

THE INFLUENCE OF JOB CHARACTERISTICS ON ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION OF FOODSERVICE EMPLOYEES IN DAVAO CITY

Kiven G. Olivar¹, Rhealyn Galo², Honey J. Panis³, and Ma. Cielo Nicole H. Ballesteros⁴

Bachelor of Science in Hospitality Management
College of Hospitality Education

ABSTRACT

This study aimed to examine the influence of job characteristics on organizational commitment and job satisfaction of food service employees in Davao City, Philippines. Also, we randomly surveyed 500 respondents who were currently and previously working in different food service establishments. This study utilizes a quantitative research design to easily analyze the findings' numerical data from the study's target respondents. The statistical tool used in the study were Mean Percentage, Pearson r, Regression Analysis, Analysis of Variance (ANOVA), and Frequency count. Furthermore, the research instruments on job characteristics, customer satisfaction, and loyalty were pilot tested, and the information authenticated was used as a data source. Additionally, utilizing the Pearson r in this study, the results displayed a significant relationship between job characteristics, organizational commitment, and job satisfaction among the food service employees in Davao City. Using the Sobel test, the study results revealed a partial mediating effect of the job characteristics on the relationship between organizational commitment and job satisfaction among foodservice employees. Moreover, the result also showed a significant relationship between job characteristics, organizational commitment, and job satisfaction. This implies that the mediating variables' job characteristics explain the reliable procedure for the relationship between organizational commitment and job satisfaction in food service employees, specifically in the different food sectors in Davao City that help continue their management to become productive and well-structured management.

Keywords: *Job Characteristics, Organizational Commitment, Job Satisfaction, Food Service, Employees.*

INTRODUCTION

Johari & Yahya (2016) that job characteristics can enhance and develop the employee's level of commitment, and motivation can improve the level of Job productivity. Then, that's why job characteristics are crucial to the group of individual employees, and each of its categories must strongly influence the result of the different attitudes and behavior of individuals.

As eloquently stated by Suryono (2016) expressed that business in the development area requires human assets that have the capability and high responsibility. Furthermore, the high level of commitment of development experts will significantly impact development organizations' ability to compete in domestic and international business sectors. A few findings from an examination of representative skills at the administrative level in Indonesian development organizations revealed a less intense demeanor for the requesting needs of laborers with excellent demonstrable skills.

In the Philippines, job satisfaction is one of the significant concerns that have drawn the interest of academics and organizations. Then, managers have put in place a high value on job satisfaction resulting in the increased competition caused by globalization. To add more, many studies have discovered that job satisfaction is an essential factor in organizational commitment. Then, satisfied employees will go above and beyond to enhance and improve the performance and efficiency of their organizations. Also, it increases job satisfaction, which leads to increased productivity, profitability, and employee commitment to the organization, as stated by Thiagaraj and Thangaswamy (2017).

In contrast, the food service employee industry has increased job satisfaction, job burnout, and job motivation. Moreover, burnout and food safety violations are most likely in restaurants with more complex menus. Then, job motivation influences job satisfaction positively, whereas burnout has a negative impact, According to Hakim, Zanetta, Pinheiro, and Cunha (2021).

As eloquently stated by Omar, Vaamonde, and Salessi (2019) that many companies and businesses have been closed, and many individuals lost their work. In this situation, it has been so hard to find a job. Nonetheless, despite their meager earnings, many people continue to work. Then, most fast-food employees or workers are moderately involved in their careers. Maybe, because of the nature of the food service industry, it demands repetitive work and long working hours. To add more, it only offers a little job security and less competitive pay. Thus, this study will examine the influence of job characteristics on organizational commitment and job satisfaction of foodservice employees in Davao City.

The study aims to prove the influence of job characteristics on organizational commitment and job satisfaction of food service employees in Davao City. Additionally, this study was guided by the following problems:

1. To measure the level of Job Characteristics of food service employees in Davao City in terms of:
 - 1.1 Skill Variety;
 - 1.2 Task Identity; and
 - 1.3 Autonomy?
2. To determine the level of Organizational Commitment of food service employees in Davao City in terms of:
 - 2.1 Affective Commitment;
 - 2.2 Continuance Commitment; and
 - 2.3 Normative Commitment?
3. To assess the level of Job Satisfaction of food service employees in Davao City.
 - 3.1 Pay;
 - 3.2 Promotion; and
 - 3.3 Supervision?
4. To find out the significant relationship in terms of:
 - 4.1 Job Characteristics and Organizational Commitment
 - 4.2 Organizational Commitment and Job Satisfaction; and
 - 4.3 Job Characteristics and Job Satisfaction
5. To ascertain the influence (mediating effect) of job characteristics on organizational commitment and job satisfaction of foodservice employees in Davao City.

Review of Related Literature

Job Characteristics

According to Lussier and Hendon (2016), job characteristics give a conceptual framework for building or enriching jobs by using superficial job characteristics. Then, a member of an individual manager or a member can use the model. Also, the job characteristics model can increase the employee's motivation and happiness while improving their performance. Employee motivation, job satisfaction, and performance are enhanced while absenteeism and turnover decrease.

In addition to that, based on the study conducted by Hussain and Alla (2017), it is demonstrated that job characteristics, personal job fit, and organizational engagement all have a substantial and beneficial impact on employee achievement. In contrast, Leng (2016) found that job characteristics, personal job fit, and organizational commitment had no significant effect on an employee's performance.

To add more, Oerlemans et al. (2018) reviewed those organizational financial incentives embedded in "Job Characteristics "as a tool to increase employees 'intrinsic motivation toward their work and towards the company organization or industry. Then, as a result, the corporation fosters a sense of responsibility on employees towards the firm while assisting them in meeting their socio-emotional emotional needs.

Skill Variety

In this study, the employees who are passionate about their company ensure a high degree of service or product quality, productivity, and maintenance, as well as increased earnings. Also, the employees enjoy more than/her work, and suitable they become a promoter of the brand and products and can serve. As well as that, there is a proof the employee involvement accumulated work performance and the productivity to the overall employee, it creates excellent, and become more productive in nature of work, and it will lead to decrease absence of employee and work resignation a study of Shmailan, (2016).

Task Identity

As eloquently stated by Armstrong (2016), Organizations desiring to improve quality and retain foreseeable future representation might enhance supervisor-employee ties by fostering credibility and commitment through an organizational advancement technique. Some businesses use significant progression to motivate employees. The outcome is more job fulfillment, more extraordinary execution, and further improvement.

On the contrary, a study by Spector (2019) determined that most companies underestimate the workplace within their organization, which harms the image of their representatives. Furthermore, several workplace characteristics like pay, work schedules, representative independence, traditional design, and correspondence between workers and the board may impact employee performance. (Lane, Esser, Holte, and Anne, 2016).

Autonomy

Additionally, Jin et al. (2018) stated that job autonomy could be an essential motivator for many people looking for work. Also, the degree to which they have control over what they do and how they do it determines how satisfied they are with their job. On the contrary, Naseer et al. (2020) stated job characteristics will become a source of many employee outcomes, including job satisfaction, productivity, and well-being. Then, we're found to be positively associated with job characteristics or attributes. Moreover, employees with high work characteristics can develop or enhance their discretion, cleverness, and productivity.

As eloquently stated, according to the study by Cavanagh T., Kraiger K., and Henry K. (2019), the result showed that autonomy is increasingly important regarding job satisfaction in a worker's age. And annual income is also increasingly important when it comes to job satisfaction. In contrast, according to the study of Sadoon (2016), It has been found that the employees with low growth and need power may regard the work employment opportunity as an extra or additional load and obligation and believe that working with different skills is beyond their competencies that, resulting in less intention of the employees.

Organizational Commitment

As eloquently stated, Lee and Ok (2016) found that when mediated by leader-member interchange, there was a clear link between work satisfaction and employee engagement. Then, work satisfaction acted as a mediating variable between organizational commitment and employee engagement.

Conversely, Commitment is being connected to our feelings and our own beliefs about in organization outside and inside units, including the teams, association, job, work, professions, etc. Organizational commitment is an attitude that can be related to work. And our perspective can impact our behaviors regarding objects, persons, things, situations, groups, and organizational commitment define as an attitude that truly reflects all the relation of strengths in the middle of an organization and its employees, or it can be an expanse to which of the employee is very loyal to his or her organization (Kónya et al., 2016). When it comes to working performances, organizational commitment also has a significant role and impact (Muzakki, 2019). Organizational commitment has both positive and strong relationships when it comes to working performance.

On the other hand, organizational commitment has collected significant attention in further research in the past because of its essential impact on the different work and jobs attitudes example, job performance, job satisfaction, turnover intentions, and absenteeism (Careem, 2021). In contrast, according to (Nidadhavolu, 2018), job satisfaction is a stage in which employees feel that they like their work and remain and stay in a concept of an organizational study of what are responses of the employees about their job satisfaction.

Furthermore, according to Sundarapandiyan et al. (2015), there is a positive sign and accepted when it comes to the finding of their research or study about the job satisfaction, employee engagement, and supervisory support are influenced by the quality of employees ' commitment, which is practical, normative, and continuous. Then, the affective and normative types of commitment have a

strong influence when it comes to getting the employee's work satisfaction, work motivation, and the perceived support of the company.

Affective Commitment

The meaning of the work fulfillment depends on the lateness, turnover over, worker maintenance, and non-attendance. These elements are identified with representative occupation fulfillment and worker execution (Hülshager et al., 2016). Henceforth, work fulfillment has a relationship to average performance. Also, work fulfillment gives the middle person and mediator impacts on the worker's exhibition increment and diminishing position-related strain and work (stress). Past writing affirms that fulfilled workers are more powerful and proficient and focused on performing better in the association (Lu et al., 2017).

As well as that, Job satisfaction nowadays is always a researched phenomenon when it comes to managing human resources and organizational behavior. And job satisfaction can be the key to work motivation, leading to determining and knowing one's action or behavior in an organization. Whereas, according to the study by Chorsiya 2017. Also, according to (Luntungan et al., 2016), employee job satisfaction comes with the organization's procedures to reach success. Alongside job satisfaction, the company's achievements and accomplishments are also being influenced but the side of commitment of each employee. Then, organizational commitment is decided by an employee on his or her first time joining or being in the company. And the, it is needed and essential to keep your employee's loyalty to your company to have a good relationship and a good condition of your company.

Apart from this, commitment nowadays is seen as a vital factor that determines and sets the success of an organization. In the commitment, the integral that is given is that it gives some acts that in an organization in needs more some employees and staff that increase their achievements, being productive and effectiveness (Alrowwad et al., 2020).

Continuance Commitment.

Moreover, A study by Ahmad et al. (2018). The employees committed to their company are more likely to remain with them and work harder to reach their objectives. Then, employees who require are not engaged or are less committed have less excitement to stick or remain with the organization and, as a result, are less motivated to reach the organizational objectives.

On the other hand, commitment to the organization can identify the employees in the organization and their jobs and work and observe how they can be communicated and engaged in their organization. It can be a choice to stay for how many years or leave. Also, it is the extension of organizational commitment to job satisfaction because it deals with and offers a great positive attitude to the employees in their job and the organization. And when we talk about our emotions, it is stronger to compare in the organizational comment because the employee's bond characterizes it to his or her organization and how ready he or she is to make a full sacrifice for the organization (Culibrk et al., 2018).

Furthermore, employees' dislikes and dissatisfaction can affect and reflect in their performances and in serving the customers; it can also be the leading cause of customer satisfaction or dissatisfaction when it comes to the performance

and services of the employees. According to the study by Saud (2020), one of the critical problems organizations face nowadays is organizational commitment. (Lee and Moreno 2007) have indicated that employee satisfaction is key to a company's success.

Normative Commitment

Furthermore, according to Dessler, Cole, and Sutherland (2017), commitment is related to customer service productivity and accumulating employee engagement related to increased sales, productivity, product quality, retention, and revenue growth. Additionally, employees can only perform at their best working at the company when the company management can manage their human resources properly, according to Margherita (2021).

As eloquently, the study by Colquitt, Lepin, and Wesson (2017) expounds that the organizational commitment can affect whether an employee will remain as a company employee or find or move to another job (employee exchange). The employees who are not engaging with their organization are part of withdrawal behavior and are defined as a set of actions performed by an employee to avoid the situation and work conduct that may ultimately lead to the resignation of the employees from the organization.

To add more, Kumari and Priya (2017) stated that motivation is the link between job characteristics and employee engagement. The high turnover rate can cause the organization to be devastated through direct and indirect expenses and profits. Employees resign from the workplace for different reasons, such as increased workload and overtime, which can cause the employees to lessen their productivity in the organization. Also, the employees' dissatisfaction eventually leads to their leaving or quitting the company or organization. Then, simultaneously, the organization or company loses the knowledge and abilities that the employees brought to their company.

Job Satisfaction

According to the study by Adrian et al. (2020), the importance of employee's happiness cannot be overstated. Then, the work environment is the aspect that influences an employee's job satisfaction, awareness, and emotional constancy. Many studies emphasize that job satisfaction impacts employee motivation, while the level of motivation influences productivity to the employee's performance in the company. The employees' perceptions of the work environment become a basis for job satisfaction, with financial reprisal that has an important impact on the overall satisfaction of the employees.

As Spector (2017) stated, the word "job satisfaction" appears overly simplistic. Delving deeper into the topic is not as straightforward as it appears. One cannot discover a general definition of job satisfaction among the many extant kinds of literature. One simple definition of job satisfaction is whether a person enjoys his or her work. In the same way, according to a more complicated definition, job satisfaction encompasses multidimensional psychological responses to a person's job that include cognitive, emotional, and behavioral components (Hulin & Judge, 2003). Aside from the definitions of job satisfaction, literature also offers a variety of explanations for how it works and what produces it. For example, an employee's perceived job satisfaction might be influenced by

various attitudes. These attitudes are concerned with specific issues such as salaries, supervision, job stability, work conditions, on-the-job social ties, and other such matters (Blum and Naylor, 2018).

In addition, employees' job satisfaction is significant in every organization. For example, suppose employees are satisfied with their jobs. In that case, it will satisfy customers because the employee will offer an excellent service to the customer, as stated by Abdolshah, Zadeh, Shirzadi & Khatibi (2018). Aside from that, the level of burnout is another factor that may influence job satisfaction. Then, the decreased burnout level will result in a higher level of job satisfaction, according to Kim Ra, Park & Kwon (2017).

Pay

According to Frye (2017), Salary and representative execution have a beneficial connection, and salary is the main focus of worker satisfaction. Moreover, a survey conducted by (Nguyen et al. 2016) revealed that salary significantly impacts job satisfaction.

Aside from that, Ismail et al. (2017) expressed that the director is likewise answerable for distributing financial plans for their representative's formative reason. This is because everyone has the right to build their insight, abilities, and capacities. Thus, this must be accomplished at the point when they go through the preparation program given by the association.

Promotion

In the study by Armstrong (2016), He appreciates the concepts of readiness and development, identifying progress as the new skills and knowledge a representative acquires from his or her company that helps him or her fit and advance into a future role. Aside from that, training and progress help improve employees' confidence and, as an outcome, their overall attitude toward the company. Furthermore, planning and improvement might encourage employees to think strategically.

According to Kalra (2017). Job satisfaction is a feeling of both advantages and disadvantages, which the employees judge their work. The employees have their feeling that is hypothesized and have a general attitude towards their work and job, which he or they may improve and develop in a period. Additionally, because of the direct connection between their performances, success, and productivity, commitment to the organization and job happiness are two of the most investigated subjects in industrial management and behavioral behavior. In contrast, Employees are the primary source that must consider achieving optimal organizational performance. Then, the effectiveness of the employee performance or failure can be used to measure organizational success, claims to Li (2016)

Supervision

As Eloquently stated by Yalabik, Rayton, and Rapti (2007), job satisfaction, especially regarding the work environment, is negatively associated with employee commitment. Again, job satisfaction is also a driver or way of the employee's engagement.

On the contrary, according to Sinha (2016), Human needs and their fulfillment through work are linked to job happiness. To put it another way, job satisfaction is determined by how effectively the job meets the individual's personal needs. In addition, the distinctions in conversations of the literary works about the idea of occupation fulfillment can be credited to the majority of components influencing it. These variables range from individual, social, social, hierarchical, and ecological (Mullins, 2019).

Besides that, manager support alludes to the bosses' act in assisting their representatives with exhibiting the abilities, information, and mentalities gathered from the preparation program (Rhoades and Eisenberger, 2016). This is because the representative will tend to be lost center when they are not screened or overseen. It is supposed to be one of the most amazing assets in improving the exchange of preparation and is upheld by various examinations (Baldwin and Ford, 2016; Ismail et al., 2017).

Additionally, Goleman (2017) referenced those great managers ought to have the option to foster feasible targets and spread uplifting perspectives carefully throughout the association, just as increment the representatives' mindfulness on why the preparation is on a basic level significant for them. Consistently, these targets are feasible if the director gives full help to their workers. The viability of the chief help likewise relies upon how the director manages the worker who opposes taking part in the preparation exercises (Baldwin and Ford, 2018).

However, Thi (2020). Claims that because of the increasing diversity of job nature and the popularity of human resources and organizational management concepts, the task of employees in the institution is very significant as a leader or manager. Then, researchers and organizational leaders appreciate the critical role of employees and try to demonstrate that the organization's goals could meet the needs of the individual employees. Employee job satisfaction, motivation, and commitment have become the focus of many scholars in growing awareness and are recognized as the most significant factors for developing and succeeding organizational goals and objectives. Among these factors, this study has emphasized employees' Job Satisfaction with job characteristics.

Furthermore, HR practices are divided into several categories, including selection and recruitment, payroll, training, and performance evaluation. Also, HR practice's purpose is to meet the basic needs of the employees. Then, when the company can sustain the employees' basic needs, the employees can focus and increase the employee's commitment to the company Dessler, Cole, and Sutherland, (2017).

To sum it up, job satisfaction is a perplexing idea. Considering the current writings, different definitions can be found to portray the term. Besides, the reasons for work fulfillment are clarified contrastingly across people and associations. Amid the assorted clarifications to work fulfillment, everything reduces to the agreement that works fulfillment involves an individual's good inclination over his work.

Theoretical Framework

Based on the Job Characteristics Model, Hackman et al. (1976) claimed that jobs are built with intrinsic motivation, resulting in high job satisfaction. Then, the five qualities of intrinsically motivated employment include task significance, skill variation, task identity, feedback, and autonomy. Furthermore, according to this idea, it is a means of inspiring workers. Working with these five key job traits has been demonstrated to be more motivated and fulfilling than working without these Traits and characteristics. Comparable, Rose (2001) studied job satisfaction from the two categories, which are the intrinsic and extrinsic perspectives. Then, intrinsic sources are determined by a person's personality characteristics, such as his ability and skills to take the initiative, his interactions and relationships with his employers, and his activity and achievement.

In addition, most employees look forward to autonomy for them to perform efficiently and productively. Then, few studies have discovered a positive link between autonomy and Happiness. Also, the individuals are given autonomy and feel proud of their employment Mehmood, Irum, Ahmed & Sultana, (2012).

To add more, Locke (1969) has stated that Job Satisfaction is defined as a state of happiness and pleasure from a sense of accomplishment and supporting the achievements of one's ideal through work. In contrast, Kovach (1977) stated that Job Satisfaction had been categorized as a component of organizational commitment. Then, a high degree of organizational commitment does not automatically imply a high level of job satisfaction inside a company. Also, it covers this is especially true when various types of organizational engagement exist. considered: continuous & emotional. Additionally, perhaps the employees' level of job satisfaction and organizational commitment doesn't as high as upper management believes. Furthermore, affective organizational commitment exists when employees desire to be a part of the company (Allen, 1990). Add more, according to Herzberg's two-factor theories, the elements of wages, perks, and bonuses, which might cost a company millions of dollars, don't lead to job satisfaction but rather to job dissatisfaction and unhappiness by Herzberg (1959).

Herberg's two factory theories about job satisfaction. Some factors can lead to increased satisfaction. It can be the recognition found in achievement, work, job, advancement, responsibility, and many more. And some things can influence the side of the dissatisfaction. It can be the administration, policy, and rules of the organization, salary, working conditions, supervision, interpersonal relationships, and many more (Herberg, 1966).

On the other hand, the study of (Srivastava, 2013) found out in her study that there is a positive relationship to job satisfaction. Then, it is moderated in the relationship between work satisfaction and organizational commitment, as well as in credibility and emotional stability. Using effort, you can explore your manager's perceptions of themselves and their roles.

Add more, Fried et al.(2002) stated that the job characteristics model significantly impacts employee satisfaction and performance. The good outcome of the employees is determined primarily by their commitment to perform the job and make a significant contribution of their effort to the company and improve their performance in terms of particular individuals within the organization, whether indirectly or directly Ryan et al. (2007).

On the other hand, Job characteristics measured by the JCI are significant predictors of job satisfaction and organizational commitment for hospital food

service employees Herman (1988). The only individual employee characteristics found to be significantly correlated to organizational commitment and job satisfaction were variety and feedback.

METHODOLOGY

In phase one, the researchers of this study used the Quantitative type of research because of this procedure. It is easier for the researchers to analyze the findings through the questionnaire survey. According to McLeod (2019), quantitative research entails gathering and analyzing numerical data objectively to characterize, predict, or regulate factors of interest, which helps the researchers easily analyze the data they gather from target respondents. In the same way, according to Bhandari, P. (2020), quantitative research is a procedure of analyzing and collecting measurable data. It can be utilized to find average patterns, casual test relationships, make predictions, and derive results in a large population since this design is well-suited to the influence of job characteristics on organizational commitment and job satisfaction of food service employees in Davao City.

This research will be conducted at the respected location of the different foodservice in Davao city, wherein their respectable employees were taken as respondents of the study, considering they have some experience and knowledge regarding the level of job characteristics, job satisfaction, and organizational commitment. Furthermore, our study applied the convenience sampling technique because we randomly surveyed our target respondents to see if they had current or previous work experience in the foodservice industry. Those target individuals who were willing to participate in the survey. We were chosen as respondents aged 18 to 65 years old and above for our study.

Table 1 shows the characteristics of respondents included in the survey, which is based on the demographic profile of the overall frequency is 499 (100 percent) respondents. Most of the respondents who answered the survey are female (64.4%), aged 18-24 years old (56.6 %), and working in fast-food chains (41.8%). Also, most of the respondents who answered the survey were previously working (62.0%), most were single (82.8%), and most of them were undergraduate (47.4%). Many of the respondents are female, ages 18-24 years old, working in a fast-food chain, previously working, single, and undergraduate. Moreover, the result is from the tabulated data of the 499 respondents who answered the survey.

Table 1. *Characteristics of 499 respondents included in the survey.*

Profile Variables	Group	Frequency	Percent
Sex	Male	177	35.4
	Female	322	64.4
Age	Under 18 years old	13	2.6
	18-24 years old	283	56.6
	25-34 years old	144	28.8
	35-44 years old	44	8.8
	45-54 years old	13	2.6
	55-64 years old	2	.4
Type of Food Service Establishment	Fast food	209	41.8
	Restaurant	96	19.2
	Cafe	40	8.0
	Cafeteria	97	19.4
	Catering	46	9.2
	Casual Dining	4	.8
	Fine Dining	3	.6
	Others	4	.8
Work	Previously	310	62.0
	Currently	189	37.8

Civil Status	Single	414	82.8
	Married	81	16.2
	Widowed/Widower	3	.6
Educational attainment	Highschool	72	14.4
	College graduate	150	30.0
	Undergraduate	237	47.4
	Vocational	33	6.6
	Master's Degree	2	.4
	Doctor's Degree	3	.6

The researchers gathered data in this study is collected a 45-item survey questionnaire. The first research questionnaire was also adopted by Ingle M. Larkin (2015) entitled, Job Satisfaction, Organizational Commitment and Turnover Intention of Online teachers in the K-12 Setting. The second research questionnaire was also adopted by David Lamond & Paul E. Spector (1999) entitled, Taking Stock of the Job Satisfaction Survey: Its Validity and Reliability in a Different Time and Place. The third research questionnaire also adopted by Stella Achieng Odembo (2013) entitled, Job Satisfaction and Employee Performance within the telecommunication industry in Kenya: A Case of Airtel Kenya Limited. The fourth research questionnaire was also adopted by Abdul Hamid al Khalil (2017). Effects of Job Characteristics on Employee Satisfaction in the Public Radio Stations in Syria. And the fifth research questionnaire is adopted by Ngari Evelyne Wambui (2018). Job characteristics and performance of employees among private equity firms in Nairobi city county, Kenya.

The research instrument was categorized into nine parts; (a) Skill Variety, (b) Task Identity, (c) Autonomy, (d) Affective Commitment, (e), Continuance Commitment, (f) Normative Commitment, (g) Pay, (h) Promotion and (i) Supervision. The respondents were asked to answer the questionnaire through the corresponding answers. The scale used to interpret the response of the respondents and make use of the Likert scale with five levels (Strongly Agree 4.20-5.00, Agree 3.40-4.19, Uncertain 2.60-3.39, Disagree 1.80-2.59, and Strongly Disagree 1.00-1.79).

In statistical treatment of data, the data were computed and analyzed using the statistical methods were frequency count was used to count the data of the respondents. Then, the percentage is based on their demographic profile. Percentage was utilized to decide a specific percentile of respondents as indicated by the individual class of the profile. Mean was used to obtain the level of Job characteristics, organizational commitment, and Satisfaction in Davao City foodservice employees. Person r was utilized in the review to decide the degree of occupation qualities on hierarchical responsibility towards work fulfillment of food service representatives in Davao City. Regression Analysis was used to sort out which of the mentioned variables does have an impact. Analysis of Variance (ANOVA) was utilized to measure if there is a significant difference in the study.

RESULTS

Job Characteristics

Table 2 depicts the job characteristics of food service employees in Davao City. Based on the data shown in the table, the overall mean level of job characteristics is 4.36 and has a .348 standard deviation. The general mean score is identified as a very high result, indicating that the level of Job Characteristics of

food service employees was commonly evident and observed. Additionally, the standard deviation implies that most respondents chose the same answers from the specified scale. Moreover, based on the tabulated data, it examined that it displays a bit of difference in the mean and standard deviation cores. To be exact, all mean values or scores follow the same pattern. The skill variety acquired the highest mean score of 4.72 with a .402 standard deviation; task identity obtained a mean score of 4.32 with a .466 corresponding standard deviation; autonomy The average score of 4.05, with an equivalent of .562 standard deviation.

Table 2. *Level of Job Characteristics of foodservice employees in Davao City.*

Indicators	Mean	Std. Deviation	Descriptive Level
Skill Variety	4.72	.402	Very High
Task Identity	4.32	.466	Very High
Autonomy	4.05	.562	Very High
Overall	4.36	.348	Very High

Organizational Commitment

Table 3, which is demonstrated on the following page, reflects the level of organizational commitment of food service workers in Davao City. The table shows the overall mean score of 3.91 with a .536 standard deviation, which depicts a high level. To add more, the overall mean score depicts that it has a high level. It emphasizes that the level of organizational commitment of foodservice employees was greatly observed. Additionally, the suggested total mean score was generated from a mean score of 3.73, indicating a high level with a standard deviation of .555 for affective commitment. For continuance commitment, it got a high level with 3.80 for the mean score and a .867 standard deviation. Lastly, the normative commitment obtained a 4.19 mean score; and a .580 standard deviation, which is interpreted as a very high level.

Table 3. *Level of Organizational Commitment of food service employees in Davao City.*

Indicators	Mean	Std. Deviation	Descriptive Level
Affective Commitment	3.73	.555	High
Continuance Commitment	3.80	.867	High
Normative Commitment	4.19	.580	Very High
Overall	3.91	.536	High

Job Satisfaction

Table 4 highlights the data on the level of job satisfaction of Davao City food service employees. Additionally, the table revealed a general average mean score of 4.13 with a .381 standard deviation, which it tells that is very high. Apart from that, this means that the job satisfaction of food service employees was frequently observed. To further analyze each result of the indicator, it depicts that the mean score of pay obtained the highest mean score of 4.36 among all the indicators, with a .517 standard deviation. The mean score of promotion got 4.36, a standard deviation of .506, and supervision acquired a moderate mean score of 3.68 and got .499 standard deviations.

Table 4. *Level of Job Satisfaction of food service employees in Davao City.*

Indicators	Mean	Std. Deviation	Descriptive Level
------------	------	----------------	-------------------

Pay	4.36	.517	Very High
Promotion	4.36	.506	Very High
Supervision	3.68	.499	High
Overall	4.13	.381	Very High

Relationship of Job Characteristics, Organization Commitment, and Job Satisfaction

Table 5 presents the findings of the correlation test as found in the data between mediating variable (JC), independent variable (OC), and dependent variable (JS). Moreover, the data in the table revealed that the job characteristics and organizational commitment were correlated and depicted the following results: 0.527 for the r-value. It has a moderate positive relationship; organizational commitment and job satisfaction demonstrate a moderately positive correlation. And it obtained 0.597 for the r-value, while job characteristics and job satisfaction have a result of 0.546 for its r-value, and it has a moderate positive relationship.

To add more, the interpreted correlated variables have the similarity of 497 for df (n-2). Then, has a 0.000 for its p-value, and the null hypothesis of the stud was rejected based on the illustrated data. Therefore, it manifested and indicated that job characteristics and organizational commitment, organizational commitment, and job satisfaction; job characteristics and job satisfaction have a significant relationship among food service employees in Davao City.

Table 5. *Correlation between Job Characteristics and Organizational Commitment, Organizational Commitment and Job Satisfaction; and Job Characteristics and Job Satisfaction.*

Variables Correlated	r-value	Verbal Description	df (n-2)	p-value	decision
Job Characteristics vs Organizational Commitment	0.527**	Moderate Positive Relationship	497	0.000	Ho is rejected
Organizational Commitment vs Job Satisfaction	0.597**	Moderate Positive Relationship	497	0.000	Ho is rejected
Job Characteristics vs Job Satisfaction	0.546**	Moderate Positive Relationship	497	0.000	Ho is rejected

Legend: * *Correlation is significant at 0.01 level (2-tailed)

Influence (mediating effect) of job characteristics on organizational commitment and job satisfaction of foodservice employees in Davao City.

Table 6 are revealed the data entry for the different paths. The Mediating Variable (MV) is Job Characteristics (JC), the Organizational Commitment (OC) is an Independent Variable (IV), and Job Satisfaction (DV) is identified as a Dependent Variable (DV). In fact, in this study, there is three involved paths analysis.

Furthermore, the job characteristics were regressed on the organizational commitment, Path A (MV and IV). Then, the result yielded a correlation coefficient of 0.343 to 0.025. On the other hand, the job characteristics will be regressed on job satisfaction identified as Path B (MV and DV). Then it generates a result of a correlation coefficient of 0.350 to 0.044. Moreover, the organizational commitment regressed in job satisfaction was called Path C (IV and DV), which yielded a correlation of 0.304 and 0.028. Moreover, based on the result, it has a point of the effect of 0.12005, which is determined the relation of the three paths of this study. In addition to that, based on the data, it is manifested that the Sobel test of 6.8815 with 0.000 p-values emphasizes that p-values indicated a significant correlation between the three paths of this study. At this point, the indirect effect between Organizational Commitment and Job Satisfaction via Job Characteristics is statistically significant (p -value < 0.05).

Table 6. *The influence (mediating effect) of job characteristics on organizational commitment and job satisfaction of foodservice employees in Davao City.*

Path A = (0.343) (0.025)	MV & IV
Path B = (0.350) (0.044)	MV & DV
Path C = (0.304) (0.028)	IV & DV
Point of Effect = 0.12005	
Sobel Test = 6.8815 with p-value=0.000	
Conclusion: The indirect effect between Organizational Commitment and Job Satisfaction via Job Characteristics is statistically significant (p -value < 0.05).	

Figure 1 depicts the outcomes of the mediation. Thus, it has a 6.8815 Sobel Test result with a 0.000 p-value. Then, it corresponds to a 0.05 level which is statistically significant. It indicates that the Med graph generated the result of the mediation to ascertain that job characteristics functioned as a substantial mediator that links organizational commitment (IV) and job satisfaction (DV). Furthermore, the connection that links organizational commitment and job satisfaction has decreased from a significant correlation coefficient value of 0.304 to 0.028. Additionally, this means that it is still depicted a significant relationship was included in the job characteristic, which is the mediating variable.

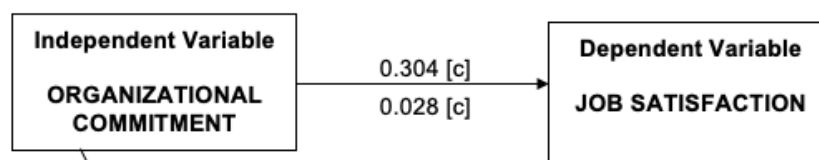


Figure 1. Shows the significant relationship of the variable in this study.

DISCUSSION

Job Characteristics

The main challenges for entrepreneurs in the food industry are employee recruitment, retention, motivation, and satisfaction, all of which can directly impact the industry's development and growth (Aziz, Goldman, & Olsen, 2017). Additionally, According to Katsikea (2017), organizational structure and job characteristics influence organizational commitment and job satisfaction among food service employees in Davao City.

According to the findings, the higher the level of task identity, autonomy, and skill variety, in terms of job satisfaction of food service employees. To determine the mediating effect of job characteristics on organizational commitment and job satisfaction. According to the findings, food service employees' perceptions of job characteristics had a beneficial impact, specifically on job satisfaction. Additionally, the team commitment, satisfaction, and job characteristics revealed the level of high the five-core job dimensions of autonomy, task identity, and skill variety within a productive workplace, which contributes to higher job satisfaction and team commitment (Abbott, 2018).

Based on the study findings, this implies that job characteristics have a positive effect on food service organizations because based the result it has the very high result, which means the job characteristics in every food sector will continue to develop and improve their management will become more successful and productive. Also, rendering very good services to the customer and providing opportunities to make the employees more skillful and knowledgeable in the food service industry. To add more, skill variety in a job characteristic is critical for life, including the survival of an organization because of the employee's knowledge and capacities to put in the food service that can handle different challenges and issues in the work environment. Furthermore, task identity is a characteristic in which workers from Davao City perform their job from start to finish and are aware of their operation output. Then, employees with autonomy have the authority to manage and make decisions based on their work operations.

Organizational Commitment

The food service employees in Davao City were discovered to have a high-level result based on the organizational commitment data, which might imply that the food service employees in Davao City have completely proven the organizational commitment by which they are tested. Then, to review this result with strongly agree on the three organizational commitment indicators: normative commitment, continuance commitment, and affective commitment. Then, based on the respondent's data, it obtained a high-level result. Therefore, the food service employees in Davao City were closely scrutinized and evident.

To elaborate on the high-level finding of organizational commitment utilizing the tool used to collect the data as mentioned above, the respondent's demonstrated a claim in normative commitment, such as employees having a sense of obligation to remain and keep working in the company; they stay because and ought to; they don't want to disappoint their team. Apart from this, commitment nowadays is seen as a vital factor that determines and sets the success of an organization. In the commitment, the vital thing that is given is that it gives some acts that an organization needs more of their employees and staff to increase their achievements and be productive and effective (Alrowwad et al., 2020).

In addition, continuance commitment got a high-level result based on the respondents, which manifests that it is evident that the food service employees need to stay because they need to. The employees need to stay in an organization because they need compensation. Then, the same data was revealed that obtained a high level of the respondents in affective commitment, employees have an emotional connection to the company, they want to stay because they want to have a pleasurable relationship, and it is possible that they will stay in the organization. Then organizational commitment has collected significant attention in different research in the past because of its important impact on work and job attitudes, such as job performance, satisfaction, turnover intentions, and absenteeism (Careem, 2021). In contrast, there are more significant findings, including job satisfaction, which are influenced by employees' organizational commitment levels. Peng et al. (2016). According to a study by Adnan and Wang (2018), normative, affective, and continuance commitment revealed a significant relationship when it comes to the performance of an individual.

Based on the results and findings of the study, the result implies that organizational commitment impacts the way that the food service employees will stay loyal to their company because they have a sense of obligation to stay. To add more, our study positively influences the food industry because it provides learning and knowledge that can enlighten the food service employers to have good structural management so that the food service employees are motivated to do their tasks and responsibilities. Additionally, the normative commitment obtained a very high descriptive level in our study, which shows that the food service employees will continue to pursue their job even though they are unhappy because they have a sense of obligation. This implies that the companies should provide opportunities and fair treatment to the food service employees to be genuinely happy with their job. Finally, this research study can truly help the food service industry make a difference because of the study's findings, which can enlighten the readers.

Job Satisfaction

This study's findings revealed an overall high in terms of job satisfaction among food service employees in Davao City. Also, It was determined that the respondents were mostly scrutinized under the level of pay, promotion, and supervision. Furthermore, pay plays a significant role in an employee's job satisfaction because it helps them become more motivated, reduces the work pressure on individual employees, and even helps the employees reduce job burnout. Then promotion, the advancement of food service employees into higher positions and giving opportunities to the employees for promotions that depend on their work performance. Perhaps, in that way, it can lead to a wage increase, reduce employee absenteeism, and make the employees more productive. Then, supervision is indicated as an excellent means of communication between management and employees. They can also utilize it to provide important information and discuss any problems or concerns in the organization.

So, to illustrate that has high findings extensively, the researcher in this study considered it necessary to thoroughly examine the data for this job satisfaction as one of the study variables. Furthermore, job satisfaction has three identified indicators: pay, promotion, and supervision. By examining the outcomes, the respondents of this study got very high pay, very high promotion results, and only high supervision. It indicates that the respondent of this study is much observed but not always, especially in supervision. While the respondent is very much observed in pay and promotion. As another illustration, the respondents of this study, especially the food service employees, claimed that the food establishment considers the effort, values their employees' skills, and makes them happy. Also, to give satisfaction and motivation to their duties. This implies that food service employees feel more confident in their abilities and skills to do their responsibilities in the workplace. But they need access to the information they need to deal with challenging situations.

On the other hand, the several definitions of job satisfaction in the literature also offer a variety of explanations for how it works and what produces it. For example, an employee's perceived job satisfaction might be influenced by various attitudes. These attitudes are concerned with specific issues such as salaries, supervision, job stability, work conditions, on-the-job social ties, and other such matters (Blum and Naylor, 2018). In addition, employees' job satisfaction is critical in every organization. For example, suppose employees are satisfied with their jobs. In that case, it will satisfy customers because the employee will offer excellent service to the customer, as stated by Abdolshah, Zadeh, Shirzadi, & Khatibi (2018).

The implication of job satisfaction is based on the result. It attains and helps foodservice employees to increase productivity by using all their skills and capability at their workplace. Moreover, job satisfaction leads to excellent motivation for each food service employee by having equitable pay, promotion, and supervision to every one of the food service employees. In addition, productive and well-motivated employees help to increase and maximize the organization's profit since they are fully satisfied, are more effective in their tasks, reduce absenteeism, and are pleased with their salary, promotion, and supervision.

Significance of the Relationship of Job Characteristics, Organizational Commitment and Job Satisfaction

The following relationships were examined and analyzed in this study: between the independent variable (IV) and dependent variable (DV); between the independent variable (IV) and mediating variable (MV); and between the mediating variable (MV) and dependent variable (DV). To be clear, this study's organizational commitment (OC) is identified as an independent variable (IV). Also, the job satisfaction (JS) was identified as a dependent variable (DV), and job characteristics (JC) served as to mediating variable (MV) of this study. In this study, the correlation test result manifested a significant connection between all the tabulated and tested variables. To illustrate, the correlation of the variables linked between organizational commitment and job satisfaction revealed that all of the indicators between the two variables tested had a significant relationship. Moreover, the literature supports the significance of job characteristics, organizational commitment, and job satisfaction. Fried et al. (2002), the characteristic job model has a considerable influence on job satisfaction and performance, according to the study. Furthermore, this study's framework revealed that job characteristics were standardized to significantly predict food service employees' organizational commitment and job satisfaction (Herman, 1998).

On the other hand, every employee characteristic was discovered to have a significant connection with organizational commitment and job satisfaction. As suggested, by Lam and Zhang (2003), in the Hong Kong food service industry, researchers examined organizational commitment, job satisfaction, and several job characteristics. They managed to find that five job characteristics (sense of achievement, purposeful job, friendly work colleagues, and job protection) affected both job satisfaction and organizational commitment. According to Bartlett (2007), job characteristics in table-service restaurants have a positive effect on the job satisfaction of all individuals. Another study of temporary employees demonstrated that all indicators of job characteristics—autonomy, task identity and skill variety, task identity, autonomy, and feedback—were significantly correlated to organizational commitment and job satisfaction in both customer and the business (Slattery et al., 2010). As eloquently stated by Katsike et al. (2011), they observed that the highest level of job variety, job autonomy, and job feedback promote job happiness and satisfaction. Job satisfaction and organizational commitment have a significant relationship.

Mediation Analysis of the Three Variables

The relationship between three variables, namely job characteristics, organizational commitment, and job satisfaction, was discovered in this study is critical to the survival and significant improvement of the various food service establishments in Davao City. Furthermore, the data show a significant relationship in terms of mediating the effect of job characteristics on organizational commitment and job satisfaction. As eloquently stated by Johari & Yahya (2016), the job characteristics can enhance and develop the workers' level of organizational engagement and motivation and enhance job productivity. Then, that's why job characteristics are very significant to the level of individual employees, and each of their categories must have a strong influence on the result of an individual's different attitudes and behaviors. Consequently, in this research study, job characteristics play a significant mediator that links organizational commitment and job satisfaction of the employees in the food sector.

This study provides a deeper understanding of job characteristics (JC) and why these mediators influence organizational commitment (OC) and job satisfaction (JS). With implications for the study results, the conclusion is depicted in this part. Hence, as a result of the preceding findings, it can be concluded: The level of organizational commitment in terms of continuance commitment, normative commitment, and affective commitment has a different level of affective commitment and continuance commitment, which is high or not observed. At the same time, the normative commitment of individual food service employees is very high or very much observed. It means that the employees have their way of managing themselves in the workplace and even accomplishing their responsibilities within the organization. Other employees may also stay with the company due to the compensation, opportunity, and task responsibility. Moreover, it is one of the measurements in food service on how to deal with the management that will make the employees more committed and dedicated to the management considering the growth and betterment of the food service.

The level of job characteristics of food service employees in Davao City regarding skill variety, autonomy, and task identity is tested to be very high because this study is supported by the literature (Katsike et al. 2011). Researchers discovered a positive relationship between job satisfaction and organizational commitment, as well as a significant relationship between job autonomy, job variety, and job feedback.

This part is a measure of job satisfaction of food service employees in Davao City in considerable pay, promotion, and even supervision has very highest results because, in the different food service establishments businesses, job satisfaction plays a significant role in helping the organization to become successful. Again, it is not only the leading measurement for assessing job satisfaction, but it also recognizes unmotivated employees, helps the productivity of the individual, and helps increase the food service profit. Furthermore, it is a requirement that enables the organization to have highly competitive business management and a work environment that encourages employees to stay with the company for a longer period.

Apart from that, the research correlations among job characteristics and organizational commitment; organizational commitment and job satisfaction; and job characteristics and job satisfaction have been examined & tabulated from respondent data that have a highly significant relationship. Based on the research study results, job characteristics significantly mediate the relationship between organizational commitment and job satisfaction. This study has been supported by the literature of Hussain and Alla (2017). It has been demonstrated that job characteristics, personal job fit, and organizational engagement have a significant and beneficial effect on employee performance. Finally, the research revealed that all variables identified in the study significantly impact each other.

CONCLUSION

The following conclusions are taken from the study's research findings:

As per the findings of this study, job characteristics significantly mediate the correlation between both organizational commitment and job satisfaction among food service employees. To add more, it is perceived that certain job characteristics are essential for the different food service industries to make their businesses more productive and successful. With that, the organizational

commitment of the individual employees will become more effective and helpful to the business operation. Furthermore, job satisfaction was tested at very high levels because having those characteristics and commitment can make people feel happier and have a great opportunity for advancement in the workplace. Also, the well-structured management enables the employees to enhance their skills in the organization and become more committed employees to the growth and success of the business.

Moreover, the level of the three variables in food service manifests very high. This means that it is commonly evident in the different food establishments in Davao City. So, the null hypothesis (H_0) of the study is rejected. Therefore, there is a significant relationship between job characteristics and organizational commitment; organizational commitment and job satisfaction; and job characteristics and job satisfaction.

RECOMMENDATIONS

The researchers recommend that food service establishments should build a positive working environment so that food service employees are motivated and inspired to do their tasks. Additionally, suppose the food service employees are motivated. In that case, they can provide a quality service to the customers, which can also help the business to prosper and be successful. Moreover, it is recommended that food service establishments create well-structured management because it is a great help for the food service employees to have greater confidence and morale. Also, it guides them to perform at their best in their everyday work. It is also recommended that the food service establishment have a fair reward for each of the employees for them to be well-motivated and do their responsibility well, which leads to achieving and reaching the goals of the food service establishment.

To add more, the study discovered a significant and positive relationship between job characteristics and organizational commitment, and the employees' job satisfaction. As a result, the researcher recommends food service management improve their system, facility planning, and benefits and be resourceful and advantageous to all employees. Additionally, it can make foodservice staff enthusiastic about establishing organizational commitment, which leads to employee job satisfaction because they can work in a comfortable and valued workplace. It's also because the job characteristics have been redesigned. Finally, it is suggested that future researchers can utilize

REFERENCES

- Abdolshah, M., Zadeh, E. J., Talei, R., Shirzadi, A., & Khatibi, A. M. (2018). Job Characteristics and Job Satisfaction among office workers: The Mediating Role of Distributive Justice. *International Journal of Academic Research in Business & Social Sciences*. DOI:10.6007/IJARBSS/v10-i9/7828. Available at: <https://pdfs.semanticscholar.org/e121/1c05494916a9649ffcf138d9bd8a0c226aba.pdf>.(Accessed:28 September 2020).
- Abbott, 2018. *The effects of Job characteristics and Job satisfaction on Job performance in the Restaurant industry*. [Online] Available at: <http://www.repository.rmutt.ac.th/dspace/bitstream/123456789/2199/1/142546.pdf>
- Abdul Hamid al Khalil (2017). Effects of Job Characteristics on Employee Satisfaction in the Public Radio Stations in Syria. Available from: https://hrmars.com/papers_submitted/3325/Effects_of_Job_Characteristics_on_Employee_Satisfaction_in_the_Public_Radio_Stations_in_Syria.pdf
- Adrian, A., Davidescu, M., Simona, A, A., Andreea, P., & Casuneanu, I.,(2020). *Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees – Implications for sustainable human Resource Management*. (Accessed: 29 July 2020). Available at: https://www.google.com/url?sa=t&source=web&rct=j&url=https://www.mdpi.com/2071-1050/12/15/6086/pdf&ved=2ahUKEwj1heCZmOfyAhWbdd4KHdAAAIUQFnoECBsQAQ&usg=AOvVaw1JgJ2VphlaXllkMg_lfLmK
- Ahmad, M. I., Firman, K., Smith, H., & Smith, A. (2018). The Influence of Transformational Leadership, Competence at Work, and Job Characteristics on the Employee Performance Through Organizational Commitment: A social Exchange Perspective. *International Journal of eBusiness and eGovernment Studies*, 13, pp. 142-164. Doi: 10.34111/ijepeg.202113107. Available at: <https://www.sobiad.info/index.php/ijepeg/article/download/489/29>. (Accessed: 15 June 2021)
- Alla, A., & Hussain, H.(2017). The Effect of Job Characteristics, Person-Job Fit, Organizational Commitment on Employee Performance (Study of East Java BPJS Employees. *Journal of Public Administration Studies*, 5(1), pp. 5-7. Available at: <https://jpas.ub.ac.id/index.php/jpas/article/download/116/113>. (Accessed: 2020)
- Allen. N. J.. & Meyer, J.P. (1990). *A study of relationships between job satisfaction and organizational commitment among restaurants employees*. <http://dx.doi.org/10.25669/5n09-d0jw>. Available at: <https://digitalscholarship.unlv.edu/cgi/viewcontent.cgi?article=2175&context=rtlds>
- Al-Tokhais, A., 2016. The relationship between communication effectiveness and multicultural employees' job outcomes (Doctoral dissertation, Kent State University). Retrieved at: https://etd.ohiolink.edu/apexprod/rws_olink/r/1501/10?clear=10&p10_accession_num=kent1479431745750957

- Alrowwad, A.A., Almajali, D., Masa'deh, R.E., Obeidat, B. and Aqqad, N., 2019, April. The role of organizational commitment in enhancing organizational effectiveness. In Conference: Proceedings of the 33rd International Business Information Management Association Conference (pp. 9133-9154). Granada: IBIMA. Retrieved at: https://www.researchgate.net/publication/332697163_The_Role_of_Organizational_Commitment_in_Enhancing_Organizational_Effectiveness
- Aziz, G. O., 2017. *The effects of Job characteristics and Job satisfaction on Job performance in the restaurant industry.* [Online] Available at: <http://www.repository.rmutt.ac.th/dspace/bitstream/123456789/2199/1/142546.pdf> [Accessed 30 May 2022].
- Bartlett (2007). Job Characteristics, Job Satisfaction, and Organizational Commitment for Hotel Workers in Turkey. *Journal of Hospitality Marketing & Management*. DOI:10.1080/19368623.2013.796866. Retrieved from: https://www.researchgate.net/publication/271927335_Job_Characteristics_Job_Satisfaction_and_Organizational_Commitment_for_Hotel_Workers_in_Turkey
- Budhathoki, N., 2018. Customer Satisfaction in Restaurant Services. [Online] Available at: <https://www.theseus.fi/bitstream/handle/10024/142491/Customer%20Satisfaction%20in%20Restaurant%20Service.pdf?sequence=1> [Accessed 21 September 2021].
- Careem, H., 2021. Leadership Style and Its Influence on Organisational Commitment: Special reference to the construction industry of UAE. Available at SSRN 3764934. Retrieved at: https://www.researchgate.net/profile/Mf-Hibathul-Careem/publication/348277297_Leadership_Style_and_Its_Influence_on_Organisational_Commitment_Special_reference_to_the_construction_industry_of_UAE/links/5ff5dd32299bf1408875909b/Leadership-Style-and-Its-Influence-on-Organisational-Commitment-Special-reference-to-the-construction-industry-of-UAE.pdf
- Cavanagh, T.M., Kraiger, K. and L. Henry, K., 2020. Age-related changes on the effects of job characteristics on job satisfaction: A longitudinal analysis. *The International Journal of Aging and Human Development*, 91(1), pp.60-84. Retrieved at: <https://journals.sagepub.com/doi/pdf/10.1177/0091415019837996>
- Chelliah, S., Sundarapandiyan, N. and Vinoth, B., 2015. Research on employees' organizational commitment in organizations: A case of SMEs in Malaysia. *International Journal of managerial studies and research*, 3(7), pp.10-18. Retrieved at: <https://www.joseheras.com/www/pdfs/ijmsr/v3-i7/2.pdf>
- Chordiya, R., Sabharwal, M. and Goodman, D., 2017. Affective organizational commitment and job satisfaction: A cross-national comparative study. *Public Administration*, 95(1), pp.178-195. Retrieved at:

https://www.researchgate.net/profile/Meghna-Sabharwal/publication/314094583_AFFECTIVE_ORGANIZATIONAL_COMMITMENT_AND_JOB_SATISFACTION_A_CROSS-NATIONAL_COMPARATIVE_STUDY_Affective_organizational_commitment_and_job_satisfaction/links/59d5aef5a6fdcc874695718d/AFFECTIVE-ORGANIZATIONAL-COMMITMENT-AND-JOB-SATISFACTION-A-CROSS-NATIONAL-COMPARATIVE-STUDY-Affective-organizational-commitment-and-job-satisfaction.pdf

- Colquitt, A. J., Lepine, A. J., & Wesson, J. M. (2017). The Effect of Job Characteristics towards the Organizational Commitment of the Employees. *International Journal of Emerging Trends in Social Science*, 8(1).pp.1-9. DOI: 10.20448/2001.81.1.9. Available at: https://www.google.com/url?sa=t&source=web&rct=j&url=https://ideas.repec.org/a/spi/ijetss/2020p1-9.html&ved=2ahUKEwiUiuTxruffyAhX0QPUHHT4zA4QQFnoECAcQAQ&usq=AOvVaw0HvdnaNC0n3WMs2A6Ju_vw&cshid=1630829119629
- Ćulibrk, J., Delić, M., Mitrović, S. and Ćulibrk, D., 2018. Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement. *Frontiers in psychology*, 9, p.132. Retrieved at: <https://www.frontiersin.org/articles/10.3389/fpsyg.2018.00132/full>
- David Lamond & Paul E. Spector (1999). Taking Stock of the Job Satisfaction Survey: Its Validity and Reliability in a Different Time and Place. Available at: https://www.researchgate.net/publication/236111545_Taking_Stock_of_the_Job_Satisfaction_Survey_Its_VValidity_and_Reliability_in_a_Different_Time_and_Place
- Dessler, G., Cole, N. D. and Sutherland, V. L. (2017). Can Human Resource Practice and Job Characteristics Increase Employee Engagement and Organizational Commitment? Empirical Study from Coal Mining Company in Indonesia. *Journal of Human Resources Management Research*. 2020(2020, pp. 12. DOI: 10.5171/2020.393044. Available at: <https://ibimapublishing.com/articles/JHRMR/2020/393044/393044.pdf>. (Accessed: 29 December 2020)
- Eliyana, A. and Ma'arif, S., 2019. Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), pp.144-150. retrieved at: <https://www.sciencedirect.com/science/article/pii/S2444883418300196>
- Fried and Ferris (2002). Job characteristics and performance of employees among private equity firms in Nairobi city county, Kenya. Available from: <https://ir-library.ku.ac.ke/bitstream/handle/123456789/18956/Job%20characteristics%20and%20performance....pdf?sequence=1&isAllowed=y>
- Ghimire, A. J., 2012. Service Quality and Customer Satisfaction in the Restaurant Business. [Online] Available at:

https://www.theseus.fi/bitstream/handle/10024/46914/Ghimire_Abadh.pdf
[Accessed 15 October 2021].

- Hackman, J. R., & Oldham, G. R. (1976). Impact of Job Autonomy on Organizational Commitment and Job Satisfaction: The Moderating Role of Organizational Culture in fast Food Sector of Pakistan. *International Journal of Business Management*. 8(17). doi:10.5539/ijbm.v8n17p92. Available at: <https://pdfs.semanticscholar.org/31d5/112f4968a1b3b8a83abd1052e1312b2c2ba0.pdf>. (Accessed: 10 August, 2013)
- Hakim, Zanetta, Pinheiro, and Cunha, (2021). An Analysis of the Relationship Between Job Burnout and Job Satisfaction Among Food Service Crews Amidst the Covid-19 Pandemic in Philippines. *International Journal of Advance Research and Innovative Ideas in education*. 8 (3), DOI: 10.6084/M9.FIGSHARE. 14802930.V1. Available at: https://www.researchgate.net/profile/Jhoselle-Tus/publication/352492071_An_Analysis_of_the_Relationship_Between_Job_Burnout_and_Job_Satisfaction_Among_Food_Service_Crews_Amidst_the_COVID-19_Pandemic_in_the_Philippines/links/60cbb266a6fdcc01d47dc97c/An-Analysis-of-the-Relationship-Between-Job-Burnout-and-Job-Satisfaction-Among-Food-Service-Crews-Amidst-the-COVID-19-Pandemic-in-the-Philippines.pdf
- Herzberg, Frederick (1959). *A study of relationships between job satisfaction and organizational commitment among restaurants employees*. <http://dx.doi.org/10.25669/5n09-d0jw>. Available at: <https://digitalscholarship.unlv.edu/cgi/viewcontent.cgi?article=2175&context=rtds>
- Herman, Carole M., (1988) "The Influence of Job Characteristics on Organizational Commitment to Job Satisfaction of Foodservice Employees." Master's Thesis, University of Tennessee, 1988. https://trace.tennessee.edu/utk_gradthes/3952: https://trace.tennessee.edu/cgi/viewcontent.cgi?article=5423&context=utk_gradthes [Accessed 15 October 2021].
- Hyatt & Prawitt, (2011). Job characteristics and performance of employees among private equity firms in Nairobi city county, Kenya. Available from: <https://ir-library.ku.ac.ke/bitstream/handle/123456789/18956/Job%20characteristics%20and%20performance....pdf?sequence=1&isAllowed=y>
- Ibrahim, I., Melhem, A. B., & Ali, K. (2019). The Effect of Job Characteristics and Perceived Organizational Support on Employee Turnover Intention on the Retail Sector in Malaysia. *International Journal of Business Management Research (IJBMR)*, 2(3),pp. 106-116. Available at: <http://myjms.mohe.gov.my/index.php/ijbtm/article/download/11146/5325>. (Accessed: 31 October 2020).
- Ingle M. Larkin (2015). Job Satisfaction, Organizational Commitment and Turnover Intention of Online teachers in the K-12 Setting. Available at:

<https://www.scribd.com/document/386461784/Job-Satisfaction-Organizational-Commitment-and-Turnover-Intenti>

- Jin, X., Sun, I. Y., Jiang, S., Wang, Y., & Wen, S. (2018). Job Characteristics and Job Satisfaction among office workers: The Mediating Role of Distributive Justice. *International Journal of Academic Research in Business & Social Sciences*. DOI:10.6007/IJARBSS/v10-i9/7828. Available at: <https://pdfs.semanticscholar.org/e121/1c05494916a9649ffcf138d9bd8a0c226aba.pdf>.(Accessed:28 September 2020).
- Johari, J., & Yahya, K. K. (2016). The Effect of Job Characteristics and Perceived Organizational Support on Employee Turnover Intention on the Retail Sector in Malaysia. *International Journal of Business Management Research (IJBMR)*, 2(3),pp. 106-116. Available at: <http://myjms.mohe.gov.my/index.php/ijbtm/article/download/11146/5325>. (Accessed: 31 October 2020).
- Kalra, R., 2017. RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANISATIONAL COMMITMENT: A STUDY OF SELECT TEXTILE MANUFACTURING UNITS.Retrieved at: <https://www.scribd.com/document/374097448/RELATIONSHIP-BETWEEN-JOB-SATISFACTION-AND-ORGANISATIONAL-COMMITMENT-A-STUDY-OF-SELECT-TEXTILE-MANUFACTURING-UNITS>
- Katsikea, Theodosiou, Perdikis, and Kehagias, (2011). Job Characteristics, Job Satisfaction, and Organizational Commitment for Hotel Workers in Turkey. *Journal of Hospitality Marketing & Management*. DOI:10.1080/19368623.2013.796866. Retrieved from: https://www.researchgate.net/publication/271927335_Job_Characteristics_Job_Satisfaction_and_Organizational_Commitment_for_Hotel_Workers_in_Turkey
- Katsikea, 2017. *The effects of job characteristics and job satisfaction on Job performance in the restaurant industry*. [Online] Available at: <http://www.repository.rmutt.ac.th/dspace/bitstream/123456789/2199/1/142546.pdf> [Accessed 30 May 2022].
- Kim, W. H., Ra, Y.-A., Park, J. G., & Kwon, B. (2017). Job Characteristics and Job Satisfaction among office workers: The Mediating Role of Distributive Justice. *International Journal of Academic Research in Business & Social Sciences*. DOI:10.6007/IJARBSS/v10-i9/7828. Available at: <https://pdfs.semanticscholar.org/e121/1c05494916a9649ffcf138d9bd8a0c226aba.pdf>.(Accessed:28 September 2020).
- Konya, V., Matic, D. and Pavlovic, J., 2016. The influence of demographics, job characteristics and characteristics of organizations on employee commitment. *Acta Polytechnica Hungarica*, 13(3), pp.119-138.Retrieved at: http://acta.uni-obuda.hu/Konya_Matic_Pavlovic_67.pdf
- Kovach, Kenneth A. (1977). *A study of relationships between job satisfaction and organizational commitment among restaurants employees*.

<http://dx.doi.org/10.25669/5n09-d0jw>. Available at:
<https://digitalscholarship.unlv.edu/cgi/viewcontent.cgi?article=2175&context=rtds>

Kumari, P., & Priya, B. (2017). Moderating Role of Emotional Labour's in Job Characteristics and Organizational Commitment Relations. *International Journal of Social and Administrative Sciences*. 3(2), pp. 127-142. DOI: 10.18488/journal.136.2020.52.127.142. Available at:
[http://www.aessweb.com/pdf-files/IJSAS20205\(2\)127-142.pdf](http://www.aessweb.com/pdf-files/IJSAS20205(2)127-142.pdf)

Lam & Zhang, (2003). Job Characteristics, Job Satisfaction, and Organizational Commitment for Hotel Workers in Turkey. *Journal of Hospitality Marketing & Management*. DOI:10.1080/19368623.2013.796866. Retrieved from:
https://www.researchgate.net/publication/271927335_Job_Characteristics_Job_Satisfaction_and_Organizational_Commitment_for_Hotel_Workers_in_Turkey

Lee, J.H & Ok, C.H. (2016). *Employee Engagement and Job Satisfaction at Company A*. De La Salls University, Manila. (Accessed 20-22 June 2018). Available at:
https://www.google.com/url?sa=t&source=web&rct=j&url=https://www.dlsu.edu.ph/wp-content/uploads/pdf/conferences/research-congress-proceedings/2018/emb-10.pdf&ved=2ahUKEwilwl-5kOfyAhVOBt4KHd6WBPwQFnoECBMQAQ&usg=AOvVaw0HhwXT_mJsfUCBShLUkcZq&cshid=1630820885587

Leng, G. (2016). The Effect of Job Characteristics, Person-Job Fit, Organizational Commitment on Employee Performance (Study of East Java BPJS Employees. *Journal of Public Administration Studies*, 5(1), pp. 5-7. Available at: <https://jpas.ub.ac.id/index.php/jpas/article/download/116/113>. (Accessed: 2020)

Li, H. (2016). The Effect of Job Characteristics, Person-Job Fit, Organizational Commitment on Employee Performance (Study of East Java BPJS Employees. *Journal of Public Administration Studies*, 5(1), pp. 5-7. Available at:
<https://jpas.ub.ac.id/index.php/jpas/article/download/116/113>. (Accessed: 2020)

Locke, E. A. (1969). *A study of relationships between job satisfaction and organizational commitment among restaurants employees*. <http://dx.doi.org/10.25669/5n09-d0jw>. Available at:
<https://digitalscholarship.unlv.edu/cgi/viewcontent.cgi?article=2175&context=rtds>

Luntungan, V.M. and Rumokoy, F.S., 2016. THE INFLUENCE OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT TO EMPLOYEE TURNOVER INTENTION (Study at PT. Kawanua Dasa Pratama/Freshmart Superstore Manado). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 4(2). Retrieved at:
<https://ejournal.unsrat.ac.id/index.php/emba/article/viewFile/12497/12069>

- Lussier, R. N., & Hendon, J. R. (2016). The Effect of Job Characteristics towards the Organizational Commitment of the Employees. *International Journal of Emerging Trends in Social Science*, 8(1), pp.1-9. DOI: 10.20448/2001.81.1.9. Available at: https://www.google.com/url?sa=t&source=web&rct=j&url=https://ideas.repec.org/a/spi/ijetss/2020p1-9.html&ved=2ahUKEwiUiuTxruffyAhX0QPUHHT4zA4QQFnoECAcQAQ&usq=AOvVaw0HvdnaNC0n3WMS2A6Ju_vw&cshid=1630829119629
- Mai, P. T., 2017. Social media in Tourism. [Online] Available at: <https://www.slideshare.net/ASMThuy/1-first-draft-social-media-in-tourism-edit> [Accessed 21 September 2021].
- Margherita, A. (2021). The Influence of Transformational Leadership, Competence at Work, and Job Characteristics on the Employee Performance Through Organizational Commitment: A social Exchange Perspective. *International Journal of eBusiness and eGovernment Studies*, 13, pp. 142-164. Doi: 10.34111/ijepeg.202113107. Available at: <https://www.sobiad.info/index.php/ijepeg/article/download/489/29>. (Accessed: 15 June 2021)
- Mehmood, N., Irum, S., Ahmed, K., & Sultana, A. (2012). Impact of Job Autonomy on Organizational Commitment and Job Satisfaction: The Moderating Role of Organizational Culture in fast Food Sector of Pakistan. *International Journal of Business Management*. 8(17). doi:10.5539/ijbm.v8n17p92. Available at: <https://pdfs.semanticscholar.org/31d5/112f4968a1b3b8a83abd1052e1312b2c2ba0.pdf>. (Accessed: 10 August, 2013)
- Naseer, S., Donia, M. B. L., Syed, F., & Bashir, F. (2020). The Effect of Job Characteristics and Perceived Organizational Support on Employee Turnover Intention on the Retail Sector in Malaysia. *International Journal of Business Management Research (IJBMR)*, 2(3), pp. 106-116. Available at: <http://myjms.mohe.gov.my/index.php/ijbtm/article/download/11146/5325>. (Accessed: 31 October 2020).
- Nidadhavolu, A., 2018. Impact of leadership styles on employee job satisfaction and organizational commitment—A study in the construction sector in India. Retrieved at: <https://digitalcommons.wku.edu/cgi/viewcontent.cgi?article=3098&context=theses>
- Ngari Evelyne Wambui (2018). Job characteristics and performance of employees among private equity firms in Nairobi city county, Kenya. Available from: <https://ir-library.ku.ac.ke/bitstream/handle/123456789/18956/Job%20characteristics%20and%20performance....pdf?sequence=1&isAllowed=y>
- Oerlemans, W. G., & Bakker, A. B. (2018). The Influence of Transformational Leadership, Competence at Work, and Job Characteristics on the Employee Performance Through Organizational Commitment: A social Exchange Perspective. *International Journal of eBusiness and eGovernment Studies*, 13, pp. 142-164. Doi: 10.34111/ijepeg.202113107.

Available at:
<https://www.sobiad.info/index.php/ijepeg/article/download/489/29>.
(Accessed: 15 June 2021)

- Omar, A., Vaamonde, JD., & Salessi, S. (2019). An Analysis of the Relationship Between Job Burnout and Job Satisfaction Among Food Service Crews Amidst the Covid-19 Pandemic in Philippines. *International Journal of Advance Research and Innovative Ideas in education*. 8 (3), DOI: 10.6084/m9.figshare.14802930.v1. Available at: https://www.researchgate.net/profile/Jhoselle-Tus/publication/352492071_An_Analysis_of_the_Relationship_Between_Job_Burnout_and_Job_Satisfaction_Among_Food_Service_Crews_Amidst_the_COVID-19_Pandemic_in_the_Philippines/links/60cbb266a6fdcc01d47dc97c/An-Analysis-of-the-Relationship-Between-Job-Burnout-and-Job-Satisfaction-Among-Food-Service-Crews-Amidst-the-COVID-19-Pandemic-in-the-Philippines.pdf
- Ramsaran, R. R., 2007. Developing a Service quality questionnaire for the Hotel Industry in Mauritius. [Online] Available at: www.researchgate.net/publication/247764084_Developing_a_service_quality_questionnaire_for_the_hotel_industry_in_Mauritius [Accessed 18 September 2021].
- Rose, M. (2001). Impact of Job Autonomy on Organizational Commitment and Job Satisfaction: The Moderating Role of Organizational Culture in fast Food Sector of Pakistan. *International Journal of Business Management*. 8(17). doi:10.5539/ijbm.v8n17p92. Available at: <https://pdfs.semanticscholar.org/31d5/112f4968a1b3b8a83abd1052e1312b2c2ba0.pdf>. (Accessed: 10 August, 2013)
- Ryan, Schmit & Johnson, (2007). Job characteristics and performance of employees among private equity firms in Nairobi city county, Kenya. Available from: <https://ir-library.ku.ac.ke/bitstream/handle/123456789/18956/Job%20characteristics%20and%20performance....pdf?sequence=1&isAllowed=y>
- Sadono, N. S. (2016). The effect of Job Characteristics on Organizational Commitment: The Role of Growth Need Strength in Nepali IT Companies. *Journal of Business Management Research*, 3(1), pp. 39-56. Available at: https://www.researchgate.net/publication/346515139_The_Effect_of_Job_Characteristics_on_Organizational_Commitment_The_Role_of_Growth_Need_Strength_in_Nepali_IT_Companies. (Accessed: July 2020)
- Saud, T.R., 2020. The Effect of Job Characteristics on Organizational Commitment: The Role of Growth Need Strength in Nepali IT Companies. *Journal of Business and Management Research*, 3(1-2), pp.39-56. Retrieved at <https://www.nepjol.info/index.php/JBMR/article/view/31973>
- Schoffstall, D., 2013. The benefits and challenges hospitality management students experience by working in conjunction with completing their

- studies. [Online]
Available at: <https://dr.lib.iastate.edu/entities/publication/7b844971-25ec-4603-a2e9-53dbb13ca196> [Accessed 15 October 2021].
- Senin, S., 2015. Job Satisfaction Organizational Commitment and Turnover Intenti. [Online]
Available at: <https://www.scribd.com/document/386461784/Job-Satisfaction-Organizational-Commitment-and-Turnover-Intenti>
[Accessed 2021 15 October].
- Shmailan, B. (2016). Employees Job Satisfaction and Their work Performance as Elements influence Work Safety. *Sciencedo*. 2(8), pp. 18-25. Available at: https://www.google.com/url?sa=t&source=web&rct=j&url=https://www.researchgate.net/publication/341656571_Employees%27_Job_Satisfaction_and_their_Work_Performance_as_Elements_Influencing_Work_Safety&ved=2ahUKewiYt9eXpOfyAhUZc3AKHR08CCMQFnoECCoQAQ&usg=AOvVaw2qwjFen6D1ij6cvmu0badJ
- Slattery, Selvarajan, Anderson, & Sardessai, (2010). Job Characteristics, Job Satisfaction, and Organizational Commitment for Hotel Workers in Turkey. *Journal of Hospitality Marketing & Management*. DOI:10.1080/19368623.2013.796866. Retrieved from: https://www.researchgate.net/publication/271927335_Job_Characteristics_Job_Satisfaction_and_Organizational_Commitment_for_Hotel_Workers_in_Turkey
- Spector, D. L. & P. E., 1999. Taking Stock of the Job Satisfaction Survey: Its Validity and Reliability in a Different Time and Place.. [Online]
Available at: https://www.researchgate.net/publication/236111545_Taking_Stock_of_the_Job_Satisfaction_Survey_Its_Validity_and_Reliability_in_a_Different_Time_and_Place
[Accessed 20 October 2021].
- Stella Achieng Odembo (2013). Job Satisfaction and Employee Performance within the telecommunication Industry in Kenya: A Case of Airtel Kenya Limited. Available from: <https://www.scribd.com/document/368972125/Job-Satisfaction-and-Employee-Performance-within-the-Telecommunication-Industry-in-Kenya-A-Case-of-Airtel-Kenya-Limited-pdf>
- Srivastava, S., 2013. Job satisfaction and organizational commitment relationship: Effect of personality variables. *Vision*, 17(2), pp.159-167. Retrieved at: https://d1wqtxts1xzle7.cloudfront.net/53424038/Job_Satisfaction_and_Organizational_Commitment_Relationship_Effect_of_Personality-with-cover-page-v2.pdf?Expires=1646818694&Signature=TPMPbuC~IUiojcEdUwqtZXHalx xb65WDIUgTkvmFJv30JxObD~G2C40FWiSE0~tIUzQdl4-KOnh6UgCv8cp-2-em-6b7xaXoai4P28cy~6alU0dGi6p8RAZAm8PjYtZz2ArFvNS5DSiJV2juJtl-izl7Fq6k38mJv8wq~qUy1Ei5tAJ3sw2eXvgzWu8~Em5oRFI3fswEol8il3n2Qlk17MP5ktDMhuHotHJLMS167uj6lwEGeXMQ2tiKwETA6yim-uu59rY4Pd~RV1yTCoUg-PfqJP-QOEaxyumIMNSkMD3KVIb0C8PJJeAbZ~Hmua576s11gRQYhLUUxFitFP3z34g__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA

- Syptak, J.M., Marsland, D.W. and Ulmer, D., 1999. Job satisfaction: Putting theory into practice. *Family practice management*, 6(9), p.26. Retrieved at: <https://www.aafp.org/fpm/1999/1000/p26.html>
- Thiagara and Thangaswamy, (2017). An Analysis of the Relationship Between Job Burnout and Job Satisfaction Among Food Service Crews Amidst the Covid-19 Pandemic in Philippines. *International Journal of Advance Research and Innovative Ideas in education*. 8 (3), DOI: 10.6084/m9.figshare.14802930.v1. Available at: https://www.researchgate.net/profile/Jhoselle-Tus/publication/352492071_An_Analysis_of_the_Relationship_Between_Job_Burnout_and_Job_Satisfaction_Among_Food_Service_Crews_Amidst_the_COVID-19_Pandemic_in_the_Philippines/links/60cbb266a6fdcc01d47dc97c/An-Analysis-of-the-Relationship-Between-Job-Burnout-and-Job-Satisfaction-Among-Food-Service-Crews-Amidst-the-COVID-19-Pandemic-in-the-Philippines.pdf
- Thi, K. C., (2020). The Relationship Between Job Characteristics and Job Satisfaction of Public Officials on the Ministry of Foreign Affairs of Myanmar. *Master Thesis of Public Administration*. Available at: <https://s-space.snu.ac.kr/bitstream/10371/170982/1/000000162628.pdf>
- Tung, W. C., 2016. A Customer Perception and Satisfaction Survey for a Chinese Buffet.
- Yalabik, Z.Y., Rayton, B.A., & Rapti, A. (2017). *Employee Engagement and Job Satisfaction at Company A*. De La Salls University, Manila. (Accessed 20-22 June 2018).