

The Role of Career Satisfaction on Cooks' Intrinsic Motivation, Work Engagement and Perceived Role-Overload

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ARTICLE INFO

Keywords:

Cooks
Career Satisfaction
Intrinsic Motivation
Work Engagement
Role Overload

Received 2 March 2022

Revised 22 June 2023

Accepted 25 June 2023

Article Classification:

Research Article

ABSTRACT

Purpose – This empirical study aimed to examine how intrinsic motivation, perceived role-overload, and job engagement of Turkish chefs are affected by career satisfaction.

Design/methodology/approach – A sample of chefs yielded a total of 211 useable questionnaires for this survey. The SPSSAMOS statistical tool was used to test the proposed correlations using the SEM method.

Findings – Results based on SEM results reveal that career satisfaction has a positive impact on cooks' intrinsic motivation and work engagement. However, career satisfaction did not have a significant negative effect on their perception of role overload.

Discussion – This paper provides implications for the sector in terms of understanding the link among career satisfaction, intrinsic motivation, and work engagement for cooks. Also, this study offers practical advice on how to use good management techniques and enhance organizational outcomes in contexts where people operate in the culinary industry. The current study, which looks at previously unresearched impacts and correlations, theoretically adds to the body of knowledge on hospitality management.

1. Introduction

In the intense competitive environment in the food and beverage industry, the human factor stands out as one of the most important elements for businesses trying to gain an advantage over their competitors (Kong et al., 2012). The service quality offered by the businesses has become measured by the behavior of the employees toward the customers and the devotion they have shown. In particular, the performance of the chefs working in the kitchen directly affects the customer's ultimate goal of a quality dining experience. Therefore, the performance of the cooks is very important in providing quality service and customer satisfaction in the food and beverage sector. From this situation, it is understood that it is possible to reach the targets set by the enterprises only with the human resources factor (Shum et al., 2020).

With the understanding that one of the most important phenomena that increase the performance and productivity of an organization is the human element, the value given to people in the business environment continues to increase. People want to be able to fulfill some of their demands in the workplace and be rewarded morally and financially for their efforts on behalf of their organizations. Meeting demands is very important for providing job satisfaction. It is clear that the most complex and variable element among the resources used by organizations is people. Even a small number of unhappy employees can negatively affect all business operations (Söyük, 2018). Increasing the employee's career satisfaction and job commitment is one of the key approaches to ensuring and maintaining the continuity of employees in the organization (Anafarta & Yılmaz, 2019). Internal motivation is also believed to have an impact on how long employees stay with the company. Employees' perceptions of excessive workload are thought to be another factor affecting workplace satisfaction.

The idea of career satisfaction that emerged in the literature is defined as the power behind people's decisions and behaviors in achieving their goals. Because it is important that the expectations of employees and employers are met mutually and at the same rate (Cheng et al., 2015). Two things can lead to career satisfaction.

Suggested Citation

Daşkın, M., Baldıran, Ş., Pala, K. (2023). The Role of Career Satisfaction on Cooks' Intrinsic Motivation, Work Engagement and Perceived Role-Overload, *Journal of Business Research-Turk*, 15 (2), 878-893.

These include their perceptions of future optimism and their satisfaction with the business goals they have already achieved (Nauta et al., 2009). There are many concepts related to careers and career management. It increases personal satisfaction because it is a collection of processes that support employees in meeting their expectations. Additionally, a method that helps organizations run effectively is part of personal happiness. The importance of workers being satisfied with their jobs becomes even clearer when we consider the world of work. People are satisfied with their careers because they help them reach their personal and professional goals (Demirdelen & Ulama, 2013). When evaluating career satisfaction from a job perspective, it is crucial to consider whether employees are internally satisfied with their roles and pay. The findings of the studies also showed that there is a link between career happiness and employee loyalty to the company, intention to leave, and support for organizational reform. It is clear that career happiness is a very important component for company employees to be satisfied with their jobs, get along well with their colleagues, and ensure continuity at work. Career satisfaction is recommended to measure whether employees are satisfied with their careers as a result of their work experience (Kendir & Özkoç, 2018).

The aim of this study is to determine whether the duration of the cooks' work in the sector affects their intrinsic motivation, their commitment to their work, and their perception of overload. Arasli et al. (2014) explained intrinsic motivation as the sense of competence or confidence that an individual derives from completing a job. commitment to work; it refers to the level of work-related well-being, which can be seen as the antithesis of job burnout (Bakker & Leiter, 2010). Role overload describes how employees believe that they are given more tasks and duties than they can handle, taking into account their time availability, individual abilities, and other limitations (Altınay et al., 2019).

Considering the labor-intensive structure of the food and beverage services industry, examining the effects of career satisfaction on variables such as employees' intrinsic motivation, work commitment, and perceived role overload is very important in determining the strategies to be put forward so that all stakeholders of the sector are satisfied. As stated above, it is obvious that it will be possible to reach the targets set by the enterprises, namely, increasing profitability by providing quality service and customer satisfaction, only with the human resource factor. Based on the findings of the study, it will provide theoretical and practical implications for businesses operating in the food and beverage sector. However, the fact that the effect of career satisfaction on cooks' intrinsic motivation, work engagement, and perceived role overload has not been specifically examined before reveals the importance of the study.

2. Literature Review

2.1. Cook Profession in Türkiye

The Turkish Language Association (2022) defines a cook as a person who makes a living by cooking or prepares and sells food. Cooking is accepted as a branch of art that begins with the collection, purchase, storage, preparation, and presentation of food as a finished product (Kurnaz et al., 2014). In the full definition of cookery in Turkish culinary history, it is emphasized as "not only those who cook, but also those who perform an art inspired by various arts", and it is stated that "education is important and necessary" and "it is necessary to pass through the filter of the masters of the profession" (Güldemir, 2018).

The culinary profession is defined as qualified professionals who can prepare foods from both international and regional cuisines according to sanitation and hygiene standards and arrange menus (Harbalıoğlu & Ünal, 2014). The ability to be innovative must also be used consistently in the food industry. The competition between chefs working in the kitchen is constant, and they have to constantly innovate and learn new things. Despite the widespread appeal of this profession, working in the kitchen is a laborious task due to long working hours, no weekends, summer holidays, or public holidays, and a smaller social circle. Therefore, although the demand has decreased, the profession is still in demand and has become more popular recently (Alyakut & Küçükkömürler, 2018).

Although cooking is basically defined as the art of cooking in Turkey and almost all other civilizations, it is seen as the work done by men and women inside and outside the home, respectively. Therefore, although women still have important social roles, cooking is clearly a job that men do in public (Güldemir & Akarçay, 2020).

As the number of institutions providing culinary education within the scope of gastronomy and culinary arts departments of universities in the world and in our country increases, the importance of the culinary profession increases, and the culinary profession gains a scientific basis with the increase in research on gastronomy (Birdir & Kılıçhan, 2013). The most basic needs of people engaged in tourism activities are food and beverage, and the fact that hotels get most of their income from the food and beverage sector after the rooms increases the importance of the kitchen and therefore the cookery profession (Yılmaz & Çemrek, 2019).

2.2. Career Satisfaction in Hospitality

Globalization, technological, and scientific developments are seen at every stage of business life, and employees may encounter career deviations due to the challenges the post-industrial economy brings. The prevention or reduction of these abnormalities depends on career satisfaction (Taşlıyan et al., 2022). With the understanding of how valuable it is to meet employee-employer expectations mutually and at the same rate, the concept of career satisfaction, which has a place in the literature, is defined as the driving force of the choices and behaviors of individuals in reaching their goals (Cheng et al., 2015). Anafarta & Yılmaz (2019) defined career satisfaction as "an emotional state arising from an individual's aspirations, interests, employment, and abilities". Lounsbury et al. (2008) stated that career satisfaction, which is one of the types of job-related satisfaction, is an indicator of whether individuals personally reach their career goals and consists of employees' attitudes towards their careers and all their feelings about the job.

Individuals' perceptions of their careers consist of two different dimensions, such as subjective and objective perceptions. Success represents the subjective aspect of professional fulfillment, whilst the satisfaction resulting from employee evaluations on matters like pay and promotions constitutes the objective dimension. This factor is known as the internal dimension of career satisfaction since it consists of subjective assessments of the individual. In addition to success, the intrinsic career satisfaction factor is also influenced by an individual's professional development, sense of purpose in their work, and expectations for the future (Avc & Turunç, 2012). The objective dimension (external dimension) consists of the institution studied. This is why the goals and strategies of the business are aligned with the goals of individuals. If the individual does not adopt the goals and strategies that he is motivated to achieve, he begins to question his career and his future in the institution. The reason for this is that the institution could not provide the individual career satisfaction of the employees (Arifoğlu, 2015).

Although it is different for each person, there are some basic factors that affect the career satisfaction of individuals. Studies conducted on career satisfaction examined working conditions, unfair distribution of rewards, workload, stress, and negative emotions arising from conflicts between individuals' private and business lives. In addition, political views, gender, ethnicity, etc., to employees in the business environment. Discrimination in matters reduces one's satisfaction with one's career (Sabuncu & Atilla, 2022).

Greenhaus et al. (1990) emphasized that five basic elements have critical importance in ensuring the career satisfaction of individuals. These career accomplishments are described as the extent to which the chosen career goals have been met, the extent to which income goals have been met, the extent to which self-development goals have been met, and the extent to which new skills and competences have been acquired.

Providing career satisfaction, especially in businesses operating in the service sector, is as important as providing career satisfaction and customer satisfaction. Because the effectiveness of providing exceptional service and the relationships between guests, managers, and employees improve when employees are satisfied with their employment (Demirdelen & Ulama, 2013). In the evaluation of career satisfaction in terms of businesses operating in the service sector, it is important to focus on whether people are experiencing internal satisfaction according to their position and the wages they receive. In addition, it has been obtained from the results of the research that career satisfaction is related to employees' commitment to the organization, their intention to leave, and their support for organizational change. It is seen that career satisfaction is an important factor for the employees of the business to be satisfied with being in the workplace, to be able to work in harmony with their colleagues, and to ensure continuity at work. For this reason, career satisfaction is put forward as an indicator for employees to be satisfied with their careers as a result of their work experience (Kendir & Özkoç, 2018).

Staff members can only be motivated if they are happy with their work because occupations in the hospitality sector are service-oriented. Because career satisfaction affects the performance of the employees, their intention to leave the job, and the productivity of the organization. If the satisfaction of the employees is not ensured, their individual performance will decrease and, therefore, the efficiency of the organization will decrease (Şanlı, 2020). In addition, career satisfaction is also important in terms of "sustainable employment", which means that employees can continue to work now and in the future and are willing to do so. Skilled and talented workers leaving the service sector pose a talent gap as well as a threat to sustainable employment in the service sector. Therefore, retaining the qualified workforce in the service sector by ensuring career satisfaction is very important for sustainable employment in the service sector (Chang & Busser, 2019).

2.3. Career Satisfaction and Intrinsic Motivation Relationship

A career is a dynamic process that continues throughout people's lives. The word career is used in daily life when talking about all kinds of progress and success in business life (Tahtalıoğlu, 2012). On the other hand, career satisfaction refers to the harmony between job expectations and perceived reality and how people feel about their success in their career-related roles (Işık & Çiçek, 2019). Professional satisfaction is the joy people experience as a result of both internal and external aspects of their jobs, such as compensation, opportunity for progress, and professional development (Kong et al., 2012). On the other side, intrinsic motivation is described as a sense of competence or self-confidence that a person has when performing a job (Araslı et al., 2014). The essential notion for perseverance at work is intrinsic motivation. Those who are intrinsically motivated view their work as an end in and of itself, which increases their interest in it and their contentment with it (Fishbach & Woolley, 2022).

Career satisfaction, which is defined as the satisfaction with the accumulation of career-related events over time, appears to be a less investigated topic than work satisfaction in the literature on accommodations, according to studies done in this field (Zopiatis et al., 2016). It appears that organizational values are favorably correlated with career fulfillment and motivation. In this sense, Yurt & Bozkurt (2022) reported a correlation between career satisfaction and motivation.

According to Araslı et al. (2014), intrinsic motivation significantly influences employee motivations and is crucial for raising employee engagement (Putra et al., 2017). Furthermore, there is a strong link between intrinsic motivation and job satisfaction, and when compared to intrinsic motivation and job satisfaction, intrinsic motivation is crucial for boosting job satisfaction (Singh, 2021). Extrinsic motivation has been found to have a less impact on employee performance and work satisfaction than intrinsic motivation (Huang et al., 2020). Instead of performance, it was found that intrinsic motivation has a beneficial impact on job satisfaction (Lestari, 2022). Thus, these findings show the importance of searching for the drivers of intrinsic motivation.

Another study looked into how an employee's internal and external job qualities affected their career satisfaction and, in turn, their decision to continue in the hotel business. However, the same study also found that career satisfaction and intrinsic motivation have a favorable association (Zopiatis et al., 2018).

Based on the findings of the studies done in this area, it can be claimed that there is a favorable association between their career happiness and the intrinsic motivation of the cooks. Thus, the following hypothesis was proposed:

H₁: There is a significant and positive relationship between career satisfaction and intrinsic motivation.

2.4. Career Satisfaction and Role-Overload Relationship

Role overload describes how employees perceive that they are given more responsibilities and activities than they can undertake, depending on their available time, personal abilities, and other constraints (Altınay et al., 2019). Role overload and role conflict are two concepts that reveal the relationship between multiple roles and stress (Coverman, 1989).

To the authors' best knowledge, there are no empirical studies in the literature that directly examine the relationship between career satisfaction and role overload. There are studies that indirectly reveal the negative relationship between career satisfaction and excessive work. It has been shown that career planning and career satisfaction have a significant negative effect on employee turnover intentions (Salleh et al., 2020). On the other hand, employees who are in contact with customers and are exposed to one of the stress factors, such as

excessive workload, for a long time are emotionally exhausted and may leave the job voluntarily (Cho et al., 2014). It is stated that there is a negative relationship between career satisfaction and the intention to leave the career (Chang & Busser, 2019).

It is seen that job satisfaction plays a central role in studies examining human behavior at work (Bozkurt et al., 2011). For this reason, studies on the relationship between role overload and job satisfaction are mostly encountered. On the other hand, when we look at the relationship between career satisfaction and role overload, it seems that more studies have been conducted on family involvement. Excessive role burden makes it difficult for people to participate in family roles, which reveals work-family conflict (Ullah, 2015), and in this case, it directly affects career satisfaction. Bozkurt et al. (2011) argue that there is an inverse relationship between the role overload of working women in the context of gender and their job satisfaction (Bozkurt et al., 2011).

On the other hand, while it is argued that role overload can positively affect job security (Altınay et al., 2019), Akgunduz (2015) states that role overloading in hotel businesses creates less stress compared to role ambiguity and conflict. In another study, it is stated that while excessive workload has a positive effect on burnout, burnout and excessive workload do not have a negative effect on job satisfaction (Dewi et al., 2021).

As a result, while it expresses the desired progress at work in the life of the career person, excessive role loading expresses more stress and negativity. In addition, role overload is accepted as a job stress factor for employees (Cho et al., 2014). For this reason, it is thought that there is a negative relationship between career satisfaction and role overload, and in light of the explanations above, the hypothesis about the relationship between cooks' perceptions of role overload and career satisfaction is as follows:

H₂: There is a significant and negative relationship between career satisfaction and the role-overload relationship.

2.5. Career Satisfaction and Work Engagement Relationship

Work engagement, which can be viewed as the antithesis of work burnout, is a favorable, fulfilling, and effective-motivating state of job-related well-being (Bakker & Leiter, 2010). According to Başoda, "when people work, they simultaneously evaluate their natural strengths (personal resources) and the appropriate conditions (organizational psychological resources) that determine them, and use them and reflect them on their work role" (Başoda, 2017). There is empirical evidence in the literature revealing that career satisfaction is a variable that influences work engagement. According to Gunes (2022), there is a positive correlation between career satisfaction and the work engagement variable. The employee will be more emotionally attached to his organization when he thinks that he is offered the opportunity to develop mentally and that his development is supported by challenging tasks (Carleton, 2011).

According to an empirical study carried out in the service sector by Karatepe (2016), ground staff members exhibit innovative performance and a lowered tardiness attitude because they are happy with their profession at their firm. When people are happy with their careers, they perform better and are more committed to their organizations (Yap et al., 2010). Parallel to this, Zopiatis et al. (2018) in the hospitality sector reported negative relation among career satisfaction and turnover intention. As a result, firms can improve career planning for employees, which not only gives them the best prospects for growth and a successful career but also can inspire their excitement and engagement to boost morale and lower the likelihood of turnover (Lin, 2017). There are few empirical studies that directly link career satisfaction to job engagement, but based on the explanation above, the following hypothesis is put forth:

H₃: There is a significant and positive relationship between career satisfaction and work engagement.

After the hypotheses put forward on the role of career satisfaction on the intrinsic motivation, job engagement and perceived role overload of cooks, the research model of the study was formed as follows (see Figure 1).

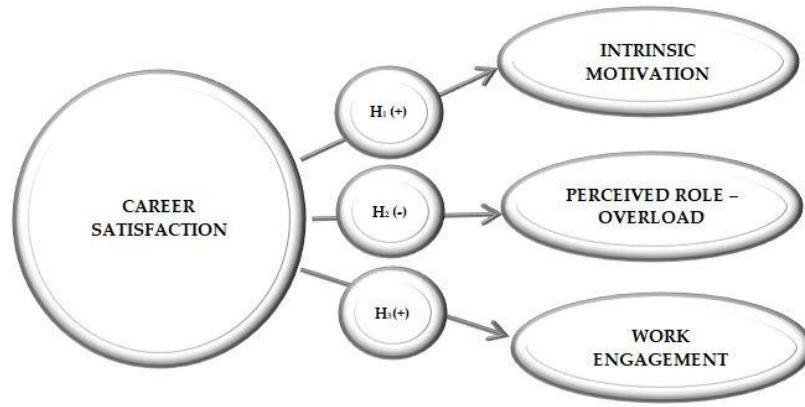


Figure 1. Research Model

3. Methodology

3.1. Sampling and Data Collection

These study data were obtained from cooks working in different regions who were registered with the cooks association. Cooks were asked to participate in the survey via WhatsApp groups, and they were informed about the purpose, importance, and scope of the study. Also, individuals received the surveys together with a statement guaranteeing their anonymity and confidentiality for the entirety of the research process. The sampling strategy for the current survey was purposive sampling, which was applied in January 2023 using an online poll with a Google form. First, a pilot study with 5 participants was initially carried out in Amasya City to determine whether the questionnaire's content was problematic or not, and no problem was found. The research team made an effort to reach as many cooks as they could, and ultimately 211 complete survey questionnaires were collected. Our research was examined by the Social Sciences Ethics Committee of Amasya University in terms of scientific research ethics and there was no harm in conducting it in terms of scientific research ethics.

3.2. Instrument Development and Measures

The background literature analysis served as the basis for the scales selected for the current investigation. The survey used for the study was made up of five items for career satisfaction, four items for intrinsic motivation, eight items for perceived role overload, and seven items for work engagement. A career satisfaction scale was used from Greenhaus, Parasuraman, and Wormley (1990). The intrinsic motivation scale was measured using Low, Cravens, Grant, and Moncrief's (2001) study. Role overload was measured using eight items derived from Jones, Chonko, Rangarajan, and Roberts (2007). Finally, the work engagement scale was adopted from Ilkhanizadeh & Karatepe (2017). For each measurement, a Likert-type scale with a "strongly agree" (five) to "strongly disagree" (one) range was utilized. Demographic inquiries such as those on age, gender, marital status, and tenure are also included in the study questionnaire.

3.3. Data Analysis

Concerns about dimensionality, convergent validity, and discriminant validity were addressed using confirmatory factor analysis (CFA) on the measures using SPSS-AMOS 20 (Anderson & Gerbing, 1988; Hair, Black, Babin, & Anderson, 2010; Joreskog & Sorbom, 2012). Byrne (2016) claims that confirmatory factor analysis (CFA) is used to assess the accuracy of the measurement model and to ascertain the relationship between observable indicators and latent constructs. The conceptual structural equation model was then tested by looking at structural equations among latent constructs (SEM). Both the CFA and SEM techniques employ maximum likelihood parameter estimations (Chen & Chen, 2010). The measures were further tested for internal consistency and discriminant validity using the Cronbach's and Pearson product-moment correlation tests, as well as the Average Variance Extracted (AVE) (Chin, 1998; Nunnally & Bernstein, 1994).

4. Analysis and Findings

4.1. Demographics of the Sample

The participants' demographic characteristics are presented in Table 1. The study used a descriptive analysis to describe the respondents' demographic profile in terms of their gender, age, tenure, and marital status. According to the frequency test, nearly half of the participants were highly young, under 26 years old (48.3%). Table 1 depicts that the majority of respondents were male (59.7%), and again, the majority of cooks were single (60.7%). Finally, the slight majority (52.6%) of the cooks had less than 6 years of organizational tenure. This shows that the number of new generation cooks is recently rising in the industry.

Table 1. Demographic profiles (n=211)

Demographic variable	Sample composition	Percentage
Age	18-25	48,3
	26-35	23,2
	36-45	15,6
	46 and above	12,8
Gender	Female	40.3
	Male	59.7
Marital status	Married	39.3
	Single	60.7
Tenure	0-2 years	37,0
	2-5 years	15,6
	6-10 years	12,3
	11 years and above	35,1

4.2. Psychometric Properties of the Measures

Table 2 provides a detailed breakdown of the measuring items. The items are shown to be reflective of the latent constructs by the construct reliability (α) being over the acceptable value of .60 providing sufficient internal consistency (Cortina, 1993; Hair et al., 2010; Nunnally & Bernstein, 1994). Then, in the table 2, the outcomes of the factor analysis that CFA performed for every construct are displayed. Factor loadings exceeding the cutoff point of 0.50 demonstrated convergent validity (Hair et al., 1998). Nevertheless, due to poor uniform loading, 2 of the work engagement items (Woen1 and Woen4) and 3 of the perceived role overload items (Pro 1, Pro 2, and Pro 4) were excluded (e.g., Hair et al., 1998; Netemeyer, Brashear-Alejandro, & Boles, 2004). Modification indices were used to enhance the model, as illustrated in figure 2.

The results of CFA then showed an excellent fit of the four-factor model to the data based on a variety of fit statistics (see figure 2): $\chi^2 = 326,928$, $df = 143$, $p = 0.000$; GFI = 0.86; NFI = 0.90; CFI = 0.94; RMSEA = 0.08; SRMR = 0.09. The χ^2/df value of 2.28 was within a range of acceptable values (<5) (Byrne, 2016), and the result for SRMR fell within a range of acceptable values ($<.10$) (Sumer, Sumer, Ciftci, & Demirutku, 2000). The result for RMSEA was at the acceptable level of .08 (Browne & Cudeck, 1993), and values for the GFI, CFI, and NFI were also at the reasonable and acceptable level, indicating a good model fit since they are close to 1 (Bentler & Bonett, 1980; Byrne, 2016; Hair et al., 2010).

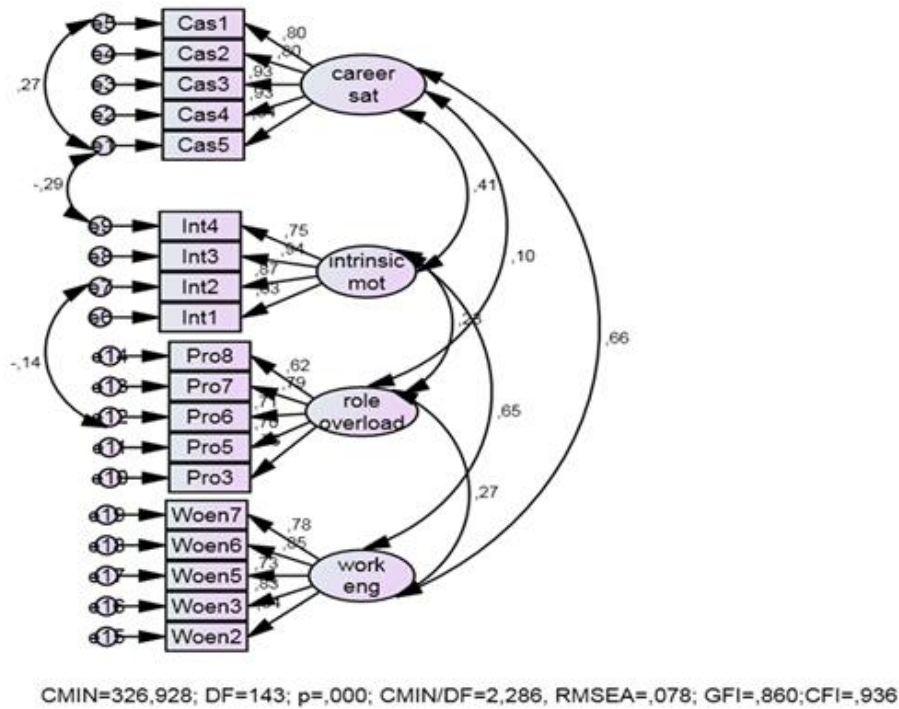


Figure 2. Model fit statistics

Additionally, the average extracted variance (AVE) values for each construct all exceeded the 0.50 cutoff, indicating convergent validity (Chin, 1998; Hair Black, Babin, & Anderson, 2014; Tabachnick & Fidell, 2007). According to Table 2, the standardized loadings' magnitudes ranged from 0.62 to 0.93. Accordingly, the loadings in the four-factor model were more than 0.60; as a result, the model fit statistics and loading magnitudes indicated convergent validity (Anderson & Gerbing, 1988).

Table 2. Factor loading, AVE and reliability test results

Scale items	Factor Loads	AVE	α
Career Satisfaction		0.74	0.93
CAS 1: "I am satisfied with the success I have achieved in my career"	,80		
CAS2: "I am satisfied with the progress I have made toward meeting my goals for income"	,80		
CAS3: "I am satisfied with the progress I have made toward meeting my overall career goals"	,93		
CAS4: "I am satisfied with the progress I have made toward meeting my goals for advancement"	,93		
CAS5: "I am satisfied with the progress I have made toward meeting my goals for the development of new skills"	,84		
Intrinsic Motivation		0.72	0.90
INT1: "When I do work well, it gives me a feeling of accomplishment"	,83		
INT2: "I feel a great sense of personal satisfaction when I do my job well"	,87		
INT3: "When I perform my job well, it contributes to my personal growth and development"	,94		
INT4: "My job increases my feeling of self-esteem"	,75		
Perceived Role Overload		0.52	0.84
PRO3: "I need more hours in the day to do the things expected of me"	,76		

PRO5: "I don't ever seem to have time for myself"	,70		
PRO6: "Many times I have to cancel commitments"	,71		
PRO7: "I seem to have to overextend myself in order to be able to finish everything I have to do"	,79		
PRO8: "I feel I have to do things hastily and maybe less carefully in order to get everything done"	,62		
Work Engagement		0.65	0.90
WOEN2: "At my job, I feel strong and vigorous"	,84		
WOEN3: "I am enthusiastic about my job"	,83		
WOEN5: "I feel happy when I am working intensely"	,73		
WOEN6: "I am proud of the work that I do"	,85		
WOEN7: "I am immersed in my work"	,78		

Notes: "All items are measured on five-point Likert scales ranging from 1 = *strongly disagree* to 5 = *strongly agree*"
 "All loadings are significant at the 0.05 level or better. All internal reliability estimates are above the .060 cut off value".

4.3. Correlation Analysis

The square root of the AVE is shown on the diagonal in Table 3 along with correlation values for all constructs. The measurements were deemed to have convenient discriminant validity when the square root of the AVE, measured for each variable, was greater than the correlation between the variable and any other variable in the model (Chin, 1998). As seen in table 3, all diagonal scores were above the inter-construct correlations, indicating sufficient discriminant validity. Second, Ringle, Sven, and Jan-Michael (2015) suggested that multicollinearity should be taken into consideration if the tolerance value is 0.20 and the variance inflation factor (VIF) value is more than 5. These limits were validated, and thus, the current work has no multicollinearity issues. The mean averages and standard deviations of the composite scores are also displayed in table 3.

Table 3. Mean, standard deviations, and correlation test results

Variables	Mean	SD	1	2	3	4
Career satisfaction	3.76	1.10	0.86			
Intrinsic motivation	4.55	0.79	.400*	0.85		
Perceived role overload	3.43	1.08	.087	.161	0.72	
Work engagement	4.05	0.95	.611*	.590*	.209*	0.81

Notes: "Bold values indicate the square root of AVE of each construct. SD=Standard deviation".

"*Correlation is significant at the 0.05 level or better. Correlation without any asterisk is insignificant".

4.4. Measurement Model

As shown in the table 4, SEM was applied to examine the presented relations and the findings of the measurement model and SEM test. First, H₁ put fourth a positive and significant association among career satisfaction and intrinsic motivation. The SEM analysis confirmed this relation ($\beta=0.41$, $p=0.000^{***}$, C.R=4.97) that this relationship was at a $p < 0.01$ significance level. Thus, the H₁ was accepted. Career satisfaction explained 16% of the variance in intrinsic motivation. Secondly, H₂ proposed a negative relationship between career satisfaction and perceived role overload, however the outcomes of SEM did not support this association ($\beta=0.10$, $p < 0.178$, C.R=1.35) that the p value was greater than 0.05 significance level; therefore the H₂ was not accepted. Finally, H₃ offered a significant positive association among career satisfaction and work engagement. The SEM results confirmed this relation ($\beta=0.66$, $p=0.000^{***}$, C.R=6.90) that this relationship was at a $p < 0.01$ significance level. Thus, the H₃ was accepted as well. Career satisfaction explained 37% of the variance in work engagement.

Table 4. Model test results

Hypotheses	Estimate (β)	S.E.	C.R.	p	Result
Measurement model					
Cas5<---career_sat	1,000				
Cas4<---career_sat	1,125	,060	18,722	***	
Cas3<---career_sat	1,184	,063	18,685	***	
Cas2<---career_sat	1,160	,080	14,490	***	
Cas1<---career_sat	,998	,059	16,807	***	
Int1<--- intrinsic_mot	1,000				
Int2<--- intrinsic_mot	1,039	,066	15,641	***	
Int3<--- intrinsic_mot	,992	,057	17,517	***	
Int4<--- intrinsic_mot	,862	,067	12,794	***	
Pro3<---role_overload	1,000				
Pro5<---role_overload	1,024	,107	9,537	***	
Pro6<---role_overload	1,138	,117	9,699	***	
Pro7<---role_overload	1,083	,100	10,781	***	
Pro8<---role_overload	,972	,114	8,540	***	
Woen2<--- work_eng	1,000				
Woen3<--- work_eng	,983	,068	14,362	***	
Woen5<--- work_eng	,906	,076	11,958	***	
Woen6<--- work_eng	,911	,061	14,992	***	
Woen7<--- work_eng	,913	,070	13,061	***	
SEM					
H₁					
Intrinsic motivation <--- Career satisfaction	.41	,062	4,969	***	ACCEPT
R ² = 16%					
H₂					
Role overload <--- Career satisfaction	.10	,071	1,348	,178	REJECT
R ² = 0.3%					
H₃					
Work engagement <--- Career satisfaction	.66	,088	6,901	***	ACCEPT
R ² = 37%					

Note: ***At the 0.01 level (two-tailed); **at the 0.05 level (two-tailed).

5. Conclusion

By its nature, it is possible for businesses in the food and beverage sector to increase their profitability by providing quality service and customer satisfaction, but only with the human resource factor. In today's working life, the fact that individuals are in an organizational environment where continuous and complex crises are experienced reveals some expectations of both businesses and employees from each other. In this context, it is seen that one of the prominent factors in the expectations of employees from the enterprise is career (Arslan, 2020). Therefore, an employee whose career expectations have been met can exhibit the behaviors required to provide quality service in the working environment more comfortably and willingly.

Against this backdrop, the influence of career satisfaction on cooks' intrinsic motivation, perceived role overload, and job engagement was investigated in a Turkish context. According to the results of the study, as career satisfaction of kitchen workers has been shown to be directly correlated with intrinsic motivation and work engagement, the relationship between career satisfaction and role overload has not been proven.

In the evaluation of the structural (internal) model, a significant and positive relationship was found between career satisfaction and intrinsic motivation. Therefore, the H₁ created within the scope of the research was supported. When people are intrinsically motivated, they experience work activities as an end in themselves, and as a result, their interest in work and satisfaction with work activities increase (Fishbach & Woolley, 2022).

Starting from here, it can be said that the chefs employed in industrial kitchens will perform better by increasing the intrinsic motivation provided by their career satisfaction. As a matter of fact, the findings of previous studies confirm this result (Araslı et al., 2014; Raza et al., 2015; Putra and Lui, 2017; Lee & Kim, 2017; Zopiatis et al., 2018; Huang et al., 2020; Xu et al., 2022; Singh, 2021; Yurt & Bozkurt, 2022; Lestari, 2022).

For the second hypothesis of the current study, a negative relationship was suggested between career satisfaction and perceived role overload, but the results of the analysis did not confirm this relationship, and therefore the H₂ created within the scope of the research was not accepted. Although there are no empirical works on the relationship between career satisfaction and role overload, another study found that role overload affects job security positively (Altınay et al., 2019) and creates less stress compared to role ambiguity and conflict (Akgunduz, 2015). From this point of view, it can be said that it is possible for the cooks working in industrial kitchens to feel more secure at work and that the negative effect of the excessive role load on their career satisfaction is less.

Finally, a significant and positive relationship was found between career satisfaction and work engagement. Therefore, the H₃ created within the scope of the research was supported. Markos and Sridevi (2010) concluded that providing employees with satisfying opportunities for development and advancement increases employee engagement. Employees will be more satisfied with their overall career as their commitment increases, and committed employees will perceive a higher level of happiness (Lee & Kim, 2017). Similarly, the findings of other studies conducted in the literature overlap with the findings of our study (Yeh, 2013; Gençer & Ayyıldız, 2018; Gürlek & Tuna, 2019; Grobelna, 2019; Jung et al., 2020; Doğan et al., 2022).

Theoretically, by examining untested effects and relationships, the current study makes a further contribution to the hospitality management literature. Also, this article offers implications for the industry in understanding the link between career satisfaction, intrinsic motivation, and job engagement for cooks. This study provides useful guidelines for applying effective management practices and improving organizational outcomes in kitchen work environments.

Industrial kitchen can be defined as the internal motivations of employees who love their work while working and the personal satisfaction they get while working. At this point, it seems that there is a need to take measures to increase their career satisfaction which in turn increases intrinsic motivation of the employees in the industrial kitchens. Accordingly, in order to increase the intrinsic motivation of the staff in the industrial kitchens, it would be appropriate to arrange the working conditions according to their personal characteristics and to make the task distribution of the employees based on their personal abilities.

Furthermore, commitment to work expresses the values and attitudes of the industrial kitchen employees towards the work they do. In light of the research, there is a positive relationship between career satisfaction and work engagement. In addition, it is predicted that as the career acceptance of kitchen workers increases, it will have a positive effect on the increase in work engagement. Accordingly, the vocational training and cultural readiness of the people who will work in the industrial kitchens show that they are of great importance. So, it would be appropriate to specially select the people who will be given culinary training and to conduct regular on-the-job training. Again, encouraging measures for the professional development of kitchen workers and professional career planning should be supported. To elaborate on these suggestions a little more: Firstly, in order to ensure the selection of suitable candidates for culinary training, it is recommended to implement a rigorous screening process that considers not only technical skills but also personal attributes such as passion, creativity, and resilience. Identifying individuals who possess a genuine interest in the culinary field and are motivated to excel in their careers can contribute to a more engaged and committed workforce. Furthermore, the provision of regular on-the-job training is essential to enhance the skills and knowledge of kitchen workers. This training should encompass various aspects of the culinary profession, including new cooking techniques, innovative recipes, and food safety practices. By keeping up with the latest industry trends and continuously expanding their expertise, cooks can experience a sense of professional growth and competence, ultimately leading to increased job satisfaction and motivation. In addition, promoting the professional development of kitchen workers through measures such as workshops, seminars, and certifications can significantly contribute to their career satisfaction. Employers should actively support their employees' pursuit of continuing education and provide opportunities for skill-building and career advancement. With this, it is crucial to encourage and facilitate professional career planning for kitchen

workers. This can involve setting clear career goals, creating personalized development plans, and offering mentorship programs. By assisting cooks in mapping out their career paths and providing guidance along the way, employers can foster a sense of purpose and direction, reinforcing their commitment to the culinary profession.

The current study used a quantitative method and a longitudinal in depth analysis on the participants could have enabled us to obtain the cause and affect relationships in more detail. Contrary to what was expected in the study, it has not been proven that career satisfaction has a significant negative effect on role overload. For this reason, it would be appropriate to conduct future studies with more sampling size and also similar work outcomes like burnout and work-family conflict may be examined in the model.

This work as a preliminary study sheds light on future studies. The study model investigated new relationships in the relevant field and presented new findings. The importance and results of career satisfaction of those working in the culinary field have been shown, but in this context, it is even more important to reveal the antecedents that affect career satisfaction. For example, the polychronic structure has an important role in the culinary profession and may be an antecedent in a future study where career satisfaction will also take place as a mediator.

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