

# An empirical analysis of the relationship between job characteristics, organizational justice, ego - resilience, empowerment and food quality

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## 음식점 조리사의 직무특성·조직공정성·자아탄력성·임파워먼트와 음식품질과의 영향관계 실증분석

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**Abstract** The effect of restaurant cook on food quality was analyzed. Data collection was done by the self - filling questionnaire which was directly written by the restaurant cooks. 592 parts were collected and analyzed. The results of the study were as follows. First, job characteristics and organizational justice were found to have significant influence on ego-resilience. Second, job characteristics and organizational justice have a significant influence on factors affecting empowerment. Third, Job characteristics were found to have a significant influence on food quality. Fourth, organizational justice has a significant influence on food quality. Fifth, ego-resilience and empowerment were found to have a significant influence on food quality food quality

**Key Words** : Food quality, Job characteristics, Organizational justice, Ego-resilience, Empowerment

요 약 음식점 조리사를 중심으로 음식품질에 영향을 주는 요인을 실증분석 하였다. 음식점 전문점 조리사들이 직접 기입하는 자기기입식 설문방식을 사용하였다. 592부를 수집하여 분석하였다. 연구결과 다음과 같다. 첫째, 음식품질에 영향을 주는 요인으로 직무특성은 유의한 영향력이 있는 것으로 확인 되었다. 둘째, 음식품질에 영향을 주는 요인으로 조직공정성은 유의한 영향력이 있는 것으로 확인 되었다. 셋째, 음식품질에 영향을 주는 요인으로 자아탄력성과 임파워먼트는 유의한 영향력이 있는 것으로 확인 되었다. 음식품질에 영향을 주는 조리사의 행동요인으로 직무특성이, 조직공정성, 자아탄력성, 임파워먼트를 확인하였다. 이를 기초로 보다 확장된 조리사의 행동요인에 대한 연구가 진행되어야 한다.

주제어 : 음식품질, 직무특성, 조직공정성, 자아탄력성, 임파워먼트

### 1. Introduction

In the restaurant market where competition for survival is intense, it is necessary to manage the quality of food in a way that responds appropriately to customers' satisfaction and re-finds them. In the service delivery situation, customers always look

forward to it. It has expectations from the service organization whether it has fulfilled its obligations and obligations to the customer, provided the product service results or benefits promised to the customer, and how the service results will be transferred through the process[1]. Since the concept of food quality is a relative and dynamic concept, only restaurants that

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continuously strive for quality improvement will have a competitive advantage. Food quality is not a producer's point of view but a value from a customer's point of view. The most important thing about food quality is human resource management. The restaurant is a representative service industry centered on manpower, and it can be said that each company is very important in securing human resources and managing the superiority with competitors[2]. The kitchen of a restaurant is not only important as a source of revenue generation. It is a place that creates high quality welfare facilities and economic added value as a cook's work space or living space[3]. Cooks are the people who have the greatest influence on food quality in restaurants. The value of service and quality of service for food cooked by a restaurant cook has more significance. The concept of food quality and the concept of menu product are variously defined by various scholars. In recent years, food quality measurements have been used as menu items within menu product quality. Food quality is a very subjective measure and there are some studies that can't be measured. In addition, there is research content that can be analyzed accurately because it is objective[4]. It is objectively approaching these theories determining the quality of tastes in a restaurant can be divided into seasoning and cooking[5]. The quality of the food is determined according to the seasoning and cooking, and the quality of the overall restaurant can be evaluated according to the service value and quality of the customer, the job characteristics of the employees, and the organizational characteristics of the restaurant. The research on food quality and service has been found to be centered on users, but multidimensional studies considering various variables at the same time have not yet been found. Therefore, this study conducted an empirical analysis study focusing on the factors affecting the food quality of restaurants mainly in cooks.

## 2. Research methods

### 2.1 Research method

This study is a multi-dimensional empirical analysis of how restaurant cook's job characteristics, organizational justice, ego-resilience, and empowerment affect food quality. Job characteristics (skill variety, task identity, task significance, autonomy, feedback) and organizational justice (distributive justice, procedural justice, and interactional justice) were selected as independent variables. Ego-resilience and Empowerment were selected as the parameters. The dependent variable was food quality.

### 2.2 Subject of study

Data collection was conducted on restaurant cooks in metropolitan cities, small cities, and rural areas. Questionnaires were prepared by self-filling questionnaires filled in by restaurant cooks.

A total of 600 questionnaires were distributed and 592 copies were collected. 592 parts were analyzed.

### 2.3 Measured variable

#### 2.3.1 Job Characteristics

Job characteristics are perceived task perceptions as a function of objective task perceptions, and individual responses to work are determined by their desire intensity[6]. In this study, item measurement is defined by using the skill variety, task identity, task significance, autonomy, and feedback used as a core dimension of job in JDS of Hackman & Oldham (1975). The items were measured using the Likert Scale: "Not at all (1 point)-Very much (5 points)". A total of 15 items were constructed.

#### 2.3.2 Organizational justice

How organizational members perceive organizational justice in an organization has a significant impact on organizational functioning and attitudes and behavior in their jobs. It is based on the recognition that organizational members are fairly treated by their

employees in their job processes and that the various variables related to their job are treated fairly[7-8]. Organizational justice can be measured in terms of wage satisfaction, decision-making processes, and interactions within the organization. In this study, we used three sub-dimensions of distributive justice, procedural justice, and interactional justice used by Jae-Jin, Joo(2007)[9]. The items were measured using the Likert Scale: "Not at all (1 point)-Very much (5 points)". A total of 20 items were constructed.

### 2.3.3 Ego-Resilience

Ego-resilience is a personality type. People with ego-resilience are not insensitive to anxiety and experience open and positive feelings about new experiences. Means the ability to flexibly adjust the self-control level to maintain or improve the equilibrium of the system[10-11]. Ego-resilience is an individual's dynamic ability to change a particular level of self-control in an environment where adaptation is needed, such as stress, unpredictable circumstances, various conflicts, and imbalances[12]. In this study, we define ego-resilience as the controllability of individuals who can flexibly cope with and cope with various job environments and situations provided to organizational members. Items were measured using modified Yu-Na, Ko (2014)[13]. The items were measured using the Likert Scale: "Not at all (1 point)-Very much (5 points)". A total of 4 items were constructed.

### 2.3.4 Empowerment

The lexical meaning of Empowerment is 'invest formally with power', 'endow with the ability or power required for a purpose or task'[14]. As restaurants are well practiced, employees are more motivated to work, so they are more active in their work, more confident and more satisfied with their work, and have pride in their restaurants and satisfaction with their work[15]. According to Spreitzer(1995), the concept of empowerment is multifaceted, and therefore it is

difficult to understand the concept of a single concept. The meaning of empowerment is impact, competence, self-determination[16]. This was modified and used. The items were measured using the Likert Scale: "Not at all (1 point)-Very much (5 points)". A total of 3 items were constructed.

### 2.3.5 Food quality

The quality of service means the attitude or judgment of the customer, which is formed by the customer's perception of the service and the actual service performance from the viewpoint of the customer's quality perception[17]. The concept of food quality and the concept of menu products are variously defined by various scholars. In recent years, food quality measurement has been used as a menu item within menu product quality[4]. The evaluation of food quality corrected and supplemented the scale used by Choi, Sung-Man (2011)[18]. Food quality was divided into seasoning and cooking. Item measurement is defined as focusing on Functional, Nutritional, Process ability and Effectiveness. The items were measured using the Likert Scale: "Not at all (1 point)-Very much (5 points)". A total of 30 items were constructed.

## 2.4 Analyzing methods

Data analysis was done by frequency analysis and descriptive statistical analysis using SPSS 23.0 program. The skewness and kurtosis of the measured variables were verified to verify the normality of the data. A correlational relationship was used to analyze the relationship between variables. In order to test the influence, we used the AMOS 23.0 program to determine the suitability of the structural equation model. A fit index, which is not sensitive to sample size, was selected among several fit indices. We consider the parsimony of the model. The fit index TLI, CFI, and RMSEA with clear interpretation criteria were used[19].

### 3. Results

#### 3.1 Demographic characteristics.

There were 479 males (80.96%) and 113 females (19.1%) among males. 188 (31.8%) were the youngest in their 40s or younger. By educational background, 280 students (47.3%) graduated from high school. The number of marriages was 447 (75.5%), which was relatively higher than that of unmarried 145 (24.5%). Food business areas were 283 (47.8%) metropolitan cities, 188 (31.8%) in small cities and 121 (20.4%) in rural areas.

#### 3.2 Descriptive statistics analysis

As a basic analysis to analyze the structural model of this study, we analyzed the main characteristics such as mean and standard deviation, skewness and kurtosis between variables. As a result, the normal distribution condition required to apply the structural equation was satisfied[19].

#### 3.3 Correlational Relationship

A correlational relationship is a relationship between variables. It refers to the intensity and direction of change, such as how one variable changes as one variable changes in two the correlation coefficients among the latent variables included in this study model are shown in Table 1(Correlational Relationship) as absolute figures. The ego-resilience and empowerment relationship index was the highest at .579, and Organizational justice and seasoning Food quality index were the lowest at .156. Therefore, there was no very strong correlation of .7 or higher.

Table 1. Correlational Relationship

Division	1	2	3	4	5	6
1	1					
2	-.278 ***	1				
3	-.042	.579 ***	1			

4	-.069	.525 ***	.602 ***	1		
5	.085 *	.156 ***	.169 ***	.223 ***	1	
6	.059	.221 ***	.206 ***	.272 ***	.480 ***	1

\*p<.05, \*\*p<.01 \*\*\* p<.001

1. Job characteristics
2. organizational justice
3. ego-resilience
4. Empowerment
5. food quality seasoning
6. food quality cooking

#### 3.4 Research model analysis

The measurement result was  $\chi^2 = 5064.977$  (df = 2359, p <.001). Model was found to be appropriate. Also, in this study, TLI = .902, CFI = .910, and RMSEA = .044. It can be judged that fitness as a whole is appropriate as a whole.

#### 3.5 Empirical analysis

##### 3.5.1 Relationship between job characteristics and food quality

Table 2(Relationship between job characteristics and food quality) shows the relationship between job characteristics and food quality. Food quality was classified into seasoning and cooking. All of the sub variables of job characteristics affecting seasoning were found to have significant influence.

Seasoning the path that has a significant influence is as follows. Skill-variety → nutritional, skill-variety → Process ability, task-identity → nutritional, task-significance → nutritional, autonomy → effectiveness, feedback → functional. Cooking the path that has a significant influence is as follows. skill-variety → nutritional, skill-variety → process ability, task-identity → nutritional, autonomy → effectiveness, feedback → functional.

Table 2. Relationship between job characteristics and food quality

PATH			S. E Estimate	C.R.
Seasoning	Functional Nutritional Process ability Effectiveness	← Skill variety	-.013 .197 -.233 .034	-.207 2.968** -3.753*** .521
		← Task identity	-.059 .171 .074 -.039	-1.015 2.867** 1.366 -.663
	Functional Nutritional Process ability Effectiveness	← Task significance	.077 -.160 -.047 -.008	1.251 -2.555* -.831 -.130
		← Autonomy	-.009 .064 -.023 .323	-.172 1.187 -.475 5.753***
	Functional Nutritional Process ability Effectiveness	← Feedback	.152 .094 -.046 .043	2.931** 1.794 -.967 .824
Cooking	Functional Nutritional Process ability Effectiveness	← Skill variety	.058 .185 -.206 -.048	.901 2.791** -3.380*** -.754
		← Task identity	.033 .179 .096 .022	.556 2.997** 1.782 .374
	Functional Nutritional Process ability Effectiveness	← Task significance	-.018 .035 -.102 -.048	-.291 .567 -1.806 -.789
		← Autonomy	.006 .009 -.049 .236	.108 .179 -.913 4.373***
	Functional Nutritional Process ability Effectiveness	← Feedback	.125 .029 -.026 .051	2.415* .554 -.556 .993

\* p<.05, \*\*p<.01 \*\*\* p<.001

### 3.5.2 Relationship between organizational justice and food quality

Table 3(Relationship between organizational justice and food quality) shows the relationship between organizational justice and food quality. Food quality was classified into seasoning and cooking.

In the relationship between seasoning and organizational justice, Interactional justice → Process ability showed a significant influence. The significant paths in the relationship between cooking and organizational justice were procedural justice → functional, interactional justice → process ability.

Table 3. Relationship between organizational justice and food quality

PATH			S.E Estimate	C.R.
Seasoning	Functional Nutritional Process ability Effectiveness	← Distributive justice	.072	1.312
			.024	.422
		← Procedural justice	.036	.712
			-.072	-1.287
	Functional Nutritional Process ability Effectiveness	← Procedural justice	.070	1.109
			-.066	-1.031
			-.025	-.429
	Functional Nutritional Process ability Effectiveness	← Interactional justice	.081	1.260
			-.099	-1.751
			.002	.041
.145			2.754**	
Cooking	Functional Nutritional Process ability Effectiveness	← Distributive justice	.015	.266
			-.034	-.608
			.087	1.556
	Functional Nutritional Process ability Effectiveness	← Procedural justice	-.002	-.037
			-.065	-1.191
			.143	2.252*
			.021	.324
	Functional Nutritional Process ability Effectiveness	← Interactional justice	-.006	-.100
			.073	1.159
			-.047	-.824
Functional Nutritional Process ability Effectiveness	← Interactional justice	-.029	-.511	
		.178	3.392***	
		.068	1.223	

\* p<.05, \*\*p<.01 \*\*\* p<.001

### 3.5.3 Relationship between ego–resilience /empowerment and food quality

Table 4 shows the relationship between ego-resilience and food quality. Ego-resilience has a significant effect on the process ability of seasoning.

Ego-resilience has no effect on cooking. Table 4(Relationship between ego-resilience/ Empowerment and food quality) shows the relationship between empowerment and food quality. It was found that seasoning had a significant influence on seasoning functionality and seasoning process ability. Cooking quality showed significant influence on functional and process ability.

Table 4. Relationship between ego-resilience/ Empowerment and food quality

PATH				S.E Estimate	C.R.
Seasoning	Functional Nutritional Process ability Effectiveness	←	Ego-resilience	-.062	-.873
				-.015	-.212
				-.130	-1.973*
Cooking	Functional Nutritional Process ability Effectiveness	←	Ego-resilience	.062	.859
				-.060	-.848
				-.011	-.147
Seasoning	Functional Nutritional Process ability Effectiveness	←	Empowerment	-.069	-1.057
				-.006	-.082
				.152	2.305*
Cooking	Functional Nutritional Process ability Effectiveness	←	Empowerment	-.033	-.494
				.310	4.925***
				.053	.796
Cooking	Functional Nutritional Process ability Effectiveness	←	Empowerment	.138	2.102*
				.014	.217
				.265	4.296***
				.091	1.395

\* p<.05, \*\*p<.01 \*\*\* p<.001

#### 4. Conclusion

The results of this study are as follows.

First, job characteristics and organizational justice were found to have significant influence on ego-resilience (Skill variety, autonomy, and feedback, distributive justice, procedural justice, interactional justice)

Second, job characteristics and organizational justice have a significant influence on factors affecting empowerment.

Third, Job characteristics were found to have a significant influence on food quality. Seasoning the path that has a significant influence is as follows. Skill-variety → nutritional, skill- variety → process ability, task-identity → nutritional, task-significance → nutritional, autonomy → effectiveness, feedback → functional. Cooking the path that has a significant influence is as follows. Skill-variety → nutritional, skill-variety → process ability, task-identity → nutritional, autonomy → effectiveness, feedback → functional.

Fourth, organizational justice has a significant influence on food quality. In the relationship between

seasoning and organizational justice, Interactional justice → process ability showed a significant influence. The significant paths in the relationship between cooking and organizational justice were procedural justice → functional, interactional justice → process ability.

Fifth, ego-resilience and empowerment were found to have a significant influence on food quality food quality. It was found that seasoning had a significant influence on seasoning functionality and seasoning process ability. Cooking quality showed significant influence on functional and process ability

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