job performance. Task identity is mediated by job satisfaction. Thus, it can be concluded that H13 is supported.

According to table 4.14 can be expressed by the equation below:

$$\text{Job performance} = -0.053 * \text{Task identity} + 0.376 * \text{Job satisfaction}; R^2 = 0.36$$

The coefficient of determinant ( $R^2$ ) is shown that, task identity has effect on job performance, as a proxy of job satisfaction with the accuracy of 36 %.

*H14: Task significance is positively related to job performance through job satisfaction.*

The result from the structural model indicated that the standardized of direct effect between task significance and job performance was 0.136, and standardized of indirect effect was 0.062 whereas standardized of total effect was 0.199. Task significance is not directly related and an indirect relate to job performance. It can be concluded that there is no mediate effect of job satisfaction on the relationship between task significance and job performance. Thus, it can be concluded that H14 is not supported.

*H15: Autonomy is positively related to job performance through job satisfaction.*

The result from the structural model indicated that the standardized of direct effect between autonomy and job performance was 0.319, and the standardized of indirect effect was -0.007 whereas the standardized of total effect was 0.326. Autonomy is not directly related, but it is indirectly related to job performance. It can be concluded that there is no mediate effect of job satisfaction on the relationship between autonomy and job performance. Thus, it can be concluded that H15 is not supported.

*H16: Job feedback is positively related to job performance through job satisfaction.*

The result from the structural model indicated that the standardized of direct effect between job feedback and job performance was -0.042, and the standardized of indirect effect was 0.132 whereas the standardized of total effect was 0.090. Job feedback is not directly related, but it is only indirectly related to job performance. Job

feedback is mediated by job satisfaction. Thus, it can be concluded that H16 is supported.

According to table 4.14 can be expressed by equation as below:

$$\text{Job performance} = 0.090 * \text{Job feedback} + 0.376 * \text{Job satisfaction}; R^2 = 0.36$$

The coefficient of determinant ( $R^2$ ) shown that, job feedback has effect on job performance, as a proxy of job satisfaction with the accuracy of 36 %.

#### **4.4.2 Results from Research Question 2**

*H6: Skill variety is positively related to job satisfaction.*

The value of t-test revealed that standardized estimated value was -0.023 and p-value was 0.845 which reported that skill variety is not significantly related to job satisfaction. Thus, it can be concluded that H6 is not supported.

*H7: Task identity is positively related to job satisfaction.*

The value of t-test revealed that standardized estimated value was 0.460 and p-value was \* indicating that task identity is significantly and positively related to job satisfaction at a significance level of 0.01. Thus, it can be concluded that H7 is supported.

According to table 4.14 can be expressed by the equation below:

$$\text{Job satisfaction} = 0.46 * \text{Task identity}; R^2 = 0.79$$

The coefficient of determinant ( $R^2$ ) shown that, task identity has the effect on job satisfaction with the accuracy of 79 %.

*H8: Task significance is positively related to job satisfaction.*

The value of t-test revealed that the standardized estimated value was 0.166 and p-value was 0.062 which reported that task significance is not significantly related to job satisfaction. Thus, it can be concluded that H8 is not supported.

*H 9: Autonomy is positively related to job satisfaction.*

The value of t-test revealed that standardized estimated value was 0.019 and p-value was 0.860 which reported that autonomy is not significantly related to job satisfaction. Thus, it can be concluded that H9 is not supported.

*H10: Job feedback is positively related to job satisfaction.*

The value of t-test revealed that standardized estimated value was 0.351 and p-value was \*\* indicating that job feedback is significantly and positively related to job satisfaction at a significance level of 0.01. Thus, it can be concluded that H10 was supported.

According to table 4.14, it can be expressed by the equation below:

$$\text{Job satisfaction} = 0.35 \text{Job feedback}; R^2 = 0.79$$

The coefficient of determinant ( $R^2$ ) is shown that, job feedback has effect on job satisfaction with the accuracy of 79 %.

#### **4.4.3 Results from Research Question 3**

*H11: Job satisfaction is positively related to job performance.*

The value of t-test revealed that the standardized estimated value was 0.376 and p-value was \* indicating that job satisfaction is significantly and positively related to job performance at a significance level of 0.01. Thus, it can be concluded that H11 is supported.

According to table 4.14, it can be expressed by the equation below:

$$\text{Job performance} = 0.38 \text{Job satisfaction}; R^2 = 0.36$$

The coefficient of determinant ( $R^2$ ) shown that job satisfaction has an effect on job performance with the accuracy of 36 %.

The hypothesis is concluded as the following.

**Table 4.16** Conclusion of Hypothesis Results

Hypothesis	Test statistics	Decision
H1: Skill variety is positively related to job performance.	A significant path coefficient = .134 (p>.05)	Not supported
H2: Task identity is positively related to job performance.	A significant path coefficient = -.226 (p>.05)	Not supported
H3: Task significance is positively related to job performance.	A significant path coefficient = .136 (p>.05)	Not supported
H4: Autonomy is positively related to job performance.	A significant path coefficient = .319 (p<.01)	Supported
H5: Job feedback is positively related to job performance.	A significant path coefficient = .042 (p>.05)	Not supported
H6: Skill variety is positively related to job satisfaction.	A significant path coefficient = -.023 (p>.05)	Not supported
H7: Task identity is positively related to job satisfaction.	A significant path coefficient = .460 (p<.05)	Supported
H8: Task significance is positively related to job satisfaction.	A significant path coefficient = .166 (p>.05)	Not supported
H9: Autonomy is positively related to job satisfaction.	A significant path coefficient = .019 (p>.05)	Not supported

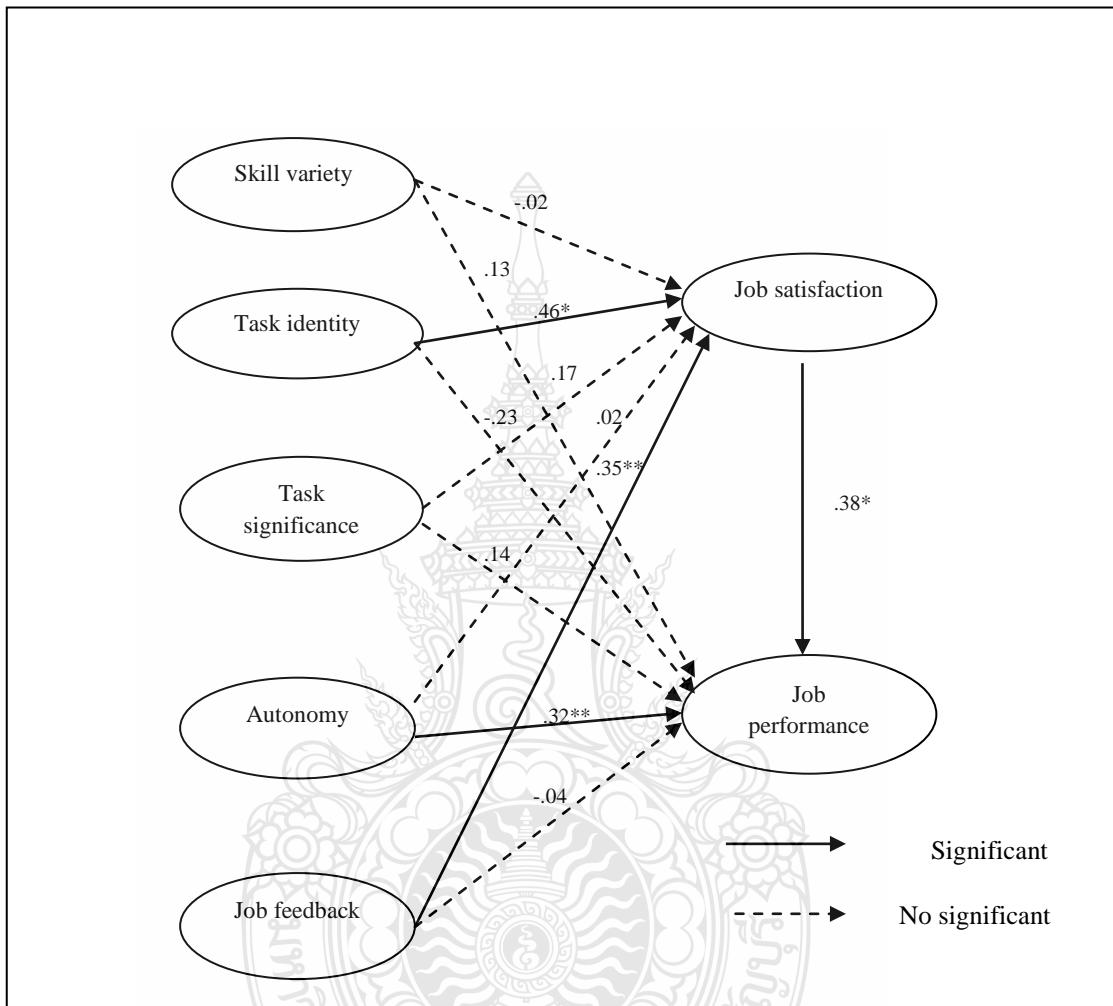
**Table 4.16** Conclusion of Hypothesis Results (Cont.)

Hypothesis	Test statistics	Decision
H10: Job feedback is positively related to job satisfaction.	A significant path coefficient = .351 (p<.01)	Supported
H11: Job satisfaction is positively related to job performance.	A significant path coefficient = .376 (p<.05)	Supported
H12: Skill Variety is positively related to job performance through job satisfaction.	A significant path coefficient = .125 (p>.05) and indirect effect = -.009	Not supported
H13: Task identity is positively related to job performance through job satisfaction.	A significant path coefficient = -.053 (p<.05) and indirect effect = .173	Supported
H14: Task significance is positively related to job performance through job satisfaction.	A significant path coefficient = .199 (p>.05) and indirect effect = .062	Not supported
H15: Autonomy is positively related to job performance through job satisfaction.	A significant path coefficient = .326 (p>.05) and indirect effect = .007	Not supported
H16: Job feedback is positively related to job performance through job satisfaction.	A significant path coefficient = .090 (p<.05) and indirect effect = .132	Supported

#### 4.4.4 Summary of Model Analysis

According to structural model of job performance, the research finding on the effects of job characteristics and job satisfaction on job performance in the restaurant industry is shown as follows: Autonomy is positively related to job performance. Task identity is positively related to job satisfaction. Job feedback is positively related to job satisfaction. Job satisfaction is positively related to job performance. Task identity is

positively related to job performance through job satisfaction. Feedback from job is positively related to job performance through job satisfaction, see Figure 4.5 below.



**Figure 4.5** Model of Research Finding

In conclusion, in the study on relation, Autonomy is positively related to job performance. Task identity is positively related to job satisfaction. Job feedback is positively related to job satisfaction. Job satisfaction is positively related to job performance. Task identity is positively related to job performance according to job

satisfaction. Job feedback is positively related to job performance according to job satisfaction.

#### **4.5 The Qualitative Results**

In order to support the quantitative research results, two in-depth interviews were conducted afterward. The interviewees were selected from the employees of the three selected full service restaurants in the 5, 4, and 3-star rating hotels whose positions are in the management level. The interviewees consist of human resource manager and executive sous chef. There are eleven questions as following:

1. What do you think about the kitchen operation of a chef that requires a variety of skills to help improve his job performance level?
2. What do you think about the chef's tasks performing ability in the kitchen from the beginning to the end and their ability to see the result of their work (task identity) that would lead toward job performance?
3. What do you think about the fact that your chefs' kitchen job plays an important role to others in the organization and lead to the higher job performance of chefs?
4. What do you think about the freedom (autonomy) that your chefs have over the control of the decision-making and working process in the kitchen and take part to improve their job performance?
5. What do you think about the role of job feedback plays to create job performance of chefs when they know about the feedback of their work in the kitchen?
6. What do you think about the chefs' kitchen operation by chef that requires a variety of skills to lead toward their job satisfaction?

7. What do you think about the chefs' ability to perform their tasks in the kitchen from the beginning to the end and their ability to see the result of their work (task identity) that takes part to lead toward their job satisfaction?

8. What do you think about the fact that your chefs' kitchen job plays an important role to the others in the organization and leads to the higher job satisfaction among chefs?

9. What do you think about the freedom (autonomy) that your chefs have over the control of the decision-making and working process in the kitchen that take part to improve their job satisfaction?

10. What do you think about the job feedback that takes part to create job satisfaction of chefs when they know about the feedback of their work in the kitchen?

11. What do you think about job satisfaction of the chefs that take part to improve their job performance?

After the interviewed with the human resource manager and executive sous chef, the results of in-depth interviews are as follows:

***What do you think about the kitchen operation of a chef that requires a variety of skills to help improve his job performance level?***

Whether there will be an improvement by chefs on the variety of skills as required in their kitchen operation; it depends on many factors. Some of chefs possess "many skills but still unable to improve their job performance since they do not know how or have never been trained to understand the skills they have, or the way to apply them well under different situations." Therefore, probably it is the performance level that may even be reduced from their work time pressure. Nevertheless, some chefs can adapt several of their skills under different circumstances, which have resulted on their

higher performance level. Therefore, in order to effectively operate, not only the chefs that required to have various skills, they should also be able to determine how to use different skills under different situations and realize the true potential.

The result from the interviews shows that too much variety of skills can cause the reduction of job performance, as the operator of such skills may not have enough experience or training to understand the way to effectively use those skills. Therefore, it is very important to ensure that chefs are assigned based on their potential and skills.

***What do you think about the chef's tasks performing ability in the kitchen from the beginning to the end and their ability to see the result of their work (task identity) that would lead toward job performance?***

The ability to know and learn about the result of their working process in the kitchen from the beginning to the end will result in an improvement of job performance level. This is due to “the learning of methods and process along with the frequency of the job that would lead to more efficiency.” At the same time, they will also be able to maintain the parts of their jobs that are already considered in good level. Additionally, this will allow them to have a better idea to the whole process.

The result from the interview shows that when chefs can work from the beginning to the end of the process as well as to see the result of their work, chefs will be able to learn about their job and the right process to operate their practice. This will ultimately leads to the improvement of job performance.

***What do you think about the fact that your chefs' kitchen job plays an important role to others in the organization and lead to the higher job performance of chefs?***

Chef's job is very important to our customers, which is believed to be the force for chef to thrive for a better job performance because "they will be more careful when they are working." This is because "there will always be the feedback from customers to their leader." If the result is good, their working process will be used as a guideline in the future but if the performance does not meet the standard, chef will be responsible for the improvements of their job quality.

The result from the interviews shows that when chefs realize their true potentials and importance of their work, it reflects on customers and restaurants. Chefs will be working with more determination and caution, which results on a better job performance.

*What do you think about the freedom (autonomy) that your chefs have over the control of the decision-making and working process in the kitchen and take part to improve their job performance?*

The employees target in each department normally set by the business as well as, a guideline to achieve such goal. Naturally, the goal of each department or job function shall break down from the main goal of the firm for example, the hotel's goal might be "To become one among the top ranked hotels that customers prefer to buy service". Every department of the hotel, including operations and administration, may have their own sub-target, but all the targets must be collaborated among one another in order to support the final goal of the company. The process of each department to achieve their goal is also different based on their function under the company.

As for the question about the freedom over the control of the decision making and working processes, as long as the freedom in this case refers to the freedom to initiate the working process that would lead to the better performance of the department

as a whole as well as to achieve the main goal of the business, he agrees that chefs should have a certain level of freedom to take control of their own territory and to make a decision. This is because “food related job is also a science with no definite shape and form to succeed.” For example, it is essential that chefs have their own space to create the new menu, cost control, and subordinates management.

Giving freedom to their thoughts and ideas would lead to better food and new menu as pressure and constant criticism would not support them to be creative in terms of their work. This is because people in nature do not like to be pressured. However, if a certain amount of freedom is given, usually, they would be able to get creative and perform better. At the same time, if there is no pressure but they still unable to perform well, in addition, coaching and training by the senior should be applied.

Kitchen work can be considered as an art. Being creative and well rounded with their job would support their performance and the improvement to their work. Kitchen work has a certain level of freedom to the job with a certain amount of limit in terms of budget control and the standard of work. The foreman overlooks and takes care of his or her subordinates in terms of working rules and regulation but not the creativity of food. Also, there shall be a certain extent to the control of hygiene. The good working performance can be measured from the taste of the food and the hygienic way to cook it. The second aspect to measure the performance is the appearance of the plate. The more appealing it looks, the better the performance of the chef. This also relates to the attractiveness of the food to the customers as it leaves first impression to them. The best way to measure the performance within the kitchen is on food and the cleanliness of the kitchen. Environment and corporate social responsibility, placement of the tools,

and kitchenware, the water drain, caution of gas, slippery floor, and the use of cattery, they are all essentials to the workers in the kitchen.

Even though there is still some control over the work in the kitchen to ensure that the standard is maintained, it is important to note that regardless of the person doing the job, the standard of the food must be maintained. Therefore, it is not an ideal situation for a kitchen to work independently or separately, as the final result will not be as planned or as expected to be. For example, to cook a bowl of curry or a piece of stake to have the same taste over and over again by a chef is already known to be difficult. It is certainly even more difficult to have the same taste as a standard for a kitchen of more than one chef to handle the same task. Without a set of standard, it may create a bad impression on customers. Therefore, collaboration is essential. Nevertheless, chefs should also be allowed to meet a certain standard, yet get a chance to also display their ideas such as coffee break menu as long as there is a certain guideline to maintain the overall picture of the meal in the same direction.

When a chef has his or her own freedom to control over his or her task and make his or her own decision within the area of his or her job, it helps improve his or her overall performance such as speed, quality standard, decision-making process.

Some chefs with high level of responsibility tend to work better under the circumstances that they have more control over their job and decision-making process in their kitchen, which would lead to a better job performance.

The result from the interviews shows that autonomy in kitchen job allows chefs to initiate more control on their working process. This is because chefs will feel more responsible to their working outcomes. This will lead to more motivation and better job performance.

***What do you think about the role of job feedback plays to create job performance of chefs when they know about the feedback of their work in the kitchen?***

Whether the job performance will be improved more or less when chefs receive the feedback from their job “depends on the responsibility of each chef.” While some chefs maybe more cautious about the job they are working on as they are hoping for a better job outcome, some may only pray for an okay job performance.

The result from the interviews shows that whether being able to receive feedback from job plays an important part in increasing job performance depends on each individual’s level of responsibility.

***What do you think about the chefs’ kitchen operation by chef that requires a variety of skills to lead toward their job satisfaction?***

The operation of kitchen job that requires a variety of skills may increase the job satisfaction level of some chefs because they have more areas to show their skills and to learn on new things that would lead to more happiness at work. However, some chefs may not feel so or may “feel confused because they do not know what to do or how to handle such task.” They will take more time to adjust their skills to the tasks or if not, they might need supervision from their supervisor.

The interviews results show that skill variety is sometimes a limitation to the staff that is not equipped with some tasks. They might feel confused when perform the job that they are not familiar with and might lead them to feel unhappy at work.

***What do you think about the chefs’ ability to perform their tasks in the kitchen from the beginning to the end and their ability to see the result of their work (task identity) that takes part to lead toward their job satisfaction?***

The ability to know and learn about the result of their working process in the kitchen from the beginning to the end allows chefs to learn more on the parts that still open for more improvements. At the same time, they will also be able to maintain the parts of their jobs that are considered good level already. Additionally, this will allow them to have a better idea to the whole process as a phrase said, “You cannot manage it if you cannot measure it.” The ability to get the feedback from the job whether good or bad would lead to more development and improvement if their given feedback is constructive. When the chefs embrace the result and make adjustments to the parts needed, they will succeed in their work and will lead to job satisfaction that arises from self-actualization.

The kitchen job performance from the beginning to the end with the result showed partially leads to job satisfaction as it usually leaves positive feelings on the chefs. This can be explained as when chefs are proud of their food that creates customers’ satisfaction, they tend to capable to build a good qualified team.

In terms of job performer, when an employee receives a chance to take a fully responsibility from the beginning to the end, he or she tends to be satisfied with their work by nature regardless of the result of their job performance. Employee tends to feel some kind of achievement that they have finished an assigned job, which has boosted up their confidence whether customers satisfy with the result. Especially, if the result turns out to be good, they are even happier with their job performance.

If chefs earn a chance to learn about their failure from a certain job performance from the beginning to the end, they would understand more about the part that leads to their mistake, how to improve and ensure that the same mistake will not happen again. This will encourage and motivate them to feel more responsible for their jobs. In order

to learn if a chef is satisfied or not with their work, one can see from the detail job of the chef's work. This means that "chefs tend to put their heart and soul into the work that they are happy to do from the first to the last step and take a full responsibility to it."

Chefs work from the very first step of the job to the last by starting from the preparation of the ingredients, cooking preparation and the plating to the serving and full service. Performing each and every part of the job at the certain standard and seeing the result of their hard work tend to create job satisfaction.

The result from the interviews shows that when chefs can perform their job from the beginning to the end and can get the job feedback, they would feel proud with themselves to be able to produce such performance by themselves with more confidence if they succeed. This will lead to job satisfaction.

***What do you think about the fact that your chefs' kitchen job plays an important role to the others in the organization and leads to the higher job satisfaction among chefs?***

Kitchen job that chefs are responsible for "affects customers, waiters and other chefs." Chefs tend to be more proud of their work. The more impressed customers are the happier and the more attention to detail the chefs would be because successful work will result in customers' feelings. When customers are satisfied with the chef's work, chefs are happy at work.

The result from the interviews shows that when chefs see the importance of their job responsibility towards customers and supervisors, they would be proud of what they do and be happy at work. This will lead to job satisfaction, which can be seen through the attention they have on their work.

***What do you think about the freedom (autonomy) that your chefs have over the control of the decision-making and working process in the kitchen that take part to improve their job satisfaction?***

Freedom of ideas allows chefs to be more creative towards their work and able to pull out their best capability to perform the task. They tend to be proud of what they did. If they have made the right decision at work and result in customers' satisfaction, they will have more job satisfaction. Nevertheless, the quality of their performance is "also important and must be controlled to meet with the standard." Otherwise, it might be problematic when customers complain.

The result of the interviews shows that chef's freedom of ideas must also be based on the performance standard and guideline; otherwise, dissatisfaction from customers may arise and will affect the feeling of staffs towards the job.

***What do you think about the job feedback that takes part to create job satisfaction of chefs when they know about the feedback of their work in the kitchen?***

To know the feedback of the kitchen job would allow chefs to know and learn more about the process of their kitchen job, both the good and the bad. This allows them to fix the parts that require to be fixed and maintain the parts that are already good. Not only the feedback from the jobs allow them to rethink the process in which they fail to perfect at but also allows them to improve the part that has already been good, to be better. This reflects the phrase said, "You cannot manage it if you cannot measure it." This process allows them to benchmark where they are in the map and where they want to be, which approach they should take in order to achieve their standard and how far they are to that goal. Once they are successful with the task they were not, satisfaction will then occur in form of self-actualization.

When chefs learn about the information of their kitchen work result, it will help support the feeling of job satisfaction by motivating the feeling to overcome the obstacle, to improve what they are already good at and beyond.

Feedback from clients is important. The negative feedbacks tell you which part requires for the improvements. At the same time, the good ones also lead to job satisfaction as they create encouragement to work harder and be more creative with more confidence in what they do best. Nonetheless, negative feedback might lead to the loss of motivation in some chefs, which in turns may lead to the loss of confidence in their skill and ability to perform the job. Therefore, it is important to be prepared for the worst.

The result of their work can be extracted from the comments from the customers. It can be determined from chef as well their service team based on customers' complaints. For the kitchen job, it can be directly measured from the complaints of customers to the taste of the food they have had. They are the ones that setting up the standard of the restaurants. For instance, a taste of Tom Yam Kung should be savory. It cannot be overly spicy or sour. There must be a certain establishment of the standard to the taste. When chefs know about their job performance result, they will thrive to improve themselves. If they are already good in the eyes of their clients, they will then need to push themselves even harder to maintain the standard they have already established with their clients. This will motivate and stimulate them to work more.

Chefs will know the feedback and the result of their work on a weekly basis during the weekly meeting held to prepare for the readiness to serve and to work on the

task assigned. The ability to get the information and feedback from clients at all time partially leads to job satisfaction.

The result from the interviews shows that being able to receive feedback from job will partially help chefs to develop themselves at work. This is a basis for staffs to feel better and lead to more job satisfaction.

***What do you think about job satisfaction of the chefs that take part to improve their job performance?***

As mentioned above, in the current situation of many businesses, human resources have become the most crucial key for the organization success since it is the key factor to indicate on whether the organization will succeed or fail. It plays the main roles to the business achievements. For example, regardless of how beautiful the party venue, if the food itself does not taste good and the plating is not appealing to the eyes, there is no way that the clients would be impressed with what has been put forth. However, if it goes vice versa, it would lead to a better reputation of the business. This is one of the reasons why some restaurants have gone far beyond typing their names and their signature on the dishes to be difference and set themselves apart of their competitors.

Thus, it can be said that “it is important for employees to satisfy with their job.” Job satisfaction motivates and encourages chefs to work harder and become better. It is essential to manage the encouragement and motivation of subordinates within the team as this will reduce absenteeism, lateness, and the lack of job responsibility, which may result on the loss of employees.

If employees constantly receive the positive feedback, they tend to be more relaxed and willing to show more of their skills with maximum capacity and heart. This will create positive effects to the group, teamwork dynamic and customers.

Job satisfaction results in more confidence from employees, hence, leads to a better job performance. It started from the basics when employees love on what they are doing and work at their best capability for the best result. When they can do what they love and love what they do, it will transmit through the food they cook. The food will be delicious, less mistake on the plate, higher quality of work if they are cooking from their heart and with their heart.

When chefs have job satisfaction, they tend to be encouraged and motivated to become more confident in what they do, which would lead to a more creative work. When they are confident with their work outcome, they will be happy with their job, thus, results in a good job performance that reflect on the food that love by everyone. There will be constructive changes and improvements even when they are criticized, because they love what they do, they tend to try harder to improve and develop themselves until they can reach the standard bar.

Satisfaction on a kitchen job leads to a happier work environment for employees. They are able to connect with the colleagues in a certain level. Working atmosphere encourages them to come to work. There will be less lateness and less leaves with tendency to work longer hours than required as they would willing to give their 100 percent onto their work. Once their work is completed, they would have spare time to help employees on functions, which would lead to learning. This is a better result for the chefs themselves as they can learn more and the organization as a whole to have better chefs with more skills and talents.

In the kitchen, job satisfaction greatly helps supporting the better work result as chefs will have fun to work on what they are good at, which will lead to a more effective and efficient working process. When they are satisfied with the work they put forth, it will result in a better organization image among customers and clients. More importantly, chefs tend to have better performance in their jobs when they are happy and satisfied with their work. Their feeling of belongingness to the organization would also increase as well.

The result from the interviews shows that job satisfaction is an essential part that would lead to a better job performance because when chefs are happy with the work and love on their job, they will be more attentive to their work with more determination that would, result on better job outcome.

The interview conclusion indicates that the promoting on chefs, executive sous chef, and human resource manager job performance for them to work better, there shall be the design for the characteristics of task identity, task significance, and autonomy. This is different from the results from the quantitative research in the aspect of task identity and task significance characteristics. As the results seem not to conform to the cause, as a result, that kitchen work is an unstructured job that depends on experiences and specific technique of chefs by the chef may have the idea to create the food menu for the good quality.

For the part of increasing job satisfaction for chefs, job design must include the characteristics of task identity, task significance, and job feedback. In which it presents differences from the quantitative research result on the aspect of task significance characteristic that the result is not conform. This might be because job satisfaction

derives from love in the job that will contribute for chefs to happy at work and this love of job will create the self-confident.



## **CHAPTER 5**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Conclusions**

This chapter was divided into three parts. The first part was a summary of methodology and research findings. The second part was the discussion of research questions. The last section was the practical implication that presented the benefits of the findings and guidelines for the restaurant business and suggestions for future research.

The aim of this study was to investigate the effects of job characteristics and job satisfaction on job performance in the restaurant industry. The five dimensions comprised in job characteristics were: the skill variety, task identity, task significance, autonomy, and job feedback. The three research questions were 1) Are job characteristics (skill variety, task identity, task significance, autonomy, and job feedback) related to job performance? 2) Are job characteristics (skill variety, task identity, task significance, autonomy, and job feedback) related to job satisfaction?, and 3) Are job satisfaction related to job performance?

Both quantitative and qualitative methods were applied in order to reach to the findings conclusion. The questionnaire was used as a tool in quantitative research for gathering data from the chefs who worked in full service restaurants in 5, 4, and 3-star rating hotels. The following were included in the questions: job characteristics (skill variety, task identity, task significance, autonomy, and job feedback), job satisfaction, and job performance. In relation to the qualitative research, in-depth interviews were

applied as the means to collect data from the human resource managers and executive sous chefs.

Independent variables were the skill variety, task identity, task significance, autonomy, and job feedback whereas job performance was a dependent variable. The mediator was job satisfaction. Job performance was divided into three aspects, which were competence, effectiveness, and performance.

The sixteen hypotheses were constructed in this study including H1: Skill variety is positively related to job performance; H2: Task identity is positively related to job performance; H3: Task significance is positively related to job performance; H4: Autonomy is positively related to job performance; H5: Job feedback is positively related to job performance; H6: Skill variety is positively related to job satisfaction; H7: Task identity is positively related to job satisfaction; H8: Task significance is positively related to job satisfaction; H9: Autonomy is positively related to job satisfaction; H10: Job feedback is positively related to job satisfaction; H11: Job satisfaction is positively related to job performance; H12: Skill Variety is positively related to job performance through job satisfaction; H13: Task identity is positively related to job performance through job satisfaction; H14: Task significance is positively related to job performance through job satisfaction; H15: Autonomy is positively related to job performance through job satisfaction; and H16: Job feedback is positively related to job performance through job satisfaction.

The chefs working for full service restaurants in 5, 4, and 3-star rating hotels in Bangkok were employed as the population in this study. Two hundred and twenty samples were selected since 22 parameters were required to complete the Structural

Equation Modeling. Three hundred and fifty questionnaires were distributed, of which 300 or 85.71 percent were returned.

It was indicated from the summary of hypotheses testing that autonomy was positively related to job performance. Task identity and job feedback were positively related to job satisfaction. Job satisfaction was positively related to job performance. Task identity and job feedback were positively related to job performance in consequence of job satisfaction.

## **5.2 Discussion of Findings from the Quantitative Analysis**

Discussions of research findings on each item of research questions as presented in chapter one were presented in this section.

### **5.2.1 Discussion of Research Question number 1**

According to hypothesis H4, the finding revealed that autonomy was positively related to job performance with a path coefficient of .319. This finding supported Arfanda (2011) who found that job autonomy had a strong positive influence on job performance. A review of Phoomphong (2008) also indicated that autonomy had a significant positive relationship with job performance at the level of 0.01. According to hypotheses H1, H2, H3, and H5, skill variety, task identity, task significance, and job feedback were related to job performance. On the contrary, task identity and job feedback did not have direct effect on job performance. However, task identity and job feedback had indirect effect on job performance as job satisfaction was the mediator. In relation to hypothesis H13 and H16, the results revealed that task identity and job

feedback were positively related to job performance as job satisfaction was the mediator.

The findings also indicated that job characteristic in the dimension of autonomy had opened up the opportunity for chefs' independent thinking and decision making. This would reflect on a better job performance in terms of their capability, effectiveness and achievements. Nevertheless, in the dimension of task identity and job feedback, the person in charge of specifying job description needs to take into consideration certain aspects that affect the chefs' job satisfaction. The chefs' job satisfaction would then lead to work efficiency and effectiveness. This was obviously resulted from the task identity that lead to the chefs' ability in identifying the job order from the beginning to the end, and getting the job done successfully. Working in the kitchen involved correctly job prioritizing from the beginning to the end. For the dimension of job feedback, the workers would be enhanced by an opportunity to know and check for the result of their work for the future improvement.

### **5.2.2 Discussion of Research Question number 2**

The hypotheses H7 and H10 indicated that task identity and job feedback were positively related to job satisfaction. The study of Katsikea et al. (2011) who found that job autonomy, job variety, and job feedback as the factors that led to job satisfaction was supported by this finding. A review of Said and Munap (2010) also indicated that job feedback had the relationship with job satisfaction. This study was also supported by Kim et al. (2009) who studied the relationship between employees' perceptions of job characteristic and job satisfaction. The results specified that employees' perceptions on job characteristics were positively affected to job satisfaction.

According to the result of the above-mentioned hypotheses, it revealed that task identity and job feedback led to employees' job satisfaction, which was the evaluation of employees' knowledge about their job characteristics. This study specified that task identity was one of the job characteristics that were designed to ensure the employees recognition on the job order from the beginning to the end. According to the observation, kitchen work clearly had the steps or methods to prepare the raw materials for the cooking and the techniques to cook from the first step to the last. This allowed chefs to see the result of their work and would lead to job satisfaction and motivation to achieve the job target. In terms of job feedback, it was a job characteristic that was designed to allow employees to know about the feedback on the efficiency and effectiveness of their work in both the positive and the negative aspects. This allowed employees to improve and develop their techniques and methods to cook based on their work evaluation in order to ensure that the result of their work would be satisfactory and could lead to job satisfaction.

### **5.2.3 Discussion of Research Question number 3**

The study found that job satisfaction was positively and significantly related to job performance which supported hypothesis H11 while job performance had insignificant positively related to job satisfaction ( $p>.05$ ). These findings were consistent with a study of Samad (2011) who found that job satisfaction (motivation factors) had positively significant relation to job performance. The results were also consistent with the study of Ng, Sambasivan, and Zubaidah (2011) who found that there was a relationship between job satisfaction and job performance. Furthermore, the study of Phoomphong (2008) and Abdel-Halim (1980) found that job satisfaction had

significantly positive relationship with job performance. This meant that when the employees were satisfied with their work, they would also be dedicated to perform well with their work. In this case, job satisfaction played an important role to employees' attitude towards their job in different aspects both directly and indirectly on their job and job surroundings that would lead to better job performance. However, Arfanda (2011) discovered that job satisfaction had no effect on job performance. It was considered that chefs were unique profession as they tended to perform better when they had job satisfaction.

### **5.3 Discussion of Findings from the Qualitative Analysis**

This qualitative research was conducted through in-depth interviews with the aim to study the views of human resource managers and executive sous chefs. The qualitative data were collected after the analysis of quantitative data to explain the result of the quantitative findings. The qualitative research result was discussed in this section as follows.

*What do you think about the kitchen operation of a chef that requires a variety of skills to help improve his job performance level?*

It was indicated from the result of in-depth interview with human resource managers and executive sous chefs that too many skill varieties had potential to cause the reduction of job performance since the operators of such skills may not have sufficient experience or being trained to understand the way to effectively use those skills. Therefore, it was very important to ensure that chefs were assigned based on

their potential and skills. The finding was consistent with the result of H1 hypothesis testing that skill variety was not positively related to job performance.

***What do you think about the chef's tasks performing ability in the kitchen from the beginning to the end and their ability to see the result of their work (task identity) that would lead toward job performance?***

The findings revealed that when chefs could work from the first step to the last step of the process as well as to see the result of their work, they would be able to learn about their job and the right process to operate from their practice. This would ultimately lead to the improvement of job performance. The result from this question was inconsistent with the result of H2 hypothesis testing that task identity was positively related to job performance.

***What do you think about the fact that your chefs' kitchen job plays an important role to others in the organization and lead to the higher job performance of chefs?***

It was shown from the results that when chefs realized their true potentials and importance of their work, it was reflected on customers and restaurants. Chefs would work with more determination and caution, which would result in better job performance. The finding from this question was inconsistent with the result from H3 hypothesis testing that task significance was positively related to job performance.

***What do you think about the freedom (autonomy) that your chefs have over the control of the decision-making and working process in the kitchen and take part to improve their job performance?***

It was presented from the interviews results that working in the kitchen required process control initiative from chefs in order to get a good working outcome.

Especially, in the light of producing fresh and new ideas to the new menu, if there was too much pressure or destructive criticism, there would be negative feeling and discouragement to their work. Therefore, importantly that the foreman must be allowed with some space and freedom to their ideas and their subordinates shall be allowed to take some control over their part of work and decision-making process in order to reach the best possible result of work. This result was similar to that of Phoomphong (2008), which examined the relationship between job characteristics and job performance and concluded that autonomy had a significant positive relationship with job performance at the level of 0.01.

Kitchen job performance could be measured by tastes of the food, hygiene and cleanliness of food, and appearance of the plate. All these three aspects reflected the ability and skills of the chefs as well as their creativity and imagination. A good measurement of the chefs' job performance was to measure from their end result, which was the food, whereas the related parts such as kitchen hygiene and cleanliness, and safety working condition in the kitchen were small aspects.

The major role was played by the certain extent of freedom to control and make decision within the kitchen job working process to lead toward better job performance as well as faster working process. The work would be finished just in time as the chefs had their control over certain level of decision-making process with a certain level of responsibility. Therefore, they had to take full responsibility on food quality in order to meet the organizational standard. Even though job in the kitchen had a certain level of

freedom, some work guidelines were required in order to ensure that the work had met the set of standards such as hygiene and safety.

It was shown from the interview results that autonomy in the kitchen job would allow chefs to initiate more control on their working process and more responsible for their working outcomes. This would lead to higher motivation and better job performance. The result from this question was consistent to the result of H4 hypothesis testing that autonomy was positively related to job performance.

***What do you think about the role of job feedback plays to create job performance of chefs when they know about the feedback of their work in the kitchen?***

The results from the interviews showed that whether being able to receive job feedback played an important part in increasing job performance depends on individual level of responsibility. The result from this question was consistent with the result of H5 hypothesis testing that job feedback was not positively related to job performance.

***What do you think about the chefs' kitchen operation by chef that requires a variety of skills to lead toward their job satisfaction?***

The results from the interviews indicated that skill variety was sometimes a limitation to staff that were not equipped with some tasks. They might confused to perform the job that they had never been performed and this might lead them to be unhappy at work. The result from this question was consistent with the result of H6 hypothesis testing that skill variety was not positively related to job satisfaction.

***What do you think about the chefs' ability to perform their tasks in the kitchen from the beginning to the end and their ability to see the result of their work (task identity) that takes part to lead toward their job satisfaction?***

In terms of task identity, it was essential that chefs must know the result of their work in the kitchen from the first to the last step of the process. It should be set as a standard so that the chefs would know which part was good and which part required for further improvements. Chefs should have known their mistakes made along the line of the process and were able to find the means to solve or prevent them. Task identity also led to better team building for the collaboration in the kitchen and for a better end result since task identity showed their position and the position that they supposed to be in the process. When they knew well about the task and sought for the way to perfect their job, they would be more satisfied with their job and this led to positive feeling towards their work, especially when they received good feedback from the customers. Taking responsibility to their work would allow them to learn more about their working process from the first to the last step. At least, they would be able to know that their hard work had paid off or they have achieved something by completing their task. This would lead them to be more confident in what they were doing, which would result in a better job performance and thus led to job satisfaction. The result of this study was consistent to the study of Abbott (2000), which examined the relationship between task identity and job satisfaction and concluded that higher level of task identity was related to the increase of job satisfaction.

According to the interview when chefs were able to perform their job from the beginning to the end and were able to get the job feedback, they would be proud to be

able to perform such performance and led to more confidence with their success. This would lead to job satisfaction. The result from this question was consistent with the result of H7 hypothesis testing that task identity was positively related to job satisfaction.

***What do you think about the fact that your chefs' kitchen job plays an important role to the others in the organization and leads to the higher job satisfaction among chefs?***

It was shown from the interview results that when chefs saw the importance of their job responsibility towards customers and supervisors, they would be proud of what they did and be happy at work. This would lead to job satisfaction, which could be seen through the attention they had on their work. Results from the qualitative research indicated that task significance was positively related to job satisfaction that was inconsistent with the result of H8 hypothesis testing.

***What do you think about the freedom (autonomy) that your chefs have over the control of the decision-making and working process in the kitchen that take part to improve their job satisfaction?***

According to the in-depth interview, chef's freedom of ideas must also be based on the performance standards and guidelines; otherwise, dissatisfaction from customers might arise and would affect the feeling of staff towards the job. The result of this question was consistent with result of H9 hypothesis testing that autonomy was not positively related to job satisfaction.

***What do you think about the job feedback that takes part to create job satisfaction of chefs when they know about the feedback of their work in the kitchen?***

When chefs had learnt about the end result of their work from customers or feedback from the weekly summary of job performance in the weekly meeting, they tended to be more confident when the feedback from customers was positive. They were more encouraged and motivated to pursue the work level that they were having or even better improved themselves. The crucial aspect that reflected from chefs to clients was food hygiene and taste standards. The finding of this study was supported by Abbott (2000) who examined the relationship between job characteristics, satisfaction, and team commitment and found that job feedback was related to the increase of job satisfaction. Moreover, the finding was also supported by the study of Katsikea et al. (2011) that job feedback led to job satisfaction.

Additionally, the negative feedback was shown from the in-depth interview such as complaints from customers to executive sous chefs and chefs led chefs to improve their work to ensure that customers would be happy with what they received from their next visit. When customers revisited, experienced with their improvement, and reflected good feedback, they were encouraged and motivated to work harder to meet the more satisfaction to their customers. Similarly, the result from this research was matched with that of Pasi (1995), who examined the relationship between feedback from job and job satisfaction and concluded that feedback contributed most significantly to job satisfaction.

It was shown from the interview result that being able to receive job feedback would partially help chefs to develop themselves at work. This was the basis of the staff to feel better and led to more job satisfaction. The result from this question was

consistent with the result of H10 hypothesis testing that job feedback was positively related to job satisfaction.

***What do you think about job satisfaction of the chefs that take part to improve their job performance?***

Since job satisfaction indicated the preference toward the job. Therefore, opportunities to work on the preference jobs allowed chefs to work at their best capability with more confidence. As chefs became more confident in what they were doing, they tended to put their heart and soul into their work that led to better job performance. Therefore, good teamwork and high quality food for their customers were achieved. This finding was supported by the research of Ng, Sambasivan and Zubaidah (2011) that there was a relationship between job satisfaction and job performance and was consistent to Phoomphong (2008) that the overall satisfaction had a significantly positive relationship with job performance.

Kitchen job satisfaction could be observed from employees' behaviors such as being able to blend in with their colleagues accordingly, worked at their best capability and so on. It was important for the organizational climate that encouraged employees to come to work, reduce the absenteeism, eliminate the lateness, work harder, and longer than required, be delight at work and so on. These aspects of work environment were essential to job performance. They could reflect the better food taste, better quality that matched or went beyond the standard, less mistakes, especially in terms of hygiene and safety. The result of this study was similar to that of Pasi (1995), which examined the relationship between feedback from job and job satisfaction and concluded that feedback contributed most significantly to job satisfaction.

It was shown from the interviews result that job satisfaction was an essential part that would lead to a better job performance because when chefs were delighted and had a preference on their job, they would be more attentive to work with more determination that would result in better job outcome. The result from this question was consistent with the result of H11 hypothesis testing that job satisfaction was positively related to job performance.

**Table 5.1** Comparison between Quantitative and Qualitative Findings

Quantitative Findings	Qualitative Findings
Skill variety was not positively related to job performance with a path coefficient of .134.	Too much skill variety could cause the reduction of job performance, as the operator of such skills may not have enough experience or training to understand the way to use those skills effectively. This indicated that skill variety was not positively related to job performance.
Task identity was not positively related to job performance with a path coefficient of -.226.	Chefs would be able to learn about their job and the right process to operate from their practice. This would ultimately lead to the improvement of job performance. This indicated that task identity was positively related to job performance.
Task significance was not positively related to job performance with a path coefficient of .136.	Chefs would be working with more determination and caution, which resulted for a better job performance. This indicated that task significance was positively related to job performance.
Autonomy was positively related to job performance with a path coefficient of .319.	Chefs would be allowed by the autonomy in kitchen job to initiate more control on their working process. This was because chefs would feel more responsible to their working outcomes. This would lead to more motivation and better job performance. This indicated that autonomy was positively related to job performance.

**Table 5.1** Comparison between Quantitative and Qualitative Findings (Cont.)

Quantitative Findings	Qualitative Findings
Job feedback was not positively related to job performance with a path coefficient of .042.	Being able to receive job feedback played an important part in increasing job performance but this depended on each individual's level of responsibility. This indicated that job feedback was not positively related to job performance.
Skill variety was not positively related to job satisfaction with a path coefficient of -.023.	They might be confused when performed the job that they never do and might lead them to be unhappy with work. This indicated that skill variety was not positively related to job satisfaction.
Task identity was positively related to job satisfaction with a path coefficient of .460.	When chefs were capable to perform their job from the beginning to the end and were able to get the job feedback, they would feel proud on themselves due to the competent to perform on such performance with more confidence and success. This would lead to job satisfaction. This indicated that task identity was positively related to job satisfaction.
Task significance was not positively related to job satisfaction with a path coefficient of .166.	When chefs saw the importance of their job responsibility towards customers and supervisors, they would be proud of what they did and be happy at work. This would lead to job satisfaction. This indicated that task significance was positively related to job satisfaction.
Autonomy was not positively related to job satisfaction with a path coefficient of .019.	Chef's freedom of ideas must also be based on the performance standard and guideline; otherwise, dissatisfaction from customers may arise and would affect the feeling of staff towards the job. This indicated that autonomy was not positively related to job satisfaction.
Job feedback was positively related to job satisfaction with a path coefficient of .351.	Being able to receive job feedback would partially help chefs to develop themselves at work. This was the basis for staff to feel better and lead to more job satisfaction. This indicated that job feedback was positively related to job satisfaction.

**Table 5.1** Comparison between Quantitative and Qualitative Findings (cont.)

Quantitative Findings	Qualitative Findings
Job satisfaction was positively related to job performance with a path coefficient of .376.	Job satisfaction was an essential part that would lead to a better job performance because when chefs were delighted and had a preference on their job, they would be more attentive to their work with more determination, which would result in better job outcome. This indicated that job satisfaction was positively related to job performance.

#### **5.4 Limitation of the Study**

There were limitations of the study that should have been recognized. First, the questionnaires were used for data gathering and the researcher applied self-assessment method along with that from their supervisor, and data were collected from the full service restaurant in the 5, 4, and 3 stars rating hotels in Bangkok, Thailand. However, since this study did not collect the data from the hotel chefs in other provinces; therefore, the relationship of the variables from this study should be considered and applied with caution. Re-measurement in the future study could be carried out to confirm the results of this study. Secondly, this study concentrated on the effects of job characteristics and job satisfaction on job performance in the full-service restaurant in 5, 4, and 3-star rating hotels only. Therefore, the results certainly did not represent all restaurants in Thailand. Third, other variables such as organizational climate, organizational citizenship behavior, and service quality were not included and these could affect variables of this study. As a result, generalization of the research results was necessarily conducted with care. Respondents in this study were the chefs of the

full service restaurant in 5, 4, and 3-star ratings hotels who were concerned on their jobs.

## **5.5 Contributions of the Study**

Both theoretical and practical contributions were provided from this study.

### **5.5.1 Theoretical Contribution**

One of the most important aspects of the research was its contribution to theory and to the field of study. In terms of theoretical contribution, this study was based on job characteristics theory (Hackman & Oldham, 1980). The model included job characteristics theory, and concepts: job characteristics, job satisfaction, and job performance. It provided an integrated framework for assessing the contributing to job performance. Job satisfaction was found to be an influential factor that had direct influence on job performance.

This study presented the complete job characteristics model of Hackman and Oldham (1980) with the concept on the work dimensions that affected on the mental condition of person and further led toward the work satisfaction outcomes. According to the mentioned theory, the researcher aimed to study only on the person behavior, but not to study on the performance in the organization. According to this study, besides the findings about the effect of job characteristics on job satisfaction, the relationship between job characteristics and job performance were also studied by the researcher as well. This was the difference compared to the previous studies. From the conceptual theory, job characteristics theory could be used as the basis to design work toward the satisfaction of both people and organization.

The study of the effects of job characteristics and job satisfaction on job performance was conducted in the full service restaurants in 5, 4, and 3-star ratings hotels in Bangkok. The findings supported the literature review on autonomy that autonomy affected job performance since chefs were assigned with the task with unstructured job. The job design could facilitate the autonomy and could be done through load vertically that allowed the staff to be responsible more on their task. This would form the internal motivation when staff participated to learn or to be responsible on their responsibility; the more they were motivated, the more staff had better job performance (Hackman & Oldham, 1980).

Moreover, the findings supported the literature review that task identity and job feedback had an effect on job satisfaction. Similarly, job satisfaction showed the relationship with job performance that the results presented the contributions either with direct or indirect effects on job performance. This conveyed the increasing of job performance that required for job satisfaction as the mediator variable. Kitchen work was the unstructured job. If the task identity designing was required, there should be the combination of task and natural work units forming. If the job characteristics with the job feedback dimension were required, it should open the channels for feedback.

### **5.5.2 Practical Contribution**

The results of the study were consistent with the suggestion from job characteristic model (Hackman and Oldham, 1980) that autonomy in kitchen job allowed chefs to initiate more control on their working process. This was because chefs would feel more responsible to their working outcomes. This would lead to more motivation and better job performance. When chefs could perform their job from the

beginning to the end and were allowed to get the job feedback, they would feel proud with themselves to be able to produce such performance by themselves with more confidence if they became successful. This would lead to job satisfaction. Being able to receive job feedback would partially help chefs in developing themselves at work. This was the basis to make staff feel better and led to more job satisfaction.

This study contributed that the importance of human resources development would enhance the efficiency of work particularly in chefs, which could be regarded as the heart of downstream business restaurants that would create more values on agricultural products. The significance was placed by this study that job characteristics could be used in job design to create motivation to work. Job design required insight as job design supported employees to work effectively, which led to the achievement of job satisfaction and job performance. Hence, job design could be counted as job creation and job specification. In this case, a good job design would lead to the balance among different employees and job requirements (Schermerhorn, 2005).

It was widely known in human resources management academic sector that job design was done to motivate employees to work with efficiency by applying the contemporary theories of motivation. Designing for the motivating jobs included job characteristics model that was used as a guideline and framework to design the jobs, which was very beneficial for the management to design the job under the consideration of the following 5 core job dimensions, including skill variety, task identity, task significance, autonomy, and feedback.

## **5.6 Implication for Practice and Future Research**

### **5.6.1 Theoretical Implication**

Job characteristics theory (Hackman and Oldham, 1980) was confirmed by this study that the forming of work conditions that would promote motivation and satisfaction at work by using the job characteristics model as the guideline and framework for the analysis and task designing. Five basic characteristics of task were defined by the researcher as skill variety, task identity, task significance, autonomy, and job feedback. This study provided a relationship between skill variety, task identity, task significance, autonomy, job feedback, job satisfaction, and job performance. In addition, the importance of such mediators as job satisfaction was highlighted in the findings. This was the major contribution to the understanding of the mediator between job characteristics and job performance. It was shown from the results that task identity and job feedback were positively related to job performance with job satisfaction as the mediator.

From the job characteristics model, it could be noticed that the task designed with the consideration on skill variety, task identity, and task significance together would result toward good outcomes in the aspect that the workers would sense the importance and value of their work. This study confirmed that the job characteristics which the chefs processed from the beginning until the end and the realization of the outcomes from their work resulted in the chefs' feeling so proud with themselves being able to produce such performance by themselves with more confidence. This would lead to job performance.

The autonomy work would allow the worker to feel on their full direct responsibility toward task accomplishment, which the research finding confirmed on the reason that chefs would feel more responsible to their working outcomes. This would lead to more motivation and better job performance. Intrinsic motivation would take place when staff joined in learning and responsible in their own jobs. The more they were motivated, the more they produced good job satisfaction and led to job performance. Specifically, if staff had the good feeling about their job or they required for job advancement and capable to be responsible for their job, job performance would turn out to be positive.

In relation to job feedback, it would allow the workers to know the real result of their job performance where the research finding indicated that being able to receive job feedback would partially help chefs to develop themselves at work. This was the basis for staff to feel better and lead to more job satisfaction.

### **5.6.2 Practical Implication**

The implications from this study were provided to the executive sous chefs in the full service restaurants which they could apply to analyze and design jobs by conducting the job performance evaluation in order to improve and develop competency, efficiency, and outcomes. The restaurant managers could apply this finding to form the human resource development strategies including job design processes in order to improve the job that match with the type of kitchen work. The managers could apply the results of this study to motivate the employees to be more satisfied with their jobs. The findings indicated that task identity and job feedback had indirect effect on job performance with job satisfaction as the mediator.

The restaurant manager and the executive sous chefs could improve their job performances that would lead to the better kitchen work by using vertical job load or job enrichment. Job enrichment was the way to increase the responsibility and allowed chefs to have more independent idea (Autonomy). They were allowed to have more chance to take parts in decision-making.

In order to create job satisfaction for chefs, task identity and job feedback should be taken into consideration. Task identity could be formed through task combining and natural work units forming. The executive sous chef could design the overall job design first, then later on let individual employees work as job enlargement in order to increase task identity. In order to form the natural work units, the executive sous chef should design the job by identifying similar tasks (task identity) to increase task identity. In addition to feedback channels, job design also allowed employees to know their working result (feedback) that would lead to increase job feedback.

In accordance with job redesign for kitchen works, the chefs shall possess the expertise knowledge; however, in practice they were required to do various tasks. Besides, this was the advantage for chefs; it was also be beneficial for the work units to have workforces to support in work. In practice, to work together, the kitchen works required the chefs to know the task priority and chefs on raw material preparation would suggest the assistance. This was the on the job training approach that the new staff could learn from the worker groups who experienced on cooking courses and those from other lines of work. Chefs knew that their work pieces would be served to customers and received the feedback to improve their cooking and find out the causes of the flaws. In cooking and food decoration, chefs shall have techniques and ideas, as

well as the art to create the decoration for each type of food for the customer satisfactions and good work outcomes.

### **5.6.3 Future Research**

This research was focused on the specific research population in the full service restaurant industry. However, the model of analysis could be applied to test with other groups such as a limited service restaurant, a semi-service restaurant, and a fast food restaurant. Regarding to this study, the focus was merely on the recommendation that the future research could apply this model to study the effects of job characteristics and job satisfaction on job performance in restaurant industry. Therefore, the future studies should be extended to study the relationship effects in other variables such as organizational climate, organizational citizenship behavior, and service quality. Since the organizational climate was the variable that consists of the elements of standard, responsibility, and commitment which was the mediator variable that could link with autonomy and job performance. The organizational citizenship behavior was the variable with the elements of conscientiousness and courtesy which was the mediator variable that links task identity and job satisfaction. According to the service quality, there was the element of competence that linked between job feedback and job satisfaction.

In summary, the study on job characteristics was aimed to apply on the job design in order to achieve both the human and organization goal. The task of chefs was to produce the food according to the customers' requirement. It was the task that required for the specific skill that chefs had a preference on their job and had service mind. It was the challenging job to apply their ability to present the outcomes of chefs'

work toward the customer satisfaction; at present, they seemed to look for a new and diversity of foods. Additionally, there was the shift in the new menu to attract the customers; especially, the kitchen work in the hotels that chefs could present the work approaches with initiative and creative on new food formula and control over the food quality to serve with standard and good taste. Besides, chefs also needed to control the appropriate cost of food production. Another main function was the human resource management in the kitchen department that shall be run according to the set standard and plan. Kitchen work was another vital part of the organization that could form the customers' satisfaction and revisited to the hotels. It was shown from all mentioned above that chefs shall be responsible for their task in more diverse ways despite the management of work and people; they also have to manage on the environment that might result in food hygiene and safety in kitchen work.

Kitchen work could be done with teamwork and the kitchen work system needed to be in team; therefore, job redesign should let the staff to be more responsible on their function and to control over themselves. Moreover, the feedback was given to improve the effectiveness of chef's work. All parties must collaborate to work with full ability and be the strong team that prompted understanding on the executive sous chefs' order well and to make solution to the problem and to remain on the standard of cooking. The hotel chef shall have both the ability to cook, teamwork management and planning, as well as to control over the cost and be creative on food menu. Therefore, chefs are now having the major role in the hospitality industry that would lead to further progress and be required by the labor market both domestically and internationally.

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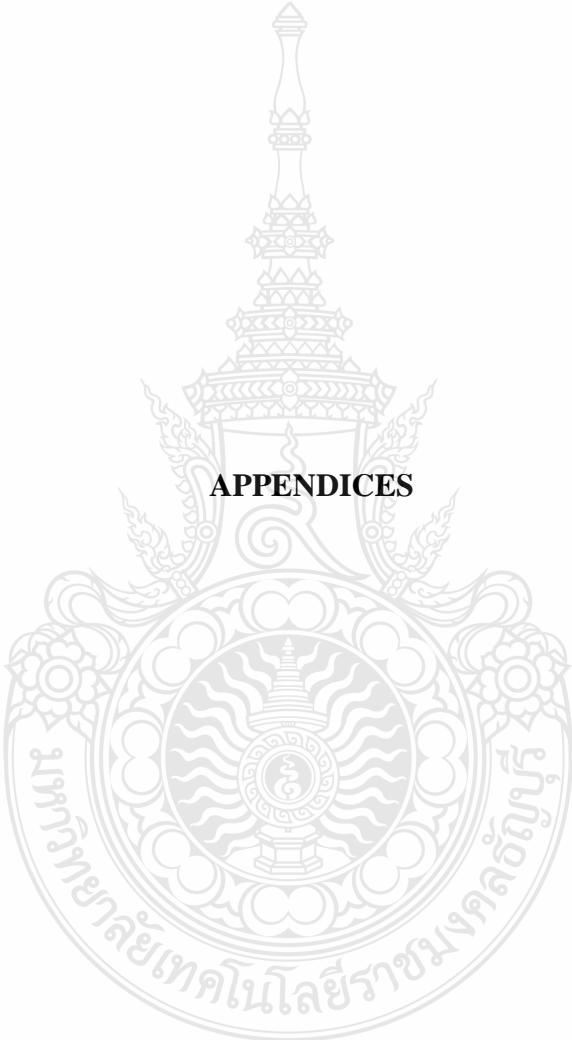
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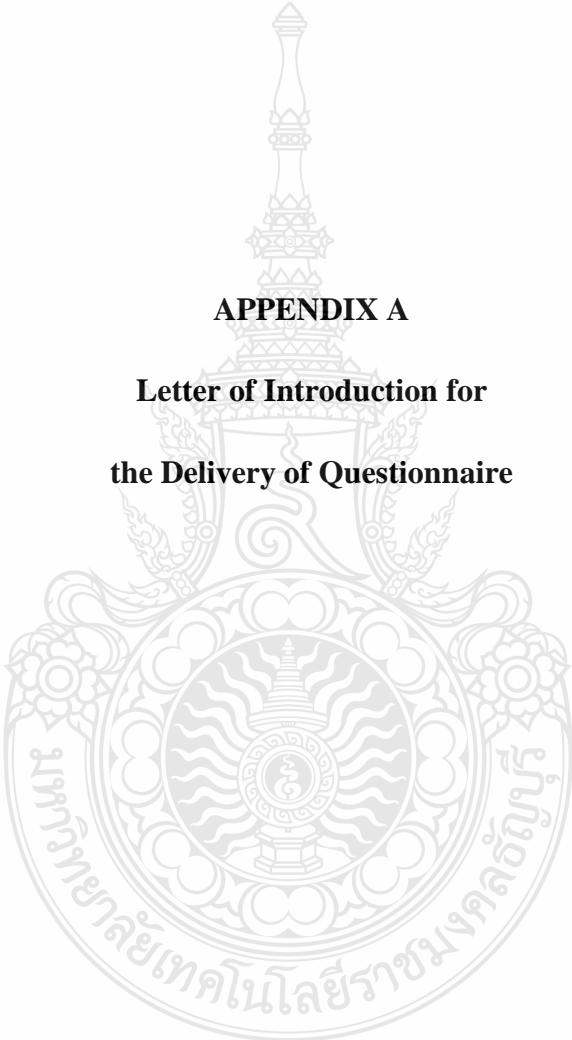
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**APPENDICES**



## **APPENDIX A**

### **Letter of Introduction for the Delivery of Questionnaire**



ที่ พช 0578.06/ ๘๗๙๘

คณบดีวิหารธุรกิจ  
มหาวิทยาลัยเทคโนโลยีราชมงคลรัตนโกสินทร์  
ตำบลคลองหก อำเภอข้อมูลวิ  
จังหวัดปทุมธานี ๑๒๑๑๐

๑๙ ตุลาคม ๒๕๕๕

เรื่อง ขอความอนุเคราะห์แจกแบบสอบถาม เรื่อง “ผลของการสักยเสียงและความพึงพอใจในงานที่มีต่อการปฏิบัติงานในธุรกิจภัตตาคาร”

เรียน ท่านผู้จัดการ

ตามที่ คณบดีวิหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลรัตนโกสินทร์ ได้จัดการเรียนการสอนระดับปริญญาเอก บริหารธุรกิจดุษฎีบัณฑิต สาขาวิชาจัดการ ในกรณี นเรอภิสิทธิ์ ตั้งกีบรติศิลป์ ได้เข้าศึกษาในหลักสูตรดังกล่าว โดยได้จัดทำหัวข้อคุณภูนพนธ์เรื่อง ผลของคุณลักษณะงานและความพึงพอใจในงานที่มีต่อการปฏิบัติงานในธุรกิจภัตตาคาร (The Effects of Job Characteristics, Job Satisfaction on Job Performance in the Restaurant Industry) โดยหัวข้อคุณภูนพนธ์ดังกล่าวกำหนดด้วยเป้าหมายเฉพาะหน้ากิจกรรมแผนพัฒนาและหน้าที่ที่มีความสำคัญที่สุด ที่จะช่วยให้เกิดความพึงพอใจในงานที่มีต่อการปฏิบัติงานในธุรกิจภัตตาคาร ดังกล่าว

ในการศึกษาวิจัยครั้งนี้ จำเป็นต้องขอความอนุเคราะห์ในการแจกแบบสอบถามเพื่อประกอบการศึกษาวิจัยในส่วนของการวิเคราะห์เชิงปริมาณ ในกรณีจัดทำคุณภูนพนธ์ให้มีความสมมูลย์ยั่งยืน ความร่วมมือของท่านจะเป็นประโยชน์ต่อวงการวิชาการและการศึกษาระดับสูงของประเทศไทย ผู้ศึกษาและหน่วยงานขอรับรองว่าแบบสอบถามดังกล่าวถือเป็นความลับไม่ได้บันทึกเผยแพร่ในราษฎร์โดยการวินิจฉัยห้ามทำในภาพรวมท่านนี้ ซึ่งท่านสามารถสอบถามข้อมูลเพิ่มเติมได้ที่คณบดีวิหารธุรกิจ หรือนักวิชาชีวิทย์ตรงที่เบอร์ ๐๘๐-๘๑๗๑๖๘๖

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการตอบแบบสอบถามด้วย จักขอบคุณที่

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ชานงกรน์ คุณฑลนุตร)

คณบดีคณบดีวิหารธุรกิจ

สำนักงานคณบดี

โทร. ๐๒-๕๔๙๓๒๔๓

โทรศัพท์ ๐-๒๕๔๙๓๒๔๓ ๐-๒๕๗๗๔๘๑๙

<http://www.bus.rmutt.ac.th>



ที่ ศธ 0578.06/ 4395

คณบดีมหาวิทยาลัยเทคโนโลยีราชมงคลชั้นนำ  
มหาวิทยาลัยเทคโนโลยีราชมงคลชั้นนำ จำกัด  
ดำเนินการอย่างมีประสิทธิภาพ  
ประจำปี พ.ศ. ๒๕๖๓

๒๙ สิงหาคม ๒๕๖๓

เรื่อง ขอความอนุเคราะห์เก็บข้อมูลเพื่อประกอบการเขียนคุณภูมิพนธ์

เรียน ท่านผู้จัดการ

ตามที่ คณบดีมหาวิทยาลัยเทคโนโลยีราชมงคลชั้นนำ ได้จัดการเรียนการสอนระดับปริญญาเอก บริหารธุรกิจดูแลนักศึกษาสาขาวิชาการจัดการ ในครั้งนี้ นายอดิศร์ ตั้งเกียรติศิริป ได้เข้าศึกษาในหลักสูตรดังกล่าว โดยได้จัดทำหัวข้อคุณภูมิพนธ์เรื่อง ผลของคุณลักษณะงานและความพึงพอใจในงานที่มีต่อการปฏิบัติงานในธุรกิจภาคอาหาร (The Effects of Job Characteristics and Job Satisfaction on Job Performance in the Restaurant Industry) โดยหัวข้อคุณภูมิพนธ์ดังกล่าวมีหน้าที่นำเสนอห้องการเรียนข้อมูลเชิงคุณภาพเฉพาะทางทั่วหน้าเพื่อสรุปและผู้จัดการฝ่ายบริหารทรัพยากรมนุษย์ ในโรงเรือน

ในการศึกษาวิจัยครั้งนี้ จำเป็นต้องขอความอนุเคราะห์ในการเก็บข้อมูลโดยการสัมภาษณ์เพื่อประกอบการศึกษาวิจัยในส่วนของวัฒนธรรมที่เชิงคุณภาพ ในการจัดทำคุณภูมิพนธ์ให้มีความสมบูรณ์ยิ่งขึ้น ความร่วมมือของท่านจะเป็นประโยชน์อย่างยิ่ง ดังนั้น ขอรับรองว่า ห้องการเรียนจะดำเนินการอย่างระมัดระวังและน้ำใจ ไม่ก่อให้เกิดความเสียหายใดๆ ให้กับคุณภาพของข้อมูลที่ได้มา สำหรับผู้ที่ต้องการทราบรายละเอียดเพิ่มเติม กรุณาติดต่อ คณบดี โทร. 080-8171686

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการตอบแบบสอบถามด้วย จักขอบคุณยิ่ง

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร. ชุมพร ฤทธิ์กาลย์)

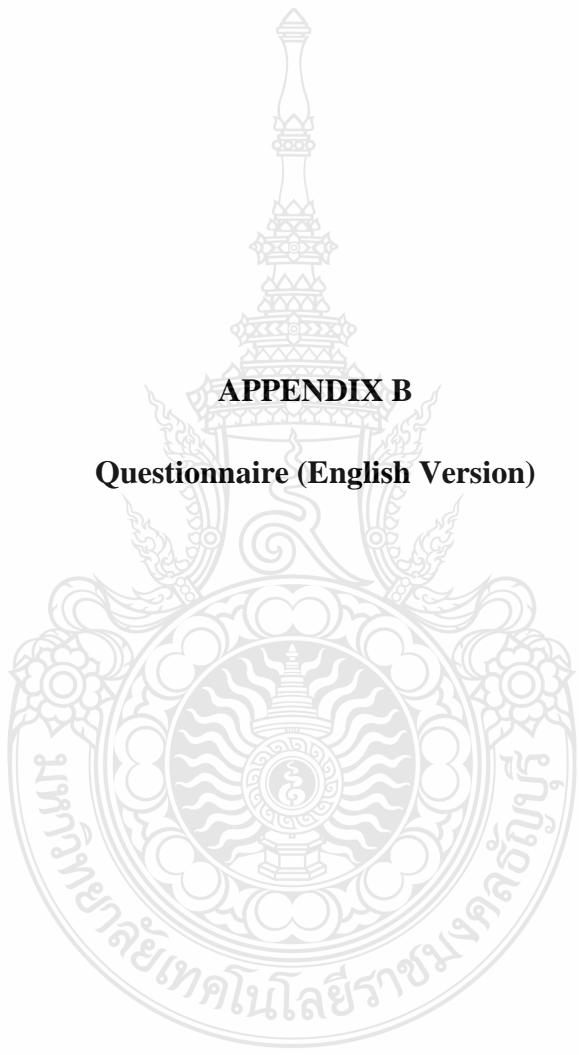
คณบดีคณบดีมหาวิทยาลัยเทคโนโลยีราชมงคลชั้นนำ

สำนักงานคณบดี

โทร. 02 549 3243

โทรสาร 0 2549 3243 0 2577 4819

<http://www.bus.rmutt.ac.th>



**APPENDIX B**  
**Questionnaire (English Version)**

## **QUESTIONNAIRE**

The research topic is “**The Effect of Job Characteristics and Job Satisfaction on Job Performance in the Restaurant Industry**” and is divided into two sections (chefs and head of chefs).

### **Section 1: questionnaire for chefs**

Questionnaire for chefs is divided into four parts

Part 1 Questions about demographic items

Part 2 Questions about job characteristics

Part 3 Questions about job satisfaction

Part 4 Questions about job performance

### **Section 2: questionnaire for head of chefs**

Questionnaire for head of chefs is divided into three parts

Part 1 Questions about demographic items of head of chefs

Part 2 Questions about job characteristics of subordinate

Part 3 Questions about job performance of subordinate

**Please send questionnaire to your head of chefs after a questionnaire completed.**

## **Section 1: questionnaire for chefs**

Please check ✓ the respective box before the word or sentence which is true to you and please fill in the blanks provided with the truths. All information given will be kept confidential.

### **Part 1 Demographic items**

#### 1. Gender

1. Male       2. Female

#### 2. Age

1. Below 20 years       2. 21 – 25 years       3. 26 - 30 years       4. 31 - 35 years  
 5. 36 - 40 years       6. 41 – 45 years       7. 46 - 50 years       8. Above 51  
years

#### 1. Educational level

1. Primary education       2. Secondary education       3. Diploma  
 4. Bachalor degree       5. Graduate       6. Other (please specify)

.....

#### 2. Kitchen work experience..... years

#### 3. Type of kitchen work (Answer more than one item)

1. Hot kitchen       2. Cold kitchen       3. Pastry kitchen  
 4. Bakery kitchen       5. Ethnic kitchen       6. Sauce kitchen  
 7. Soup kitchen       8. Roast kitchen       9. Fish kitchen  
 10. Vegetable kitchen       11. Other (please specify) .....

## Part 2 Job Characteristics

Please check ✓ in the box that matches yours opinion.

1 = strong disagree 2 = disagree 3 = neutral 4 = agree 5 = strong agree

Job characteristics	Degree of Opinion				
	strong disagree ← → strong agree				
	1	2	3	4	5
Skill variety					
1. My job provides a lot of variety.					
2. My job provides me with a variety of work.					
3. My job gives me the opportunity to do a number of different things.					
Task identity					
4. My job allows me the opportunity to complete the work I start.					
5. My job is arranged so that I have a chance to do the job from beginning to end.					
6. My job is arranged so that I may see projects through to their final completion.					
Task significance					
7. My job is one that may affect a lot of other people by how well the work is performed.					
8. My job is relatively significant in the organization.					
9. My job is very significant in the broader scheme of things.					

Job characteristics	Degree of Opinion				
	strong disagree ← → strong agree 1    2    3    4    5				
Autonomy					
10. My job lets me be left on my own to do my own work.					
11. My job provides the opportunity for independent thought and action.					
12. My job gives me considerable opportunity for independence and freedom in how I do my work.					
Job feedback					
13. My work provides feedback on how well I am performing as I am working.					
14. My job provides me with the opportunity to find out how well I am doing.					
15. My work provides me with the feeling that I know whether I am performing well or poorly.					

### Part 3 Job Satisfaction

Please check ✓ in the box that matches yours opinion.

1 = very dissatisfied 2 = dissatisfied 3 = neutral 4 = satisfied 5 = very satisfied

Job Satisfaction	Level of Satisfaction				
	very dissatisfied ↔ very satisfied				
	1	2	3	4	5
Intrinsic job satisfaction					
1. I feel about being able to keep busy all of the time.					
2. I feel about the chance to work alone on the job.					
3. I feel about the chance to do different thing from time to time.					
4. I feel about chance to be ‘somebody’ in the community.					
5. I feel about being able to do things that don’t go against my conscience.					
6. I feel about the way my job provides for steady employment.					
7. I feel about the chance to do things for other people.					
8. I feel about the chance to tell other people what to do.					
9. I feel about the chance to do something that makes use of my abilities.					
10. I feel about the freedom to use my own judgement.					
11. I feel about the chance to try my own methods of doing the job.					
12. I feel about the feeling of accomplishment I get from the job.					
Extrinsic Job satisfaction					
13. I feel about the way my boss handles his/her workers.					

Job Satisfaction	Level of Satisfaction				
	Very dissatisfied ↔ Very satisfied				
	1	2	3	4	5
14. I feel about the competence of my supervisor in making decisions.					
15. I feel about the way company policies are put into practice.					
16. I feel about my pay and the amount of work that I do.					
17. I feel about the chances for advancement on this job.					
18. I feel about the praise I get for doing a good job.					
General Job Satisfaction					
19. I feel about the working conditions.					
20. I feel about the way my co-workers get along with each other.					

#### Part 4 Job Performance

Please evaluate your performance

Please check ✓ in the box that matches yours opinion.

1 = Poor    2 = Fair    3 = Good    4 = Very good    5 = Excellent

Job Performance	Level of Job Performance				
	Poor ← → Excellent				
	1	2	3	4	5
1. Competent					
2. Effective					
3. Perform					

Thank you for your information

## **Section 2: questionnaire for head of chef**

Please check ✓ the respective box before the word or sentence which is true to you and please fill in the blanks provided with the truths. All information given will be kept confidential.

### **Part 1 Demographic items for head of chef**

#### 1. Gender

1. Male       2. Female

#### 2. Age

1. Below 20 years       2. 21 – 25 years       3. 26 - 30 years       4. 31 - 35 years  
 5. 36 - 40 years       6. 41 – 45 years       7. 46 - 50 years       8. Above 51  
years

#### 3. Educational level

1. Primary education       2. Secondary education       3. Diploma  
 4. Bachalor degree       5. Graduate       6. Other (please specify) .....

#### 4. Kitchen work experience..... years

#### 5. Type of kitchen work (Answer more than one item)

1. Hot kitchen       2. Cold kitchen       3. Pastry kitchen  
 4. Bakery kitchen       5. Ethnic kitchen       6. Sauce kitchen  
 7. Soup kitchen       8. Roast kitchen       9. Fish kitchen  
 10. Vegetable kitchen       11. Other (please specify) .....

## Part 2 Job Characteristics of your subordinate

Please check ✓ in the box that matches yours opinion.

1 = strong disagree 2 = disagree 3 = neutral 4 = agree 5 = strong agree

Job characteristics	Degree of Opinion				
	strong disagree ↔ strong agree				
	1	2	3	4	5
Skill variety					
1. My subordinate job provides a lot of variety.					
2. My subordinate job provides me with a variety of work.					
3. My subordinate job gives me the opportunity to do a number of different things.					
Task identity					
4. My subordinate job allows me the opportunity to complete the work I start.					
5. My subordinate job is arranged so that I have a chance to do the job from beginning to end.					
6. My subordinate job is arranged so that I may see projects through to their final completion.					
Task significance					
7. My subordinate job is one that may affect a lot of other people by how well the work is performed.					
8. My subordinate job is relatively significant in the organization.					
9. My subordinate job is very significant in the broader scheme of things.					

Job characteristics	Degree of Opinion				
	strong disagree ← → strong agree				
	1	2	3	4	5
Autonomy					
10. My subordinate' job lets me be left on my own to do my own work.					
11. My subordinate' job provides the opportunity for independent thought and action.					
12. My subordinate' job gives me considerable opportunity for independence and freedom in how I do my work.					
Job feedback					
13. My subordinate work provides feedback on how well I am performing as I am working.					
14. My subordinate job provides me with the opportunity to find out how well I am doing.					
15. My subordinate work provides me with the feeling that I know whether I am performing well or poorly.					

### **Part 3 Job Performance of your subordinate**

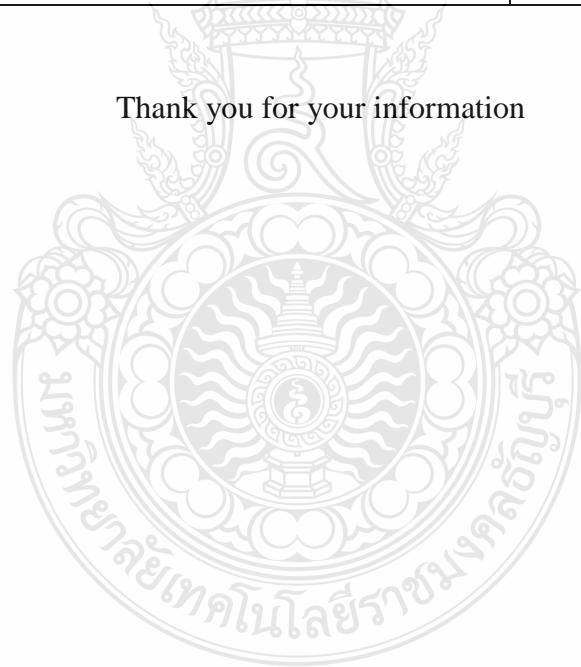
Please evaluate your subordinate performance

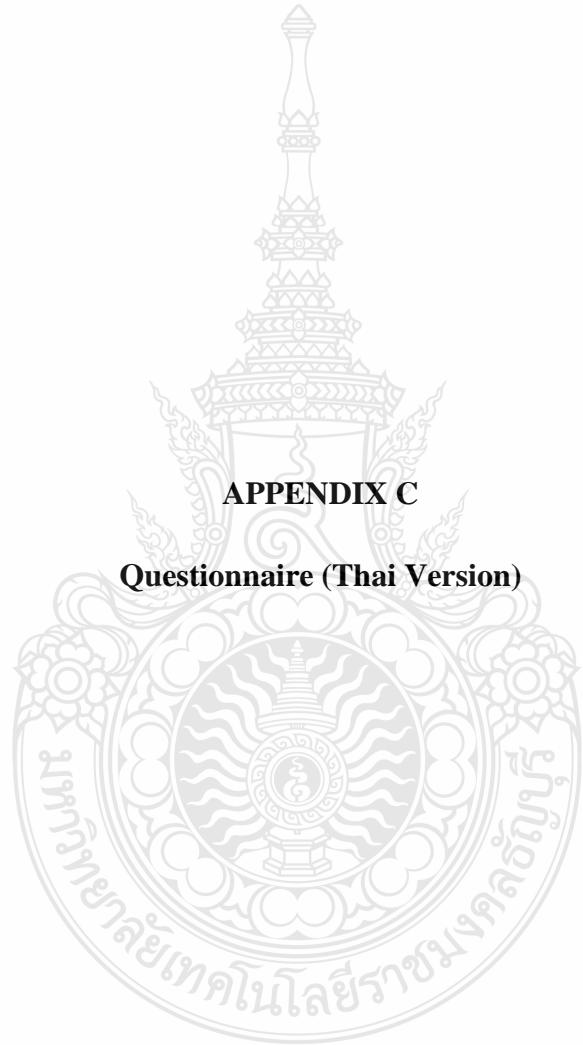
Please check ✓ in the box that matches yours opinion.

1 = Poor    2 = Fair    3 = Good    4 = Very good    5 = Excellent

Job Performance	Level of Job Performance				
	Poor	↔			Excellent
	1	2	3	4	5
1. Competent					
2. Effective					
3. Perform					

Thank you for your information





## **APPENDIX C**

### **Questionnaire (Thai Version)**

## แบบสอบถามที่ใช้ในการวิจัย

เรื่อง ผลของคุณลักษณะงานและความพึงพอใจในงานที่มีต่อการปฏิบัติงานในธุรกิจภาคตากคร

คำแนะนำ: ผู้ตอบแบบสอบถามสำหรับการวิจัยนี้แบ่งเป็น 2 ตอน คือแบบสอบถามสำหรับพ่อครัว และ แบบสอบถามสำหรับหัวหน้าของพ่อครัว

### ตอนที่ 1 แบบสอบถามสำหรับพ่อครัว

แบบสอบถามสำหรับพ่อครัวนี้ แบ่งออกเป็น 4 ส่วนดังนี้

ส่วนที่ 1 ข้อมูลส่วนบุคคลของพ่อครัว

ส่วนที่ 2 ข้อมูลคุณลักษณะงาน

ส่วนที่ 3 ข้อมูลความพึงพอใจในงาน

ส่วนที่ 4 ข้อมูลผลการปฏิบัติงาน

### ตอนที่ 2 แบบสอบถามสำหรับหัวหน้าพ่อครัว

แบบสอบถามสำหรับหัวหน้าพ่อครัวนี้ แบ่งออกเป็น 3 ส่วนดังนี้

ส่วนที่ 1 ข้อมูลส่วนบุคคลของหัวหน้าพ่อครัว

ส่วนที่ 2 ข้อมูลคุณลักษณะงานของผู้ใต้บังคับบัญชา

ส่วนที่ 3 ข้อมูลผลการปฏิบัติงานของผู้ใต้บังคับบัญชา

เมื่อพ่อครัวตอบแบบสอบถามเสร็จเรียบร้อยแล้ว ให้ส่งแบบสอบถามถึงหัวหน้าของท่านเพื่อ  
ตอบแบบสอบถามสำหรับหัวหน้าพ่อครัวของท่าน

## ตอนที่ 1 แบบสอบถามสำหรับพ่อครัว

โปรดทำเครื่องหมาย ✓ หน้าข้อความหรือเติมข้อความลงในช่องว่างตามความเป็นจริง ข้อมูลนี้จะถูกเก็บไว้เป็นความลับ

### ส่วนที่ 1 ข้อมูลส่วนบุคคลของพ่อครัว

#### 1. เพศ

1. ชาย       2. หญิง

#### 2. อายุ

1. ต่ำกว่า 20 ปี       2. อายุ 21 - 25 ปี       3. อายุ 26 - 30 ปี       4. อายุ 31 - 35 ปี  
 5. อายุ 36 - 40 ปี       6. อายุ 41 - 45 ปี       7. อายุ 46 - 50 ปี       8. อายุ 51 ปี ขึ้นไป

#### 3. ระดับการศึกษา

1. ประถมศึกษา       2. มัธยมศึกษา       3. อนุปริญญา  
 4. ปริญญาตรี       5. สูงกว่าปริญญาตรี       6. อื่นๆ (โปรดระบุ) .....

#### 4. ประสบการณ์ในการปฏิบัติงานครัว ..... ปี

#### 5. ลักษณะของงานพ่อครัว (ตอบได้มากกว่า 1 ข้อ)

1. ครัวร้อน       2. ครัวเย็น       3. ครัวข้นมหวน  
 4. ครัวข้นมปัง       5. ครัวอาหารประจำชาติ       6. ครัวทำน้ำจิ้ม
  - 7. ครัวปรุงซุป
  - 8. ครัวปรุงอาหารประเภทอบ ย่าง
  - 9. ครัวปรุงอาหารประเภทปลา
  - 10. ครัวปรุงอาหารที่เกี่ยวกับผัก
  - 11. อื่นๆ (โปรดระบุ) .....

## ส่วนที่ 2 คุณลักษณะงาน

โปรดทำเครื่องหมาย✓ ในช่องทางความมีของข้อความแต่ละข้อที่ตรงกับความเห็นของท่านมากที่สุด

1 = ไม่เห็นด้วยอย่างยิ่ง 2 = ไม่เห็นด้วย 3 = ไม่แน่ใจ 4 = เห็นด้วย 5 = เห็นด้วยอย่างยิ่ง

คุณลักษณะงาน	ระดับความคิดเห็น ไม่เห็นด้วยอย่างยิ่ง ↔ ↔ เห็นด้วยอย่างยิ่ง				
	1	2	3	4	5
ความหลากหลายของทักษะ					
1. งานที่ข้าพเจ้าทำใช้ทักษะ					
2. งานที่ข้าพเจ้าทำมีงานหลากหลายประเภท					
3. งานของข้าพเจ้าให้โอกาสทำงานหลากหลายอย่างหลากหลาย ประเภท					
ความมีเอกภาพในงาน					
4. งานของข้าพเจ้าทำให้มีโอกาสได้ทำงานสำเร็จเป็น ชิ้นงาน					
5. ลำดับงานของข้าพเจ้าเปิดโอกาสให้ข้าพเจ้าทำงานตั้งแต่ เริ่มแรกจนจบ					
6. ลำดับงานของข้าพเจ้าทำให้เห็นตั้งแต่เริ่มต้นจนเสร็จลื้น					
ความสำคัญของงาน					
7. งานของข้าพเจ้ามีผลกระทบต่องานของคนอื่นๆ					
8. งานของข้าพเจ้าค่อนข้างมีความสำคัญต่อองค์กร					
9. งานของข้าพเจ้ามีความสำคัญมากในภาพรวม					

คุณลักษณะงาน	ระดับความคิดเห็น ไม่เห็นด้วยอย่างยิ่ง ↔ เห็นด้วยอย่างยิ่ง				
	1	2	3	4	5
ความมีอิสระในงาน					
10. ข้าพเจ้ามีอิสระในการตัดสินใจในการทำงานด้วยตัวของ ข้าพเจ้าเอง					
11. ข้าพเจ้ามีโอกาสในการคิดเองทำองได้					
12. ข้าพเจ้ามีโอกาสในการที่จะปฏิบัติงานตามที่ข้าพเจ้า เห็นสมควร					
การได้รับข้อมูลย้อนกลับจากการ					
13. ข้าพเจ้าทราบถึงผลของการปฏิบัติงานว่าดีหรือไม่					
14. งานของข้าพเจ้าเปิดโอกาสให้ข้าพเจ้าตรวจสอบผลการทำงาน ของตนเอง					
15. งานของข้าพเจ้าทำให้ข้าพเจ้ารู้สึกว่าข้าพเจ้าทำงานได้ดี หรือไม่					

### ส่วนที่ 3 ความพึงพอใจในงาน

โปรดทำเครื่องหมาย✓ ในช่องทางขวามือของข้อความแต่ละข้อที่ตรงกับความเห็นของท่านมากที่สุด

1 = ไม่พอใจอย่างยิ่ง 2 = ไม่พอใจ 3 = เนutrality 4 = พ่อใจ 5 = พ่อใจอย่างยิ่ง

ความพึงพอใจในงาน	ระดับความพึงพอใจ ไม่พอใจอย่างยิ่ง ← → พ่อใจอย่างยิ่ง				
	1	2	3	4	5
ความพึงพอใจภายในงาน					
1. ข้าพเจ้ามีงานทำได้อยู่่ตลอดเวลา					
2. ข้าพเจ้ามีโอกาสที่จะได้ทำงานเอง					
3. ข้าพเจ้าได้มีโอกาสทำงานอื่นๆ ที่แตกต่างไปจากเดิมได้					
4. ข้าพเจ้าเป็นคนที่มีความสำคัญของที่นี่					
5. ข้าพเจ้าสามารถทำงานที่ไม่ขัดต่อความรู้สึกภายใน					
6. งานที่ข้าพเจ้าทำเป็นงานที่มั่นคง (ว่าจ้างต่อเนื่อง)					
7. ข้าพเจ้าได้ทำงานเพื่อคนอื่น					
8. ข้าพเจ้ากล้าบอกคนอื่นว่าข้าพเจ้าทำงานอะไร					
9. ข้าพเจ้ามีโอกาสในการใช้ความสามารถของตนเองในการทำงาน					
10. งานของข้าพเจ้าให้อิสระในการตัดสินใจ					
11. งานของข้าพเจ้าให้โอกาสใช้วิธีการของตนเองในการทำงาน					
12. ความสำเร็จที่ได้จากการทำงาน					

ความพึงพอใจในงาน	ระดับความพึงพอใจ ไม่พอใจอย่างยิ่ง ← → พพอใจอย่างยิ่ง				
	1	2	3	4	5
ความพึงพอใจภายนอกงาน					
13. ข้าพเจ้าพอใจต่อวิธีที่ผู้บังคับบัญชาปฏิบัติต่อข้าพเจ้า หรือไม่					
14. ความสามารถในการตัดสินใจของหัวหน้า					
15. วิธีการที่บริษัทนำนโยบายไปปฏิบัติ					
16. ค่าตอบแทนกับปริมาณงานที่ทำ					
17. โอกาสและความก้าวหน้า					
18. คำชมที่ได้รับเมื่อมีผลการทำงานที่ดี					
ความพึงพอใจโดยทั่วไป					
19. สภาพแวดล้อมในการทำงาน					
20. วิธีการที่เพื่อนร่วมงานทำงานร่วมกัน					

## ส่วนที่ 4 ผลการปฏิบัติงาน

ให้ประเมินผลการปฏิบัติงานของท่าน

โปรดทำเครื่องหมาย✓ ในช่องทางขวามือของข้อความแต่ละข้อที่ตรงกับความเห็นของท่านมากที่สุด

1 = ควรปรับปรุง    2 = พอดี    3 = ดี    4 = ดีมาก    5 = ดีเยี่ยม

ผลการปฏิบัติงาน	ระดับการปฏิบัติงาน				
	ควรปรับปรุง	←	ดีเยี่ยม	←	ดีเยี่ยม
1	2	3	4	5	
1. ความสามารถ					
2. ประสิทธิภาพ					
3. ผลงาน					

ขอขอบพระคุณในการตอบแบบสอบถาม

## ตอนที่ 2 แบบสอบถามสำหรับหัวหน้าของพ่อครัว

โปรดทำเครื่องหมาย ✓ หน้าข้อความหรือเติมข้อความลงในช่องว่างตามความเป็นจริง ข้อมูลนี้จะถูกเก็บไว้เป็นความลับ

### ส่วนที่ 1 ข้อมูลส่วนบุคคลของหัวหน้าของพ่อครัว

#### 1. เพศ

1. ชาย       2. หญิง

#### 2. อายุ

1. ต่ำกว่า 20 ปี       2. อายุ 21 - 25 ปี       3. อายุ 26 - 30 ปี       4. อายุ 31 - 35 ปี  
 5. อายุ 36 - 40 ปี       6. อายุ 41 - 45 ปี       7. อายุ 46 - 50 ปี       8. อายุ 51 ปี ขึ้นไป

#### 3. ระดับการศึกษา

1. ประถมศึกษา       2. มัธยมศึกษา       3. อนุปริญญา  
 4. ปริญญาตรี       5. สูงกว่าปริญญาตรี       6. อื่นๆ (โปรดระบุ) .....

#### 4. ประสบการณ์ในการปฏิบัติงานครัว ..... ปี

#### 5. ลักษณะของงานหัวหน้าของพ่อครัว (ตอบได้มากกว่า 1 ข้อ)

1. ครัวร้อน       2. ครัวเย็น       3. ครัวขนมหวาน  
 4. ครัวขนมปัง       5. ครัวอาหารประจำชาติ       6. ครัวทำน้ำจิ้ม  
 7. ครัวปรุงซุป       8. ครัวปรุงอาหารประเภทอบ ย่าง  
 9. ครัวปรุงอาหารประเภทปลา       10. ครัวปรุงอาหารที่เกี่ยวกับผัก  
 11. อื่นๆ (โปรดระบุ) .....

## ส่วนที่ 2 คุณลักษณะงานของผู้ใต้บังคับบัญชา

โปรดทำเครื่องหมาย✓ ในช่องทางความมือของข้อความแต่ละข้อที่ตรงกับความเห็นของท่านมากที่สุด

1 = ไม่เห็นด้วยอย่างยิ่ง 2 = ไม่เห็นด้วย 3 = ไม่แน่ใจ 4 = เห็นด้วย 5 = เห็นด้วยอย่างยิ่ง

คุณลักษณะงาน	ระดับความคิดเห็น ไม่เห็นด้วยอย่างยิ่ง ↔ เห็นด้วยอย่างยิ่ง				
	1	2	3	4	5
ความหลากหลายของทักษะ					
1. งานที่ผู้ใต้บังคับบัญชาของข้าพเจ้าทำใช้หลายทักษะ					
2. งานที่ผู้ใต้บังคับบัญชาของข้าพเจ้าทำมีงานหลายประเภท					
3. งานผู้ใต้บังคับบัญชาของข้าพเจ้าให้โอกาสทำงานหลายอย่างหลายประเภท					
ความมีเอกภาพในงาน					
4. งานที่ผู้ใต้บังคับบัญชาของข้าพเจ้าทำให้มีโอกาสได้ทำงานสำเร็จเป็นชิ้นงาน					
5. ลำดับงานของผู้ใต้บังคับบัญชาของข้าพเจ้าปิดโอกาสให้ผู้ใต้บังคับบัญชาของข้าพเจ้าทำงานตั้งแต่เริ่มแรกจนจบ					
6. ลำดับงานของผู้ใต้บังคับบัญชาของข้าพเจ้าทำให้เห็นตั้งแต่เริ่มต้นจนเสร็จสิ้น					
ความสำคัญของงาน					
7. งานผู้ใต้บังคับบัญชาของข้าพเจ้ามีผลกระทบต่องานของคนอื่นๆ					

คุณลักษณะงาน	ระดับความคิดเห็น								
	ไม่เห็นด้วยอย่างยิ่ง	↔	เห็นด้วยอย่างยิ่ง	1	2	3	4	5	
8. งานของผู้ใต้บังคับบัญชาของข้าพเจ้าค่อนข้างมีความสำคัญต่อองค์กร									
9. งานของผู้ใต้บังคับบัญชาของข้าพเจ้ามีความสำคัญมากในภาพรวม									
ความมีอิสระในงาน									
10. ผู้ใต้บังคับบัญชาของข้าพเจ้ามีอิสระในการตัดสินใจในการทำงานด้วยตัวของผู้ใต้บังคับบัญชาของข้าพเจ้าเอง									
11. ผู้ใต้บังคับบัญชาของข้าพเจ้ามีโอกาสในการคิดเองทำเองได้									
12. ผู้ใต้บังคับบัญชาของข้าพเจ้ามีโอกาสในการที่จะปฏิบัติงานตามที่ผู้ใต้บังคับบัญชาของข้าพเจ้าเห็นสมควร									
การได้รับข้อมูลย้อนกลับจากการ									
13. ผู้ใต้บังคับบัญชาของข้าพเจ้าทราบถึงผลของการปฏิบัติงานว่าดีหรือไม่									
14. งานของผู้ใต้บังคับบัญชาของข้าพเจ้าเปิดโอกาสให้ผู้ใต้บังคับบัญชาของข้าพเจ้าตรวจสอบผลการทำงานของตนเอง									
15. งานของผู้ใต้บังคับบัญชาของข้าพเจ้าทำให้ผู้ใต้บังคับบัญชาของข้าพเจ้ารู้สึกว่าผู้ใต้บังคับบัญชาของข้าพเจ้าทำงานได้ดีหรือไม่									

## ส่วนที่ 4 ผลการปฏิบัติงานของผู้ใต้บังคับบัญชา

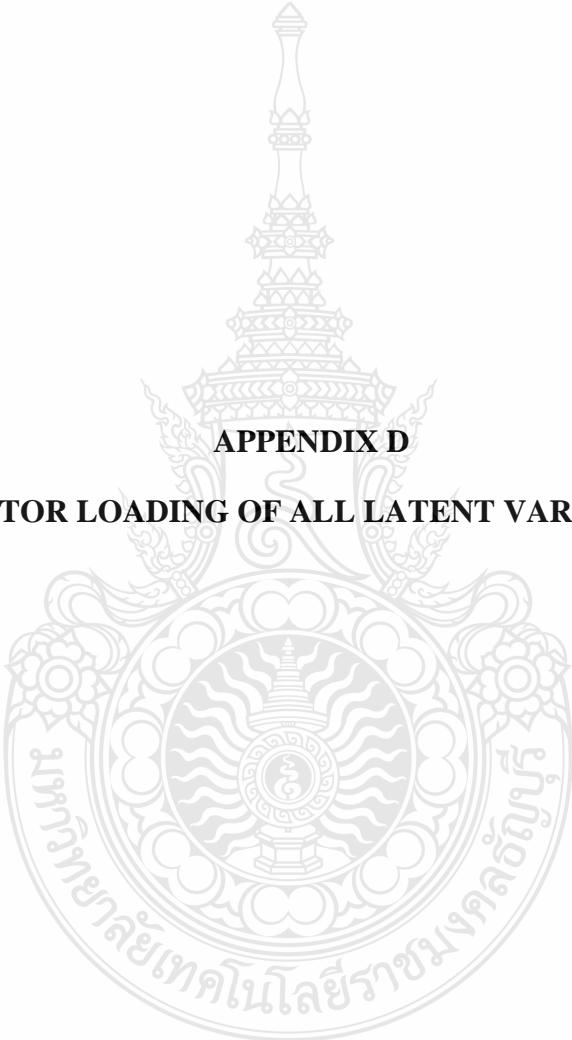
ให้ประเมินผลการปฏิบัติงานของผู้ใต้บังคับบัญชาของท่าน

โปรดทำเครื่องหมาย ✓ ในช่องทางขวาเมื่อของข้อความแต่ละข้อที่ตรงกับความเห็นของท่านมากที่สุด

1 = ควรปรับปรุง    2 = พอดี    3 = ดี    4 = ดีมาก    5 = ดีเยี่ยม

ผลการปฏิบัติงาน	ระดับการปฏิบัติงาน				
	ควรปรับปรุง	←	→	ดีเยี่ยม	
1	2	3	4	5	
1. ความสามารถ					
2. ประสิทธิภาพ					
3. ผลงาน					

ขอขอบพระคุณในการตอบแบบสอบถาม



## APPENDIX D

### FACTOR LOADING OF ALL LATENT VARIABLES

**Table D.1** Construct Measurement Model of job characteristics

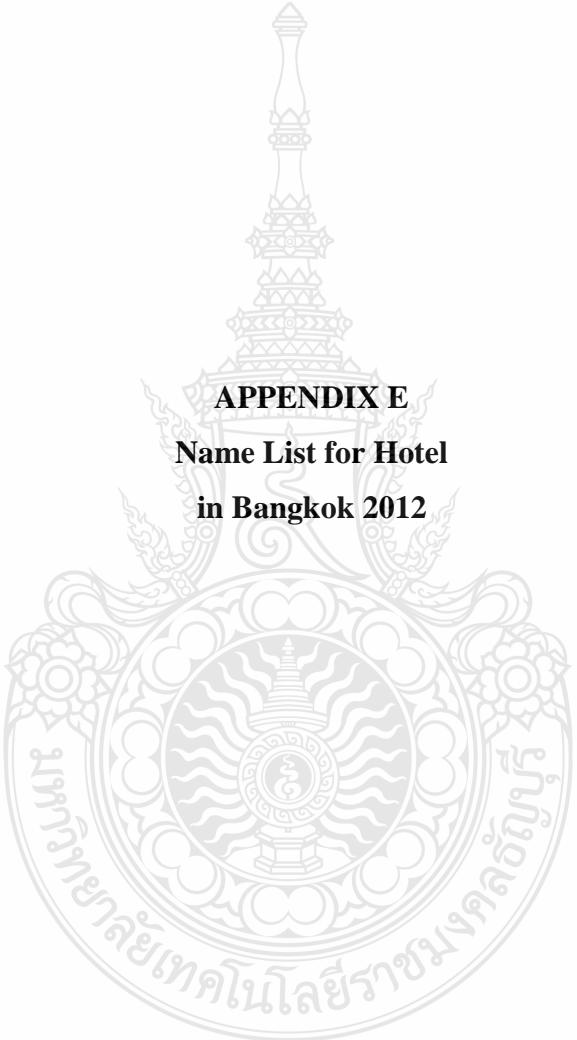
Measurement Model of job characteristics: First-Order Constructs

Factor	Factor loading
Skill variety	
Ski_var1	.888
Ski_var2	.902
Ski_var3	.825
Task identity	
Tas_ide1	.800
Tas_ide2	.773
Tas_ide3	.737
Task significance	
Tas_sig1	.370
Tas_sig2	.856
Tas_sig3	.888
Autonomy	
Auto1	.840
Auto2	.874
Auto3	.802
Feedback from job	
Feed1	.833
Feed2	.855
Feed3	.844

**Table D.2** Construct Measurement Model of job satisfaction and job performance

Measurement Model of job satisfaction and job performance: First-Order Constructs

Factor	Factor loading
<b>Job satisfaction</b>	
Intrinsic job satisfaction	.707
Extrinsic job satisfaction	.914
General job satisfaction	.778
<b>Job performance</b>	
Competent	.922
Effective	.933
Perform	.911



**APPENDIX E**  
**Name List for Hotel**  
**in Bangkok 2012**

## Name List for Hotel in Bangkok 2012

No.	Name	Level
1	SWISSOTEL LE CONCORDE BANGKOK	5
2	THE WESTIN GRANDE SUKHUMVIT BANGKOK	5
3	AMARI WATERGATE HOTEL	5
4	BANGKOK MARRIOTT RESORT & SPA	5
5	BANYAN TREE BANGKOK	5
6	DUSIT THANI BANGKOK	5
7	INTERCONTINENTAL BANGKOK	5
8	RAMADA PLAZA MENAM RIVERSIDE BANGKOK	5
9	SHANGRI-LA HOTEL, BANGKOK	5
10	SHERATON GRANDE SUKHUMVIT	5
11	SOFITEL SILOM BANGKOK	5
12	SOFITEL CENTARA GRAND BANGKOK	5
13	THE CONRAD HOTEL	5
14	MANDARIN ORIENTAL BANGKOK	5
15	PULLMAN BANGKOK KING POWER	5
16	VIE HOTEL BANGKOK	5
17	CENTARA GRAND AT CENTRAL WORLD	5
18	JW MARRIOTT BANGKOK	5
19	ROYAL ORCHID SHERATON HOTEL & TOWERS	5
20	THE SUKHOTHAI	5
21	PATHUMWAN PRINCESS HOTEL	5
22	METROPOLITAN BANGKOK HOTEL	5
23	ARNOMA HOTEL BANGKOK	4

No.	Name	Level
24	REMBRANDT HOTEL & TOWERS BANGKOK	4
25	AMARI ATRIUM HOTEL	4
26	AMARI BOULEVARD HOTEL	4
27	AMARI DON MUANG BANGKOK	4
28	A-ONE BANGKOK HOTEL	4
29	DUSIT PRINCESS SRINAKARIN BANGKOK	4
30	HOLIDAY INN SILOM,BANGKOK	4
31	IMPERIAL TARA HOTEL	4
32	INDRA REGENT HOTEL	4
33	MONTIEN HOTEL- BANGKOK	4
34	NARAI HOTEL	4
35	GOLDEN TULIP SOVEREIGN HOTEL-BANGKOK	4
36	RAMA GARDENS HOTEL BANGKOK	4
37	THE FOUR WINGS HOTEL, BANGKOK	4
38	THE IMPERIAL QUEEN'S PARK HOTEL	4
39	THE AMBASSADOR BANGKOK	4
40	GRANDE DIAMOND SUITES HOTEL	4
41	ASIA HOTEL BANGKOK	4
42	CENTURY PARK HOTEL	4
43	EASTIN HOTEL MAKASAN BANGKOK	4
44	NOVOTEL BANGKOK ON SIAM SQUARE	4
45	BANGKOK HOTEL LOTUS SUKHUMVIT	4
46	PRINCE PALACE HOTEL	4
47	GRANDE VILLE HOTEL	3
48	S.D. AVENUE HOTEL	3

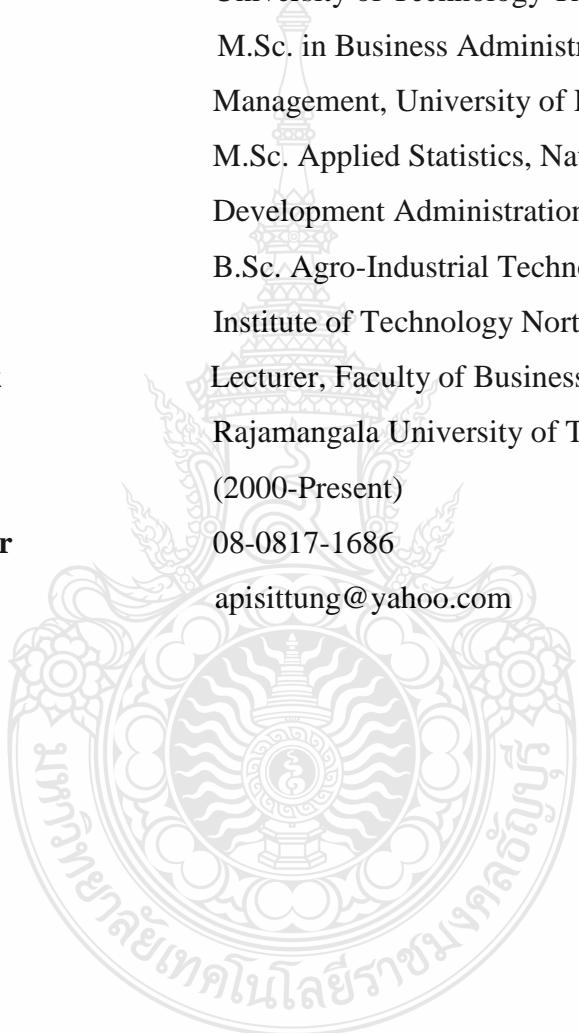
No.	Name	Level
49	ST. JAMES HOTEL	3
50	ALL SEASON SATHORN BANGKOK	3
51	BANGKOK RAMA HOTEL	3
52	ALEXANDER HOTEL BANGKOK	3
53	PINNACLE LUMPINEE HOTEL&SPA BANGKOK	3
54	VIENGTAI HOTEL	3
55	ALL SEASONS GOLD ORCHID HOTEL	3

**Source:** Thai Hotels Association (2012)



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## **Declaration**

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