

The Causality Analysis of the Impact of a Hotel Chief's Competency on Job Satisfaction and Customer Orientation : Focusing on Control Impact of Organization Concentration

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Abstract

Purpose - The purpose is to identify a structural effect relationship among a hotel chef's personal competency, job satisfaction and customer orientation. Moreover, this research tries to provide implications regarding effective human resource management strategies based on competency to strengthen job satisfaction and customer orientation by testifying the effect relationship of job satisfaction with the relationship between personal competency and guest orientation.

Research design, data, methodology By targeting chefs working in five starred hotels in Seoul, the surveys have been distributed from April 1st of 2017 to April 20th of 2017 (approximately 20 days). Out of 300 distributed surveys, 250 were collected, and 246 were used, excepting 4, dishonestly answered.

Results - It has been analyzed that a hotel chef's personal competency, self-control ability, customer orientation competency, interpersonal relation competency, gumption, and professional competency has a significant effect on job satisfaction, however, it has been identified that gumption has no impact on job satisfaction. Job satisfaction has a significant impact on customer orientation. Lastly, there is a control effect on job satisfaction and customer orientation by organizational commitment

Conclusions - It is able to propose the solutions to improve customer orientation, job satisfaction and organizational commitment of a hotel chef and the ways for human resource management.

Keywords: Chefs, Personal Competency, Job Satisfaction, Organizational Commitment, Guest Orientation.

JEL Classification Code: C12, L21, M12, M54.

1. Introduction

These days, management environment is experiencing dramatic changes due to several reasons, such as globalization, an increase of single-life, a change in population structure, informationization and an arrival of technology society. A hotel business is going through a variety environment change, related to the employment, for instance, changes in the employment relationship and the innovation of organizational structure. Since the hotel industry is highly relying on human resource, securing, maintaining and management of competent employees decide whether the business will succeed or not. Therefore, human resource management is the main and continuous interest of the hotel industry to maximize management effectiveness (Oh, 2003).

To maximize sales, it is better to focus on food and beverage, which can generate profit based on the management, than limited room sales revenue (Jang & Lee, 2011). Moreover, since the cost of food and beverage sales is high, which shows narrow difference of sales profit, the hotel business can maximize revenues with the quantity, cost management factor (Choi & Shin, 2001; Woo, Seo & Cho, 2012). Therefore, to generate maximum profit and management effectiveness in the Food and Beverage Department, culinary team should play adequate role as a production part. To achieve, cook's competency needs to be outstanding, and vision to estimate future is required. This means that through innovative competency, they can achieve profit maximization by providing produced food with taste and nutrition, and customer satisfaction.

Recently, a research related to a chief's innovative competency (Hu, 2010) suggested that 'innovative products', 'culture', 'management', 'artistic taste', and 'creativity and technology' are required. Moreover, cooks' competency as mentors (Jeong, Byeon & Kim, 2010) has an impact on organization's outcome, and chiefs also highly recognize 'professional technology and actual job competency', 'work environment and culture adaptation', 'management competency', 'working hour and adaptation' by themselves (Kim, Kim & Park, 2008). Due to the environmental changes in cooks, culinary team plays an important role in a hotel to improve the quality of food and beverage. Since food produced in a hotel culinary department has a limitation of mechanization and automation, most of them are produced by human resource; and this implies this job has higher level of dependence than other career (Kim, Jeong & Yoon, 2011). Especially, for improving food and beverage quality and superiority of a hotel's competitiveness, job satisfaction, organization concentration and customer orientation through a cook's competency is crucial question to retain a hotels' competitiveness.

A business requires its employees' effort and innovation to elastically accommodate to changing environment since it has dynamic culture, highly-tensed competition, to adequate for the survival, maintenance and development of the company. These changes labor market caused each human resource to have more interest in his or her career; meaning of career is also changing. So far, there were a lot of researched about a hotel employee's competency, but almost none of them has done a study about the structural relationship, related to a cook's personal competency. Chiefs working in hotels are required to maintain certain standard to manage their competency and have roles as emotional labors when providing service to customers.

This study tries to identify the structural influencing relationship among a hotel cook's personal competency, job satisfaction and customer orientation. Moreover, by proving the relationship, implications, for effective human resource management strategy to strengthen job satisfaction and customer orientation, will be suggested.

2. Theoretical Background

2.1. Personal Competency

McClelland (1973), who systemized the theory of competency, related to human resource management, defined competency as various behavioral and psychological attributes to predict or explain personal outcomes. Furthermore, more than the meaning of intelligence, it has been defined as a specific characteristic to present actual results, and this has to be one of the evaluation object of a personal.

Boyatzis (1982) structured the definition of competency by McClelland (1973) by describe competency as a personal immanent characteristic to bring successful result during working. Moreover, McLagant (1989) defined competency as an ability which helps bring great results in a role or work. An ability is a group of knowledges, skills and intelligent strategies. Fletcher (1991) claimed that competency is the ability to fluently conduct job activities under the regulated limit. Spencer and Spencer (1993) stated that competency is based on an individual's characteristic which is related to outstanding results in work or standard effect.

Personal competency is also defined by Dubious (1993) as it is based on personal attribute which has been used or possessed for a successful role in a life. Strebler and Bevans (1996) defined as extensive thoughts which include transferring knowledges and skills to new environment when working. Klepm (1980) also stated as a personal potential characteristic to bring effective and superb results in work. Based on previous studies, this research defines personal competency as an ability to drag outstanding outcomes out during processing the work.

Furthermore, there are several factors which form personal competency. Lee (2006) composed with a basic characteristic, work attribute, self-control ability, interpersonal relation competency, gumption and professional competency. Also, Kwon (2010) stated that a personal attribute, gumption, working characteristic, teamwork and cooperation, self-management ability, understanding interpersonal relation, physical attribute, professional knowledge, proactive, foreign language skill/international taste, and guest orientation are making personal competency. Cho (2014) summed up interpersonal relation, situation recognition and personal attribute competency for personal competency, while Seo and Yoo (2014) composed with personal characteristic and interpersonal relation competency. Lastly, Yoo (2016) brought, personal attribute competency, the ability to overcome a situation, interpersonal relation competency and professional competency, together as factors of personal competency.

A lot of organizational theories and management strategists frequently used personal competency to identify major competency to collect and behave the right strategies (Campbell & Luchs, 1997).

This study composed the factors of personal competency as an self-control ability, customer orientation competency, interpersonal relation competency, gumption and professionalism, based on previous studies of Spencer and Spencer (1993), Lee (2006), Seol and Choi (2007), Kwon (2010), Seo and Yoo (2014), Cho (2014) and Yoo (2016).

2.2. Job Satisfaction

Job satisfaction is a personal behavior which presents a level of positivity forward personal work. Therefore, it defines as satisfied psychological status and delightful emotion which come from the evaluation of work environment, including the level of personal behaviors, values, beliefs and desires, and it has an impact on work (Kwak, 2003). There are some differences regarding the point of views of job satisfaction. Hoppock (1935) claimed that job satisfaction is a combination of psychological and environmental true job satisfaction, and considered as a series of behavior on the personal job (McCornick & Ilgen, 1980).

Researchers retain similar aspects that job satisfaction is a type of psychological reaction; however, the factors have been shown as the combination of distinct job satisfaction factors (directed related factors), such as aptitude, training and values and other attributes, such as working environment and payroll (Lee, 2004).

Job satisfaction is a gap between the expected and the actual received quantity. Therefore, to increase a level of satisfaction, needs should be fulfilled and motivation should be preceded. In the dimension of need satisfaction, it could be defined as enjoyable or positive psychological status from the job evaluation. This is united experienced need fulfilment and each employee's psychological and environmental situations. Moreover, this is seen as an achievement of job values and accelerated status (Jeong, 2002; Beatty, 2005).

In the service industry, job satisfaction has gained a lot of interest since it has a direct motivation to customer satisfaction. Job suitability, prediction of job relationships, roles and harmony in job, achievements, responsibility, development, promotion, stability, self-actualization through work, the chance to demonstrate one's ability, rights and responsibility in work, service orientation, relationships with colleagues, professional knowledge, the way to implement regulations, employee welfare and services, education and training have turned out to have direct impact (Smith et al., 2005; Kim, 2006; Kong et al., 2007).

In the hotel culinary organization, previous researchs regarding job satisfaction (Cho et al., 2006; Lee et al., 2008) emphasized that when payroll, employment, working condition have well settled with human resource management, satisfaction increases. This shows that a high level of interaction among employees have a major impact on satisfaction than the frequency of contacting guests.

In sum of the previous studies, the concept of job satisfaction is a form each employee's attitudes which represents the personal emotional psychological preference toward the job. Therefore, it depends on how employees feel or and evaluate their job, payroll satisfaction, chance for promotion, director, internal relationship satisfaction and working condition, and the satisfactory level of all those factors have a significant meaning in the organizational results (Locke, 1876; Fisher, 2000; Jeon, 2015; Megginson & Chung, 1981; Osborn, 1982).

2.3. Customer Orientation

Customer Orientation has received a lot of attention as organizations competitively aim customer satisfaction and recognize customer satisfaction as an achievement. The concept of customer orientation is from understanding overall value chains of guests to prediction (Day & Wensley, 1988). Customer orientation focus on different dimension which is different from current concentration and extend the research to service area (Kim, 2004).

Hoffman and Ingram (1992) explained it as different from customer satisfaction, and the behavior of interaction among organizations, employees and customers, which is the best way to understand customers to fulfil their wants. Brown et al. (2002) considered it as a type of personal variable which reflects the tendency of an employee who provides service. Moreover, it means employees understand from customers' point of view and behave in organizational level to maximize the profit which the guests get. Allen et al. (2010) defined customer orientation as controlling the relation of an expression between increasing an employees' direct belief action (depth action) and a negative belief action (cover action).

Service provides show an action to improve guest satisfaction and build up long-term relationship with them when they have high customer orientation, and customer orientation can be considered as a variable to measure customer satisfaction.

In the previous research, at the beginning, they put efforts to form customer orientation as a single factor to measure to estimate customer satisfaction and identify an organization's achievement. However, in recent studies, customer orientation has been formed in multi-dimension to specifically estimate psychological status of employees and service outcomes.

Brown et al. (2002) defined customer orientation as an employee's approaching attitude and tendency which coinciding opinions with guests and understanding customer needs from his or her point of view; Moreover, he invented two measurements of customer orientation as an enjoyment dimension and needs dimension. An enjoyment dimension shows the level of nature to enjoy when interaction with guests, and the employee's belief who has ability to fulfil guest needs is considered as needs dimension.

Donavan et al. (2004) supplemented Brown et al. (2002)'s customer orientation dimension by extending the factors to four dimensions: need to paper dimension, need to read customer's need dimension, need to deliver dimension and need for personal relationship dimension.

Periatt et al. (2007) categorized low level of customer orientation factors as a personal help for purchasing decision, concentration to identify customer needs, explaining the benefits of products and pressure strategy. Lee and Lee (2010) formed customer orientation with the dimensions of fulfillment of customer wants and customer response.

Lee (2012) stated that customer orientation is an service provider's tendency and belief to fulfill customer wants, and categorized voluntary customer orientation and business customer orientation as low level of factors.

Kim (2010) differentiated customer orientation as voluntary customer orientation by trying their best to behave on customer's views and business customer orientation by providing useful information.

Jeong (2014) also formed with two dimensions, which are voluntary customer orientation by voluntarily approaching to geust without letting them do so and business customer orientation by providing useful information and honestly reacting to the guest's needs.

This research reformulated Brown et al. (2002)'s customer orientation, and formed voluntary customer orientation, which enjoy to provide service, and business customer orientation, which provides provides every and useful information which are related to work, based on Periatt et al. (2007), Kim (2010), Lee (2012) and Jeong (2014) since they could be adjusted to culinary staffs.

2.4. Organizational Commitment

Organizational commitment explains behavior relationship between a personal and an organization to indicate how a person in an organization concentrate on the business with their passion. Since it plays an important role in goal achievements, innovation and stability, there are many studies have done about it. Organizational commitment is a person's psychological condition, which are belongingness, commitment and loyalty to the organization (Meyer & Allen, 1991; Kong et al., 2007).

Since the thought of organizational commitment initially used in organization morphology in 1960s, a lot of research has been conducted. Detailed context explains job satisfaction, organizational achievements and the intention to change job for the purpose of putting effort to retain their talents and maximizing outcomes. This helps understand psychological states of each employee during a specific time interval because it has been explained as stable and constant attitude more than job satisfaction. Therefore, organizational commitment can be defined as an

extensively inclusive idea which reflects an individual's emotion toward an organization (Bateman & Strasser, 1984).

Based on previous studies, Angle and Perry (1981) divided organizational commitment into continuous commitment and value commitment based on specific characteristics, and Tett and Meyer (1993) and Seo (2008) categorized as emotional commitment, regulation commitment and continuous commitment while Byeon (2005) separated into temporary and continuous commitment. It has been considered as one dimension research (Ko & Ryu, 2005; Kim & Han, 2006) since it is an inclusive concept of belongingness between an individual and an organization and the overall attitude of the level of commitment, which reflect multi-dimensional research and the emotion of an employee toward an organization. Most of studies about a hotel organization, specifically kitchen organization, used one dimension. The reason for using one dimension is to clearly identify an employee's organizational commitment (Kim & No, 2008; Allen & Meyer, 1990; Kim, 2006).

3. Hypothesis and Research Method

3.1. Research Model

This research's model puts theoretical basis on the impact of a hotel chef's personal competency on job satisfaction, job satisfaction on customer orientation and control effect relationship of organizational commitment between job satisfaction and customer orientation, and proposed <Figure 1>.

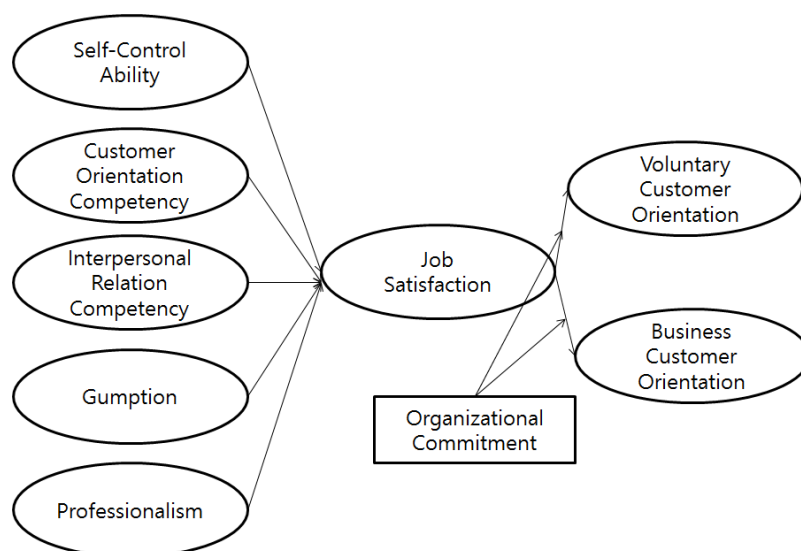


Figure 1: Research Model

3.2. Setting Hypothesis

The purpose of this research is to analyze the impact of a hotel chef's personal competency on job satisfaction. Job satisfaction analyzes the impact of customer orientation. Moreover, this research will identify that which controls impact of organizational commitment on job satisfaction and customer orientation has. Below are the hypotheses, based on the research objectives.

3.2.1. The relationship between a hotel chef's personal competency and job satisfaction (Hypothesis 1)

Based on Lee (2006), Kwon (2010), Cho (2014), Yoo (2016) and Spencer and Spencer (1993)'s measurement, survey has been reformed. Hypothesis has been based on previous studies to figure out the impact of a hotel chef's personal competency on job satisfaction.

H1: A hotel chef's personal competency will have a positive impact on job satisfaction.

3.2.2. Impact relationship between job satisfaction and customer orientation (Hypothesis 2, 3)

Based on Lee (2006), Kwon (2010), Cho (2014), Jung (2014), Yoo (2016) and Spencer and Spencer (1993)'s measurement, survey has been reformed. Hypothesis has been based on previous studies to figure out the impact of a hotel chef's personal competency on job satisfaction.

H2: A hotel chef's job satisfaction will positively impact voluntary customer orientation.

H3: A hotel chef's job satisfaction will positively influence business customer orientation.

3.2.3. The control effect and relationship between organizational commitment and job satisfaction and guest orientation (Hypothesis 4, 5)

Based on Lee (2006), Kwon (2010), Cho (2014), Yoo (2016) and Spencer and Spencer (1993)'s measurement, survey has been reformed. Hypothesis has been based on previous studies to figure out the impact of a hotel chef's personal competency on job satisfaction.

H4: A hotel chef's voluntary customer orientation, followed by job satisfaction, will have a control effect on organizational commitment.

H5: A hotel chef's business customer orientation, followed by job satisfaction, will have a control effect on organizational commitment.

3.3. The Operational Definition of Measurement Variable and The Way To Analyze Data

3.3.1. The Operational Definition of a Hotel Chef's Personal Competency

1) Self-Control Ability. This study measured based on theoretical thought and previous study (Lee, 2006; Kwon, 2010; Cho, 2014; Yoo, 2016; Spencer & Spencer, 1993) regarding each variable to identify that self-control well reflects working towards the direction of achievements and skill development, working better than expected, actively cooking, working with confidence and pride, systematically analysing situation and acting and well-controlling emotion under stress. Those are related to self-control ability and based on the analysis, one extracted factor will be defined as self-control ability.

2) Customer Orientation Competency. This study measured based on theoretical thought and previous study (Lee, 2006; Kwon, 2010; Cho, 2014; Yoo, 2016; Spencer & Spencer, 1993) regarding each variable to identify that customer orientation competency well reflects always trying to smile, trying to well-manage customer related information, listening to customer requests, realizing customer surprise, trying to identify specific customer needs and providing service before requesting. Those are related to customer orientation competency and based on the analysis, one extracted factor will be defined as customer orientation competency.

3) Interpersonal Relation Competency. This study measured based on theoretical thought and previous study (Lee, 2006; Kwon, 2010; Cho, 2014; Yoo, 2016; Spencer & Spencer, 1993) regarding each variable to identify that interpersonal relation competency well reflects always trying to identify other's interest and request, trying to make other feel comfort, well identifying other's emotion and feeling and constantly putting effort to resolve customer complaints. Those are related to interpersonal relation competency and based on the analysis, one extracted factor will be defined as interpersonal relation competency.

4) Gumption. This study measured based on theoretical thought and previous study (Lee, 2006; Kwon, 2010; Cho, 2014; Yoo, 2016; Spencer & Spencer, 1993) regarding each variable to identify that gumption well reflects categorizing importance and setting priority, well acknowledging working information regarding safety, understanding service tasks which are related to cook and identifying causes of problems and checking results. Those are related to gumption and based on the analysis, one extracted factor will be defined as gumption.

5) Professional Competency. This study measured based on theoretical thought and previous study (Lee, 2006; Kwon, 2010; Cho, 2014; Yoo, 2016; Spencer & Spencer, 1993) regarding each variable to identify that professional

competency well reflects communication with foreigners without any hesitation and having international sense regarding other cultures. Those are related to professional competency and based on the analysis, one extracted factor will be defined as professional competency.

3.3.2. The Operational Definition of A Hotel Chef's Job Satisfaction

This study measured based on theoretical thought and previous study (Jung, 2014; Yoo, 2016; Wendy et al., 2005) regarding each variable to identify that professional competency well reflects seniors accepting autonomy when working, helping each other when a co-worker is in trouble and co-workers in the same departments well understanding each other. Those are related to job satisfaction and based on the analysis, one extracted factor will be defined as job satisfaction.

3.3.3. The Operational Definition of A Hotel Chef's Customer Orientation

1) Voluntary Customer Orientation. This study measured based on theoretical thought and previous study (Min, 2007; Moon, 2011; Yoo, 2016; Sager, 1994) regarding each variable to identify that voluntary customer orientation well reflects welcoming customers with smile, acting before customers request, trying to communicate with customers and trying to provide the best service to guests. Those are related to voluntary customer orientation and based on the analysis, one extracted factor will be defined as voluntary customer orientation.

2) Business Customer Orientation. This study measured based on theoretical thought and previous study (Min, 2007; Moon, 2011; Yoo, 2016; Sager, 1994) regarding each variable to identify that business customer orientation well reflects telling truth when explaining service to customers, provide information which the guests want, answering questions with honesty and reacting rapidly towards customer service requests. Those are related to business customer orientation and based on the analysis, one extracted factor will be defined as business customer orientation.

3.3.4 The Operational Definition of A Hotel Chef's Organizational Commitment

This study measured based on theoretical thought and previous study (Min, 2007; Moon, 2011; Yoo, 2016; Sager, 1994) regarding each variable to identify that organizational commitment well reflects feeling attachment to current culinary department, feeling other cooks as family, feeling more sense of belonging to current department than the previous one and having a thought that individual is crucial to the department. Those are related to organizational commitment and based on the analysis, one extracted factor will be defined as organization commitment.

3.4. Sampling and Analysis Method

To achieve the objectives of this research sampled by targeting cooks who are working in five-starred hotel in Seoul in consideration of time and location limitations. This research directly distributed and collected the survey. It was collected from April 1st of 2017 to April 20th of 2017 (approximately 20 days). Out of 300 papers, 250 were collected.

Out of 250 collected survey, actually 246 surveys (the ratio of surveys which were actually used: 82.00%) were used in the analysis, excepting four which were dishonestly answered.

This research used SPSSWIN 19.0, made to analyze social science research data, to analyze collected data. And frequency analysis, feasibility analysis, reliability analysis, correlation relation and simple and multi regression analysis were used as major methods.

4. The Result of Empirical Analysis

4.1. Demographic Characteristic of the Sample

By targeting chefs who are working in Seoul hotels, data has been collected and the characteristic of demography is as same as in <Table 1>.

Table 1: Demographic Characteristic of the Sample

Classification		Frequency	Percent	Classification		Frequency	Percent
Gender	Male	185	75.2	Department	Korean	47	19.1
	Female	61	24.8		Chinese	12	4.9
Age	20s	80	32.5		Western	58	23.6
	30s	111	45.1		Japanese	34	13.8
	40s	49	19.9		Bakery	27	11
	50s	6	2.4		Main	29	11.8
Education	High School	8	3.3	Buffet	39	15.9	
	Community College (including current students)	85	34.6	Employment Status	Contracted	176	71.5
	University (including current students)	73	29.7		Part-time	70	28.5
	Post-Graduate Study (including current students)	80	32.5	Working Period	Less than a year	39	15.9
Marital Status	Un-married	150	61		1 - 5 years	80	32.5
	Married	96	39		6 - 10 years	50	20.3
Position	Assistance Chef	29	11.8		11 - 15 years	42	17.1
	Chef	152	61.8	More than 15 years	35	14.2	
	Sous Chef	45	18.3	Experience of moving job	Yes	143	58.1
	Chief Chef	20	8.1		No	103	41.9
Salary (by Month)	1,000,000 ~ 2,000,000	74	30.1				
	2,000,000 ~ 3,000,000	98	39.8				
	3,000,000 ~ 4,000,000	49	19.9				
	4,000,000 ~ 5,000,000	6	2.4				
	More than 5,000,000	19	7.7				
Total		246	100	Total		246	100

4.2. Feasibility and Reliability Analysis of Measured Variables

The result of feasibility and reliability analysis are in <Table 2>, <Table 3>, <Table 4> and <Table 5>.

Table 2: The Result of Feasibility and Reliability A Hotel Chef's Personal Competency

Factor	Measured Category	Factor loading	Eigenvalue	Variance Ratio(%)	Reliability
Self-control Ability	Working to develop skills and achievements	0.828	9.252	15.731	.848
	Work well more than expected	0.745			
	Actively working	0.677			
	Work with confidence and pride	0.633			
	Systematically analyze the situation	0.592			
	Well controlling personal emotion under stress	0.525			
Customer Orientation Competency	Trying to smile always when treating customers	0.771	1.634	15.691	.869
	Trying to well manage customer related information	0.723			
	Accurately listening to customers' requests	0.653			
	Impressing customers with sophisticated manners and skills	0.588			
	Trying to identify specific customer preference	0.557			
	Providing service before customer requests	0.523			
Interpersonal Relation Competency	Trying to identify other's interest and request	0.810	1.470	14.859	.850
	Trying to make others feel comfortable	0.735			
	Well identifying others' feeling and emotions	0.691			
	Constantly trying to resolve problems and develop	0.582			
Gumption	Categorizing work by setting priority	0.763	1.215	11.317	.806
	Acknowledging information regarding safety	0.702			
	Acknowledging service work regarding cooking	0.648			
	Analyzing cause of problems and checking results	0.616			
Professional Competency	Well communicating with foreigners	0.855	1.072	8.957	.802
	Having international sense of other cultures	0.844			

KMO: .906, Bartlett Chi-square: 2914.093, df: 253, significant: .000
 Total Variance Ratio(%) : 66.555

Table 3: The Result of Feasibility and Reliability of A Hotel Chef's Job Satisfaction

Factor	Measured Category	Factor loading	Eigenvalue	Variance Ratio(%)	Reliability
Job Satisfaction	Seniors helps a lot when working	0.834	3.008	60.165	.833
	Seniors acknowledges autonomy	0.815			
	Seniors compliment when a work has been done well	0.807			
	Co-workers in the same department well-understand each other	0.712			
	Co-workers help when experiencing difficulties	0.700			

KMO: .773, Bartlett Chi-square: 525.344, df: 10, significant: .000

Total Variance Ratio(%) : 60.165

Table 4: The Result of Feasibility and Reliability of A Hotel Chef's Customer Orientation

Factor	Measured Category	Factor loading	Eigenvalue	Variance Ratio(%)	Reliability
Business Customer Orientation	Honestly answering to customer questions	.896	4.681	36.322	.845
	Providing requested information	.775			
	Hostly explaining services	.729			
	Trying to react to customer needs promptly	.627			
Business Customer Orientation	Welcoming guests with smiling face	.857	1.862	32.965	.841
	Acting before customers request	.808			
	Trying to provide the most helpful information	.694			
	Trying to communicate with customers frequently	.593			

KMO: .897, Bartlett Chi-square: 987.630, df: 28, significant: .000

Total Variance Ratio(%) : 69.287

Table 5: The Result of Feasibility and Reliability of A Hotel Chef's Organizational Commitment

Factor	Measured Category	Factor loading	Eigenvalue	Variance Ratio(%)	Reliability
Organizational Commitment	Feeling attachment to current culinary department	0.853	2.322	54.048	.859
	Feeling other cooks in current culinary department as family	0.84			
	Feeling belonged to current culinary department	0.814			

	Co-workers are crucial to current department	0.725			
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KMO: .690, Bartlett Chi-square: 309.397, df: 6, significant: .000
 Total Variance Ratio(%) : 54.048

To testify feasibility of variances, factor analysis has been conducted, and as a result, when eigenvalue is more than 1, total variance ratio by personal competency factor is 66.555%. Job satisfaction factor's total R² by factor variance is 69.287%. Moreover, Total R² of organizational commitment by factor variance is 54.048% which means that the factor analysis is appropriate. Factor score has been set as 0.5 After the pivot, and Cronbach's alpha has been set to 0.6 to measure reliability to delete inappropriate categories.

4.3. Correlation Analysis Among Composition Notions

To identify the existence of correlation among each factor and measure the level of correlation, a correlation analysis has been conducted. And the result is as in <Table 6>.

Table 6: The Result of Correlation Analysis Among Composition Notions

Factor	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Self-control ability(1)	1								
Customer Orientation Competency(2)	.635**	1							
Interpersonal relation competency(3)	.613**	.702**	1						
Gumption(4)	.565**	.613**	.585**	1					
Professional competency(5)	.284**	.382**	.332**	.382**	1				
Job satisfaction(6)	.583**	.551**	.607**	.407**	.258**	1			
Active customer orientation(7)	.573**	.634**	.626**	.433**	.352**	.553**	1		
Business customer orientation(8)	.541**	.613**	.549**	.502**	.242**	.512**	.721**	1	
Organizational Commitment(9)	.654**	.610**	.612**	.523**	.289**	.652**	.534**	.516**	1

** Coefficient of correlation is related at the level of 0.01 (both sides).

4.4. Testifying Hypothesis

4.4.1. Testifying Hypothesis 1

Multiple regression analysis has been conducted to identify which a hotel chef's personal competency has a positive impact on job satisfaction. Five independent factors which are used in analysis model are self-control ability, customer orientation competency, interpersonal relation competency, gumption and professional competency. Dependent variable is job satisfaction.

As a result of multiple regression analysis to testify hypothesis, total R² regarding dependent variable is presented as 0.442. To verify statistical significance regarding regression equation, F static value is 37.022 and significance level is .000. Therefore, this regression equation statistically has significance. Enter method to simultaneously put independent variables has been used, and t value has been extracted to judge statistical significance of each independent variable. The variables which have an impact on job satisfaction are self-control ability, customer orientation competency and interpersonal relation competency while gumption and professional competency are excluded.

Moreover, among variables, which have an impact on job satisfaction, has been identified as the variable with the highest R² with β coefficient value of .336. After that self-control ability with .306 and customer orientation

competency with .162 have the significant impact. As a result of analysis <H 1-1>, <H 1-2> and <H 1-3> have been selected while <H 1-4> and <H 1-5> are rejected.

Table 7: The Result of Regression Analysis of A Hotel Chef's Personal Competency and Job Satisfaction

Factor	Unstandardized coefficient		Standardized coefficient	t	p-value	Collinearity Statistics	
	B	Standard error	Beta			Common difference	VIF
(Constant)	.630	.263		2.398	.017		
Self-control ability	.330	.073	.306	4.521	.000	.520	1.923
Guest orientation competency	.187	.091	.162	2.055	.041	.384	2.604
Interpersonal relation competency	.357	.078	.336	4.572	.000	.441	2.268
Gumption	-.086	.080	-.072	-1.075	.284	.528	1.894
Professional Competency	.009	.041	.011	.213	.832	.823	1.215
R2= .442, edited R2= .430, F= 37.022, df= 5, df2= 234, p= .000, D-W= 1.891							

4.4.2. Testifying Hypothesis 2

This study conducted simple regression analysis to find out the impact of a hotel chef's job satisfaction on voluntary guest orientation to testify <Hypothesis 2>. The independent variable used in research model is one, job satisfaction. And dependent variable is voluntary guest orientation.

Table 8: The Result of Regression Analysis of A Hotel Chef's Job Satisfaction and Voluntary Guest Orientation

Factor	Unstandardized coefficient		Standardized coefficient	t	p-value	Collinearity Statistics	
	B	Standard error	Beta			Common difference	VIF
(Constant)	2.025	.184		11.022	.000		
Job Satisfaction	.499	.048	.553	10.291	.000	1.000	1.000
R2= .306, edited R2= .303, F= 105.902, df1= 1, df2= 240, p= .000, D-W= 1.788							

As a result of simple regression analysis to testify hypothesis, total R² regarding dependent variable is presented as 0.306. To verify statistical significance regarding regression equation, F static value is 105.9022 and significance level is .000. Therefore, this regression equation statistically has significance.

Enter method to simultaneously put independent variables has been used, and t value has been extracted to judge statistical significance of each independent variable. The variable which has an impact on voluntary customer orientation is turned out to be a job satisfaction.

Moreover, the β coefficient value of job satisfaction, which has an impact on voluntary customer orientation, has a significant impact with .553. As a result of analysis <Hypothesis 2> has been selected.

4.4.3. Testifying Hypothesis 3

This study conducted simple regression analysis to find out the impact of a hotel chef's job satisfaction value on business guest orientation to testify <Hypothesis 3>. The independent variable used in research model is one, job satisfaction. And dependent variable is business guest orientation.

Table 9: The Result of Regression Analysis of A Hotel Chef's Job Satisfaction and Business Guest Orientation

Factor	Unstandardized coefficient		Standardized coefficient	t	p-value	Collinearity Statistics	
	B	Standard error	Beta			Common difference	VIF
(Constant)	2.255	.187		12.068	.000		
Job satisfaction	.459	.049	.512	9.314	.000	1.000	1.000
R ² = .262, edited R ² = .259, F= 86.741, df1 = 1, df2= 244, p= .000, D-W= 2.118							

As a result of simple regression analysis to testify <Hypothesis 9>, total R² regarding dependent variable is presented as 0.262. To verify statistical significance regarding regression equation, F static value is 86.741 and significance level is .000. Therefore, this regression equation statistically has significance. Enter method to simultaneously put independent variables has been used, and t value has been extracted to judge statistical significance of each independent variable. The variable which has an impact on business customer orientation is turned out to be a job satisfaction.

Moreover, the β coefficient value of job satisfaction, which has an impact on business customer orientation, has a significant impact with .512. As a result of analysis <Hypothesis 3> has been selected.

4.4.4. Testifying Hypothesis 4

This study conducted control regression analysis to find out the control effect of organizational commitment regarding a hotel chef's job satisfaction and voluntary customer orientation. The result is in <Table 10>.

Table 10: The Regression Analysis Result of the Control Effect of Job Satisfaction and Voluntary Customer Orientation by A Hotel Chef's Organizational Commitment

Model	R	R ²	Edited R ²	Standard error of estimate	Static Change					Durbin-Watson
					R ² Change	F Change	df1	df2	p-value F change	
1	.553	.306	.303	.53672	.306	105.902	1	240	.000	
2	.597	.357	.352	.51778	.051	18.875	1	239	.000	
3	.604	.365	.357	.51569	.008	2.946	1	238	.087	1.865

As a result of the analysis regarding a control effect of organizational commitment for a hotel chef's job satisfaction and voluntary customer orientation, significance level, which explains voluntary customer orientation with a hotel chef's job satisfaction, is .05 which is insignificantly increased in statistics. Therefore, the interaction between job satisfaction and organizational commitment has increased with R² value by 0.008 with the third level which includes terms; however, it still turns out to be insignificant. This means that even organizational commitment increased a hotel chef's job satisfaction and voluntary customer orientation are not increased. In conclusion, <Hypothesis 4> is rejected.

4.4.5. Testifying Hypothesis 5

This study conducted control regression analysis to find out the control effect of organizational commitment regarding a hotel chef's job satisfaction and business customer orientation. The result is in <Table 11>.

Table 11: The Regression Analysis Result of the Control Effect of Job Satisfaction and Business Customer Orientation by A Hotel Chef's Organizational Commitment

Model	R	R ²	Edited R ²	Standard error of estimate	Static Change					Durbin-Watson
					R ² Change	F Change	df1	df2	p-value F change	
1	.512	.262	.259	.54630	.262	86.741	1	244	.000	
2	.566	.320	.314	.52558	.058	20.613	1	243	.000	
3	.568	.323	.314	.52560	.003	.980	1	242	.323	2.139

As a result of the analysis regarding a control effect of organizational commitment for a hotel chef's job satisfaction and business customer orientation, significance level, which explains business customer orientation with a hotel chef's job satisfaction, is .05 which is insignificantly increased in statistics. Therefore, the interaction between job satisfaction and organizational commitment has increased with R2 value by 0.008 with the third level which includes terms; however, it still turns out to be insignificant. This means that even organizational commitment increased a hotel chef's job satisfaction and business customer orientation are not increased. In conclusion, <Hypothesis 4> is rejected.

5. Conclusion

5.1. Summary of Result of the Research

Following are the results of this research. First, the significant impact of a hotel chef's personal competency on job satisfaction has been analyzed. Self-control ability, customer orientation competency and interpersonal relation has turned out to be significant variables while gumption and professional competency are insignificant. Next, it has been identified that a hotel chef's job satisfaction has a significant impact on voluntary customer orientation. Third, it has been shown that a hotel chef's job satisfaction has a significant impact on business customer orientation. Moreover, as a result of the control effect of organizational commitment on a hotel chef's job satisfaction and voluntary guest orientation, there is not significance. Lastly, as a result of the control effect of organizational commitment on a hotel chef's job satisfaction and business guest orientation, there is not significance.

5.2. Implications

5.2.1. Disciplines Implications

As a result of research, proposed disciplines implications of this study is as below.

First, as a result of the significant impact of a hotel chef's personal competency on job satisfaction, self-control ability, customer orientation competency and interpersonal relation competency variables have significant impact. This supports Perriatt et al. (2007), Kim (2010), Lee (2012) and Jung (2014)'s studies. Thorough self-control ability or guest-oriented thought are need to affect job satisfaction. Moreover, have a satisfactory interpersonal relationship positively impact job satisfaction of hotel cooks.

Next, as a result of the impact of a hotel chef's job satisfaction on voluntary customer orientation, job satisfaction variable has turned out to be significant. This support Min (2007), Moon (2011), Yoo (2016) and Sager (1994)'s previous research. Greeting guests with smile and acting before guests request have an impact on voluntary guest orientation. Moreover, trying to communicate with customers and providing the most needed service to guests are important.

Third, as a result of the significant impact of a hotel chef's job satisfaction on business customer orientation, job satisfaction has been identified as a significant variable. This supports the research conducted by Min (2007), Moon (2011), Yoo (2016) and Sager (1994). Hostly explaining provided service and providing the information which the guests need have an impact on business guest orientation and are important. Furthermore, honestly answering questions and rapidly reacting to guest requests are also significant.

Forth, it has been identified that there is no influence of organizational commitment on a hotel chef's job satisfaction and voluntary customer orientation. This has the opposite results from Min (2007), Moon (2011), Yoo (2016) and Sager (1994)'s research. Job satisfaction and organization commitment happen simultaneously, so there is no impact. This also means that voluntary customer orientation is aimed.

Lastly, it has been identified that there is no influence of organizational commitment on a hotel chef's job satisfaction and business customer orientation. This has the opposite results from Min (2007), Moon (2011), Yoo (2016) and Sager (1994)'s research. Job satisfaction and organization commitment happen simultaneously, so there is no impact. This also means that business customer orientation is aimed.

5.2.2. Practical Implications

From the different summaries and discussion, proposed practical implications are as below.

First, through the analysis, it has been found that a hotel chef's personal competency has a significant impact on job satisfaction. Especially this happens when a chef tires his or her best for the self-management and customer-orientated attitude for job satisfaction. Having a good horizontal and vertical relationship will bring job satisfaction to hotel chefs.

Second, it has been identified that a hotel chef's job satisfaction has a significant impact on voluntary customer orientation. It has been considered that through job satisfaction, finally voluntary customer orientation will be aimed. This can be seen as aiming perfect self-management, customer-oriented attitude and good interpersonal relationship.

Next, a hotel chef's job satisfaction has a significant impact on business customer orientation. As same as voluntary customer relationship, perfect self-management, service mind or good interpersonal relationship will achieve business customer orientation, at the end. Especially, since job satisfaction influences organizational commitment and business customer orientation, job satisfaction in an organization needs a lot of effort.

Forth, an organizational commitment has no control effect on a hotel chef's job satisfaction and voluntary customer orientation. If a hotel chef already satisfied with his or her job, organizational commitment has no influence on voluntary customer orientation. As same as business customer orientation, cooks' job satisfaction needs a lot of effort to have customer orientation.

Lastly, an organizational commitment has no control effect on a hotel chef's job satisfaction and business customer orientation. Since job satisfaction and organizational commitment happen simultaneously, there is no control effect. As same as voluntary customer orientation, cooks' job satisfaction needs a lot of effort to have customer orientation.

5.3. Limitations and Future Research

This study analyzed the impact of a hotel chef's personal competency on job satisfaction and customer orientation. Moreover, the positive impact of controlling role between job satisfaction and customer orientation by organizational commitment has been also analyzed. The summary of results are as below.

First, a multiple regression analysis has been conducted to figure out the significant impact of hotel chef's personal competency on job satisfaction. It has been turned out that self-control ability, customer orientation competency, interpersonal relation competency and gumption variables have significant impact while others are excluded.

Next, as a result of simple regression analysis to find out the significance of a hotel chef's job satisfaction on customer orientation, only customer orientation is a significant variable.

Lastly, there is no control effect in job satisfaction and customer orientation by a hotel chef's organizational commitment.

Based on the results, this research tries to improve a hotel chef's business related personal competency, propose the ways to manage hotel employees human resource management and indicate basic solutions to increase a hotel cook's job satisfaction and organizational commitment.

Moreover, limitations and suggestions for future research are as below.

First, since this research targeted five starred hotels in Seoul, it should be careful to generalize the result. It is recommended to also target general restaurants.

Next, usually chefs working in five starred hotels are busy to answer the surveys, and this attitude can highly affect the results of the research, since the research highly depended on the surveys. Therefore, it is recommended to receive surveys through SNS to timely and costly effective.

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