Exploring the relationship among professional competence, job satisfaction and Career development confidence of chefs: an empirical research in Pakistan

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ABSTRACT

This study is about to explore the relationship among professional competence, job satisfaction and career development confidence of chefs in Pakistan. Results exhibited that working attitude and communication skill are the most likely influential construct for professional competence and culinary related knowledge had the lowest reported ratings. Job selection satisfaction showed low ranking then current job satisfaction. Structural equation modeling results demonstrated that professional competence directly effect job satisfaction and career development confidence and job satisfaction had no direct effect on actual career development confidence. Implication for these results is discussed.

1. Introduction

In service sector of Pakistan, hotel industry is now emerging with each passing year due to increase in the trend of tourism. This industry has gone through various challenges in some recent years because of continuing poor security disorder and global phenomena of recession. Nevertheless from 2009-11 it sloped their revenue upward that is economically more then satisfactory, as a survey indicates that average growth rate in hotel industry is 5% in hotel establishment and 3.5% in rooms and overall this industry showed a growth of 9.7% in hotels and 9.5% in rooms in the last five years. So now hotel industry has become economically significant for Pakistan.

Service sector is the leading contributor in GDP of Pakistan as comparing to the manufacturing and industrial sector. Service sector accounts for 54% of the GDP in Pakistan and litter more then one-third of the total employment. Over the period service sector has increased its shares in all the sector of economy. This sector grew very rapidly from 1975-76 to 2010-11, as its growth rate is 5.46% which is higher then agriculture sector (Economic survey of Pakistan, 2010-11).

Pakistan has enormous tourist asset like mountain, desert, and archeological sites etc. The need is to manage accommodation facilities to promote this asset. Ministry of tourism Pakistan (2006-7) give the definition of hotel in their report in these words, "hotel is an establishment engaged in providing lodging or both lodging and boarding facilities on hire". There are national as well as international hotels working in Pakistan but customer/guest mostly prefer international hotels because of their quality service due to strong staff and financial area.

Employees in hotel industry faces challenges of high level of stress, long and unsocial working hours, low wages, poor or non-existent career structures and informal recruitment practices, these issues cause widespread low job satisfaction and low career satisfaction (Wang & Horng, 2008).

Food and beverage service industry is now highly competitive with regard to the quality of service. As the quality of service effect profitability and progress of hotels, so quality need to be maintained and enhanced to compete in current competitive environment. Hospitality industry is a labor-intensive industry, thus the quality of service can be better maintained by developing and retaining the valuable workforce (Armstrong, 2000). For that purpose training to develop (Armstrong 2000, p 543) and job satisfaction to retain (Arnett, 2002) employees is important.

Training: One way to develop workforce is to enhance their competencies by giving them continuous training in their concern field. The fundamental purpose of training is to increase employees performance by enhancing their skills and making them empower so that they can make decision by using their natural abilities. (Armstrong 2000, p.543)

Job satisfaction: Employee job satisfaction especially relate to service-based organization due to its relationship with organization commitment (Brooke et al, 1988), work performance (Meyer et al, 1989), customer satisfaction and association with service exchange. In hotel industry if the employee is satisfied with his/her job will deal with customer more respectfully (Karatepe et al, 2003). In other words employees attitude reflect their job satisfaction and their appropriate attitude and behavior is known as quality of service (Robbin and Coulter, 1996) that cope with customer expectation, so the employee job satisfaction is the necessary contributor to meet customer satisfaction (Kim et al, 2005; Karatepe and Sokmen, 2006). A study shows that the positive employee's behavior, service quality and customer satisfaction are all interrelated to employee's job satisfaction (Arnett et al 2002).

Job dissatisfaction and stressful work environment compels the chefs to leave the hospitality industry. Their turnover is not a tangible cost but cause intangible cost as well with loss of skills, inefficiency, low productivity and replacement cost (Lashley &

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Chaplain, 1999), which results in increased cost, stress, loss of business, disappointment with industry (Davidson, 2009). So employer must understand the cost of loosing employees and figure out different strategies to overcome employee turnover.

The entire global hospitality & tourism industry face difficulty and search for a solution to attract and engage quality employee (Ferris et al, 2002). A research conducted in Pakistan centered on Serena hotel suggested that management in hotel industry must work over monetary rewards, career progression, work place environment and training & development to control employee turnover (Ferris et al, 2002).

In context of Pakistan human resource is often considered as cost instead of asset. Lucas & Deery (2004) suggested to treat employees as humans with emotion, self esteem, ambition, their dignity can not be assaulted , so they must not considered as cost & burden except asset. Becker (1964) in his theory of human capital found that person's expertise, experience and knowledge bring economic value to the organization. Furthermore March and Simon (1958) in his theory of organization equilibrium point out two factors that effect employee retention, these factors are employee job satisfaction and availability of other opportunity. Some basic factors need special attention to enhance employee satisfaction includes team support, career progression, comfortable environment, communication etc. Chefs are widely known as hospitality professionals who keep up the high quality of food service in hospitality related operations. They have advanced culinary expertise and food knowledge. Chefs are required to have planning and management skills to train and supervise culinary employees (Career as a chef 2007). So Chefs are crucial to the success of hotel's business. Most of the students starting a course for chefs avoid working in catering industry and some student leave within few years. The reason behind their departure from the market according to the chefs is low salary, poor working conditions and working hours on the job. These types of serious problems cause the employees to leave the industry that led to the shortage of skilled employees (Pratten and O'Leary, 2007). So to be successful in current competitive environment it is important for managers to facilitate chefs to be satisfied in their professional competence and in their job (Pratten, 2003) and management must hire high quality chefs and enhance their contribution (Richardson, 2009).

In present competitive and rapidly changing environment, chefs must be trained professionally. They need to complete advance education and training to produce large quantities of delicious food (Alexander et al 2009). As the performance and progress of hotels depends upon the skills and competency level of employees which depends upon the type and amount of training they get (Richardson 2009). Chefs are required to upgrade their skills continuously to keep up high culinary quality. If the chef is more competent he/she will be more motivated and productive, so professional competencies of chefs contribute to their good performance and opportunity to develop professional competence confirm their retention (Birdin & Pearson, 2000).

lBy Arther et al (1995) individual personal competency show different type of knowing and intelligent career show the application of these types of knowing. Career mobility is not company- directed in steady progression but somewhat it is the responsibility of the individual to progress to higher-level position and attain transferable employability skills and get charge of self development (Desimone and Harris, 1998). The

personal success of employee leads to organization prosperity, therefore career success is not only beneficial for employees but it is important for organization as well (Judge et al, 1999).

Employees low level satisfaction with their present job cause lack of motivation and low potential to grow professionally (Kong& Baun, 2006). Generally college students are not ensure about that the career in hospitality & tourism industry will fulfill their career needs those they think important (Richardson 2009). Hospitality management can better retain professional employees by helping them to increase their job satisfaction and by assisting them to develop their own career. (Barnett and Bradley, 2007). So the first step to make strategy for employee retention and reducing their turnover is identifying the factors leads to their job satisfaction (Arnett et al 2002).

Research in Pakistan on hotel industry has focused basically on service quality, performance and retention issue is scant. The purpose of this study is to explore the relationship between professional competence, job satisfaction and career development confidence of chefs in Pakistan. The findings of this study may provide reference to hospitality management about human resource management and may help them to plan education courses for chefs to maximize their contribution.

The conceptual framework of this study is shown in Figure 1. We indicate that professional competence effect job satisfaction positively and professional competence and job satisfaction have a positive impact on career development confidence of chefs. The hypothesis and literature is discussed below in detail.
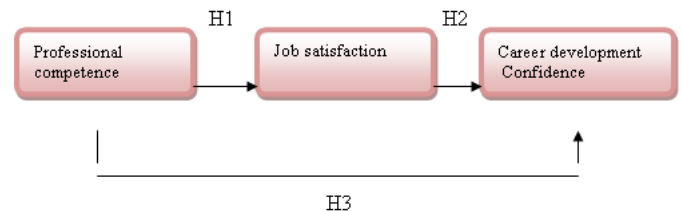
Figure 1: Conceptual Framework of the Study

2. Literature review

Basic variable of this study includes professional competence, job satisfaction, career development confidence and relationship between these variable construct are discussed below in literature review.

2.1 Professional Competence:

Competency is defined as characteristics or ability of a person that results in his/her superior performance at work place (Boyatzis et al, 1982). Professional competency is the percent to which worker can apply their professional knowledge, skills, motive and traits to their employment condition (Kane, 1992). Competence major components include skills, attitude, knowledge, capability, judgment, values and entry level skills (Birdin & Pearson, 2000). Competency contains high level skill as well like team work, decisive thinking, communication and enduring learning.

Agut et al (2003) found that competencies basically include two types of skills include technical & generic. Generic skills have been defined by the same author as job performance, effectiveness, self control, social relationship and proactive approach. Furthermore Gangani and Mclean (2006) argued that three types of competencies are in existence. These competencies include fundamental, functional and personal competencies. Fundamental competencies are the core competency of the concern company, functional competencies

are those related to the job and personal competencies are those that assist individuals to reach to their career related goals. Goldberg (1990) presented the five factor model of personality.

That model covered all the salient facet of personality. The five dimension of that model was neuroticism, extraversion, and openness to experience, agreeableness and conscientiousness. Neuroticism was defined as bad emotional adjustment like state of anxiety, uncertainty & resentment. Extroversion covers the facets like sociable and assertive. Openness is to be imaginative, self-governing, and unconventional. Agreeableness is the intend to be trusted, caring and gentle etc. At last conscientiousness includes facets like achievement and dependability.

There are a small number of studies that focused on competencies related to hospitality professionals in general and chef's competency in specific. Okeiyi et al (1994, P.39) investigated importance of competencies related to food and beverage sector by interviewing all stakeholders including industry professionals, students and educators. with mutual agreement of stakeholder, author give ranking to 35 competencies according to its importance. By respondent, the basic most important skills was human relation, cost control, leadership & supervisor skills, verbal, non verbal and written skills, communication skills and customer relation in particular.

The Ohio Department of Education in 1999 develops the occupational competency profile to educate adults about career. For that purpose DACUM job analyses process has been used. This competency profile indicated that competency have two parts, one part includes core items which are required for entry level employment and the second part composed of those items enable advancement to specific job. Core items also include job seeking skills, career advancement skills and career development.

Birdin & Pearson (2000) study specifically focused on chef's competencies. Researchers used Delphi technique and found some competencies as most significant for chefs like knowledge of flavor, decision making skills, communication skills, food sanitation and ability to make their product unique in quality. In contrast other competencies which are considered as important like mentorship, proficiency, knowledge of menu engineering and skill to convince other were found less significant for professional in hospitality industry by researcher. Professional staff and service effect customer decision making so chefs play an important role to cope with customer taste and sensory needs by their offering . By ADA (American Dietetic Association) report assuring food safety is the first and for most requirement and critical competence of food service director or chefs.

A study showed culinary knowledge as most important followed by personal characteristics and communication (Richardson 2009), Furthermore a study proved culinary specific technical competency as most important followed by leadership and management competencies (A.Zopiatis, 2010). Major management skills for food service industry are food safety, cultural sensitivity, interpersonal relationship skills and managerial flexibility.

Meng- lei Hu (2010) has developed model of culinary competency by using innovative approach with the concern of executive chefs, R&D managers of food factories, professor and researcher, author explore and found innovative culinary development competencies. Theses competencies related to seven areas of culture, aesthetics, technology, product, service, management and creativity. In term of these seven factors

researcher suggested that chefs seek to transmit cultural undertone and integrate domestic & foreign culture through dishes. They must learn to inspire the customer desire for food through visual element (dishes color & decoration) to set off the competition of soul, mouth and cookery, which is called aesthetic art. Furthermore chefs must have know-how to use new convenient culinary related products in consistent and effective manners and they need to understand the importance of service delivery, as social and interpersonal skills has become important to give customer unique experience. At last management and creativity skills are considered equally important in developing innovative work at hospitality industry. Five construct to identify professional competency for hospitality students has introduced by Richardson 2009. These constructs take in basic culinary knowledge, culinary innovation, basic culinary skills, culinary management and culinary attitude. This study use three from these construct to judge the chefs professional competency.

Consequently culinary quality in Pakistan can be enhance by improving workforce skills/abilities and making them capable to perform different task by conducting need assessment, design, development and delivery of continuous training (Smith et al, 1969).

2.2 Job Satisfaction

Job satisfaction is described as employee feeling about their job (Smith et al, 1969). Thus the job Satisfaction is a perceived relationship between employees' expectation about a job and what they attain from their job and how momentum it is for them (Lawler, 1995). A study stated that worker satisfaction is their general attitude regarding their work and when people talk about a worker attitude, they are actually referring to workers satisfaction with their work (Robbin and Coulter, 1996).

Job satisfaction can be measured as intrinsic satisfaction and extrinsic satisfaction, intrinsic satisfaction comes from achievement, independence and variety in the job and extrinsic satisfaction comes from compensation, promotion, working condition and relationship with co worker in the job (Mount and Bartlett, 2002).

Factors influence employee job satisfactions vary from culture to culture. Employees current job satisfaction relate to their retention. Lee and Mitchell (1994) stated that employee person-organization fit occur in advance of job satisfaction. Family mediates between person's interest & goal, his/her goal & action and between his/her action & accomplishment, So family impact is considered as influential contextual determinant (Lent & Brown, 1996). By Pettijhon et al (2008) employee recognition of current business ethics and behavior prevails in result of these ethics significantly effect employee job satisfaction. Smith et al (1969) found that as a person starts to interpret the job characteristics with respect to the criterion framework, he/she feel satisfaction on the job.

Mobley and loche (1970) investigated the association of job aspect and extent of satisfaction toward this aspect. Result of this study showed that value attainment leads to job satisfaction when value is more important and frustration lead to dissatisfaction when value is less important. By Raytons (2006) work involvement, management support, career progress, salary satisfaction opportunities and perceived level of job reutilization are the basic important determinants of person's job satisfaction. The effect of certain work situation on job satisfaction involves many factors and perceptions like comparison between good job and the bad job, comparison with other's job, personality traits

& competency and previous experience etc (Smith et al 1969). Furthermore by William & Hazer (1986) job satisfaction can be figured out/ predicted by employee expectation before employment, perceived job value or traits, leadership consideration and age. Job satisfaction leads to the employee's commitment and decreased their turnover rate.

Research conducted by (lam et al 2001a, 2001b) on restaurant industry found that relationship of job satisfaction and job period is such it fit a U shaped model. Researcher explains it as a person entered an organization as employee and starts doing work, his/her job expectation has not met so his/her job satisfaction goes on decreasing. At times "reality shock" occurred (Hughes, 1958). After some experience or with the passage of time as employees adjust their expectation by accepting reality, his /her Job satisfactions increased as employee's expectation were reached.

Because of immense empirical literature base related to job satisfaction it is quiet impossible for a single study to include all the aspect and factors relate to job satisfaction. Hulin & Judge (2003) presented six model of job satisfaction and gave a commonly accepted theoretical specification of job satisfaction. "Job satisfaction is a multidimensional psychological responses to one's job" . Intricacy of this concept intends us to include the personal factor of job satisfaction in this study.

High job selection satisfactions enhance the employee attitude toward career development and positively effect their work emotion and attitude. Most of the people set strong career anchor that effect their future decision about their job (Stewart and Knowles, 1999). Employees career satisfaction has found great attention because of its positive impact on both individual and job satisfaction (Perry, 1992).

Perry, (1992) argued that job satisfaction is an employee desired and positive emotional state that comes from his/her appraisal of job and job experience. Therefore the earlier research centered on job satisfaction in hotel industry showed that first concern for chefs career is their job selection and current job satisfaction.

2.3. Career Development Confidence

The word career is defined as a sequence of position, a series of job and a pattern of work related experience held by a person over time in course of his/her life. (Greenhaus et al, 2000). Career is the process in which firstly employees identify their likes and dislikes, their good and bad characteristics, build some realistic career goals and develop and apply strategies to attain those goals and then get feedback to give basis for career decision making (Greenhaus et al ,2000).

Career decision for hospitality graduate and for real world employees takes different meaning, career decision for graduate is to choose educational major, vocation and career field (Germejis & Verchueren, 2007) and for employees career decision is to select career objective, initial career entry, mobility and inter-role transition (Murell et al, 1996).

Career satisfaction is the person's attitude and outcome toward his/her career development (Tu et al, 2006). Furthermore Employee career satisfaction is the extent of personal fulfillment or feeling of career accomplishment and future opportunity, in other words it is person's feeling regarding their career related roles, achievement, success and hope to have future opportunity of advancement Subjective feeling of success and achievement leads to the high level of motivation, high moral and happiness. These outcomes contribute to employee superior performance on the job. So career satisfaction relates to work performance

positively (Peluchette, 1993) and career satisfaction forecast employee career success (Tu et al, 2006). By Greenhaus et al (1990) person's career satisfaction is his/her perceived satisfaction with career on the job in current organization in term of pay increment, accomplishment of career goals and expansion or enhancement of skill.

Judge et al (1995) defined career success as positive psychological outcome or triumph that an individual has been accumulating through his/her professional life. Career success has two types, first is objective career success and second is subjective career success (Judge et al, 1995; Peluchette, 1993). Objective career success is an external measurement and subjective career success is basically the appraisal of career development. So subjective career success is job & life satisfaction, perceived personal standard, work and family life balance, career satisfaction and existence of future opportunities for advancement. In short subjective career success is perception of career satisfaction, accomplishment and confidence in future (Greenhaus et al 2000).

Subjective career success is the different and broader concept as compare to the objective career success, as it includes all the aspects related to one's career satisfaction. Subjective career success can be self referent or other referent assessment, depend upon the comparison standard. Self referent subjective success can be measured as career or job satisfaction, in which person compare his/her career with personal goals and aspiration (Heslin, 2003; Judge et al 1995). Furthermore Seibert and Kraimer (2001) defined subjective career success as person's evaluation of his/her current accomplishments compared to his/her expectation and personal objectives.

Career satisfaction shows the level of person believes about the consistency of career progress with his own goals and preferences (Heslin, 2003; Seibert and Kraimer, 2001).
Judge et al differentiate the concept of job satisfaction from career satisfaction. Job satisfaction is the person's satisfaction with present job and career satisfaction is the satisfaction with one's career as a whole. Career satisfaction is much broader concept than job satisfaction because career includes all the jobs that a person has done in his life.
So job satisfaction might be the inadequate measure of career success. Subjective career success is basically the person's satisfaction over the wider rang of outcome and over the longer time period like sense of purpose, work-life balance and mere current job satisfaction (Heslin, 2005).

Person subjective perception or career satisfaction influence his/her objective success, as subjective success give employee the sense of self confidence and enhance his/her motivation level. On other side person objective success also influence person subjective perception of success, as he/she subjectively develop understanding about what make up
Career success, then he/she act upon and leads toward further success (Abele & Spurk, 2009a).

According to the study of Kong et al (2010) career satisfaction test is important because it assist management to attract and retain valuable or competent workforce by offering a career and succession plan in term of salary, advancement, accomplishment of career goals and growth of new skills. Previous research centered on self efficacy (often referred as confidence) to career development regarding career related conduct (Palusen and Betz, 2004).

Career pattern takes the different meaning for individuals, occupations and societies. Generally it is defined as function of structural opportunity and person's choice (Arther et al, 1989). According to the Riley & Ladkin (1994) career development includes job transition, mobility, economics, career compromise and career stages, career withdrawal. So career development is outcome for person as well as for organization.

Career self efficacy relate to subjective career success and good performance (Rachel and Tammy d Allen, 2004). The accumulation of career and job related skills may assist to enhance employee career satisfaction. Career success is the individual positive psychological accomplishment that he/she attains from work experience (Judge et al, 1995). So the person's attitude to keep up a longer career in the given field is his/her career development confidence.

2.4. Relationship between professional competence, job satisfaction and career development confidence.

Career development is not just getting promoted but also includes maintaining and improving skills and preparing for the future (Yang & Gysbers, 2007). A study of general manager of "luxury hotel" showed that the most important thing for career development is personal characteristics and skills. Lounsbury et al (2003) indicated that personal characteristics or traits relates to employee job and career satisfaction. Personal characteristics of a person according to this study is being careful, extroverts, confident and passionate are found to positively effect job & career satisfaction

Kanter's theory (1993) explains the "structure of opportunity" for employees of Food & Beverage department. According to this study opportunity is expectation of future hope for mobility or growth. In term of professional life it is opportunity of professional & personal growth like future hope of training opportunity, challenging work task and opportunity to think and reflect. Personal & professional growth has found to increase the employee self efficacy and satisfaction on the job. Recent study of Perry, 1992 also confirms this same finding.

Within last 22 years, consent of using five factor model of personality has emerged. This model was used in work and organization psychology. Heller & Mount (2002) by using Meta analyses found the relation of traits of Goldberg model and job satisfaction. By this study neuroticism (poor emotional adjustment) negatively effect job satisfaction and conscientiousness, extraversion and agreeableness effect job satisfaction positively. Furthermore age and job satisfaction is directly related, as older employees are more experience and have more achievement than the younger employees (Durst & Desantis, 1997).

Marek Franck found that agreeableness, stability, openness and self efficacy positively effect job satisfaction. This study also revealed that person with high education and with having responsibility of supervision, working in large international company (includes more than 500 employees) will be more satisfied & committed with his job. A study showed that person's job satisfaction increases with occupational level. A person at high rank is more satisfied with his/her job as compared to the person at low rank, so rank can be the predictor of job satisfaction (Ronan, 1978).

A challenging and more demanding job in which employee can fully utilize their abilities make them more satisfied (Arnett et al, 2002). Moreover O.M Karatepe et al (2006) investigated the impact of selected individual characteristics on their performance on job and satisfaction from job. This study indicated that the feeling of competence, trait competency and self efficacy and efforts effect employee performance positively and self efficacy & effort specifically associates with employee satisfaction positively (Karatepe et al, 2006). As chefs perceive themselves creative, their organizational and occupational satisfaction increases (Robinson & Beesley, 2010).

In light of above literature it is hypothesized that.

H1: Professional competence is positively related to job satisfaction.

Firms invest in career development programs to manage incurred cost (assessment & training) against opportunity cost (turnover & satisfaction). Employees job satisfaction is linked with their turnover. Firms can better satisfy employees by taking care of their career desires and by motivating them (Jiang and Klein, 2002).

By organization psychological context which is called Meso system effect employee subjective career success/ career satisfaction, as organizational psychology factors like work pleasure, person-organization fit relate specifically to success. In other words when a person need, goal and his/her expectation and work value are well-matched with organization then he/she feel comfortable and his/her commitment level with organization will be high. These people will show the spirit for doing work diligently and will contribute their full efforts for organizational purpose. Such employee will not leave the organization for personal concern but keep striving within organization and naturally the organization will value such person, so all these concern will perceive being successful in professional life.

Job satisfaction is the most relevant aspect in term of intrinsic career success. Those employees who are not satisfied with their present jobs will not likely consider their career. So job satisfaction is a more salient feature of career related achievement or success (Judge & Bretz, 1994). According to the A.E abele D spark occupational self afficacy that is being measured at career entry level, impact salary and status positively within the duration of three years and impact salary changes & career satisfaction within the duration of seven years. So a person with high self efficacy set higher goal for themselves and exert full effort to achieve them.

Career motivation and self efficacy is important for personnel career success.A research showed that career confidence and job selection satisfaction lead toward employee accomplishment (Perry, 1992).

In light of above discussion it is hypothesized that.

H2: Job satisfaction is positively related to career development confidence.

Judge & Bretz, 1994 stated that personal context (micro system) effect subjective career success. Researcher found that one with intrinsic work value, having will to learn, compatible job responsibilities, having professional progress, enthusiastic & attentive personality and being self directed in career development, enjoy his/her work and showed higher involvement, commitment and experience success. On other side career development practices those are encouraged by organization such as job posting, job rotation, succession planning and financial support help employee to enhance their skills (Azizi et al, 2010), so these career development activities are positively related to career competency and career competency relate to career satisfaction.

Lounsbury et al (2003) indicated in his study that personal characteristics or traits relates to employee career satisfaction. Personal characteristics of a person according to this study are being careful, extroverts, confident and passionate are found to positively effect job & career satisfaction. Based on previous studies positive work attitude, good communication skills, work related education & knowledge influence career success. Individuals who attain good scores on this trait, they show the high level of performance and want to have continuous training & development opportunities to attain transferable skills (Banai & Harry, 2004). In addition employee who attains good score on job performance, they have perception of favorable advancement. This perception relate with high level of career satisfaction (Igbaria & Warmly, 1992).

By Todd et al (2009) employees are expected to get the attractive compensation and promotion opportunities if they express variety of skills, this increases employee career satisfaction. T.A Judge et al (1999) found the relation of 5 factor model of personality and person's mental ability with career success in his study. This study identified that trait of conscientiousness (achievement & dependability etc) and general mental ability positively effect intrinsic career success.

Thomas et al (2005) identified four categories that effect person's objective/subjective career success like human capital, sociodemographic status, organization sponsorship and stable individual differences. Researcher specified organization sponsorship and stable individual differences strongly related to subjective career success. Furthermore Personnel skills & abilities give employees the feeling of augmented confidence (Brown & Peterson, 1993). Age and job satisfaction is directly related, as older employees are more experience and have more achievement than the younger employees (Durst & Desantis, 1997).

A study find that employees, who hold high level of marketability and current knowledge, are likely to have the high level of career motivation (Kong et al, 2012). Besides the more employees use their talent like creativity, artistry and technical skills, the more satisfied and motivated they will be with their profession. Furthermore, professional competence is a key factor to job satisfaction and most of the employee show attitude for ongoing professional development (Beck & Murply, 1996). Therefore it is hypothesized that.

H3: Professional competence is positively related to career development confidence.

Methodology:

Sample and instrument:

In order to conduct the analyses, survey was conducted and questionnaire was used for the collection of data from the representative sample of chefs. Questionnaire comprises three sections and based on chef's self-evaluation. First section confines the demographic information of respondent. Second section figure out the professional competency of respondent in term of five constructs. Third section of questionnaire measures the chef's job satisfaction and their career development confidence. Data was gathered from the chefs of four/five star hotels including Marriot, Serena and Pearl Continental in various cities of Pakistan in Sep & October 2012. 300 Questionnaires were distributed, of which 252 were returned and found fit for statistical analyses. It was required from the respondent chefs to rate their attributes and level of job satisfaction and career development confidence on a five point

likert scale, ranging from 1(strongly disagree) to 5(strongly agree).

Measures:

The questionnaire assessed the chef's professional competence, job satisfaction and their career development confidence.

Professional competency: This study used five constructs to confine the professional competence of chefs. These constructs were derived from the study of Hwa (2008) and ko and Hsiao (2008). These constructs ware culinary knowledge, working attitude, culinary skills, communication skills and culinary creativity.. Items that assess these competency aspect of chefs were collected from Hu (2010) model of innovative culinary competency.

The professional competence questionnaire consisted of 21 items across these five constructs, culinary knowledge included five items, culinary creativity had six items, culinary skills consisted five items, communication skills had two items and working attitude included three items. Sample items included: "I have knowledge of ingredients characteristics", "I have ability to use divergent thinking for cooking", "I am skilled at fusion cooking", "I have ability to deal with customer complaints", "I have positive attitude towards being optimistic".

Job satisfaction: items for assessing the job satisfaction of chefs were taken from previous studies of Autry and Daugherty (2003) and Ko (2007). Job satisfaction questionnaire included four items across two constructs of job selection satisfaction and current job satisfaction, these construct were analyzed by Ko (2007) through exploratory factor analyses. Job selection satisfaction was measured by one and current job satisfaction was measured by three items. Sample items include: "being a chef is a suitable job for me", "I am satisfied with my position".

Career development confidence: three items were used to assess the chef's career development confidence. These items were developed by Ko (2007), focused on only one factor. These items included: "l believe that I have significant space to grow as a chef", "I am confident to take upgraded responsibilities", "l have confidence to develop my knowledge and skills to meet future requirements".

Data analyses:

Participant demographic information was summarized using descriptive statistics and collected data was analyzed by using Structural Equation Modeling. Hypothesized theoretical model and estimated parameters were assessed for structural model analysis. For executing the SEM analysis, estimated parameters and maximum likelihood (ML) have been used. The fit index of the analyses is as follows. Goodness fit index (GFI), comparative fit index (CFI), adjusted goodness of fit index (AGFI) and Root Mean Square Error of approximation (RMSEA) were evaluated. The fit index of GFI, AGFI and CFI rang from 0-1. Values at and above 0.07 shows the good fit. An RMSEA value below or at 0.08 shows good /fair fit, between 0.08-0.10 shows mediocre fit and above 0.10 indicate poor fit. (Browne & Cudeck, 1992).

Results:

Sample statistics:

Of the 252 valid questionnaires, female chefs accounted for just 8% of the total and male accounted for remaining 92%. Respondent with respect to the age were within the range of 21-45 year old, having work experience from 2 to 21 year, although 24% had more then 12 years of experience in present field. Approximately 4% of the respondent had Master degree, 14%

had bachelor degree, 30% had qualification till intermediate ,30% till Matric and other had graduated from junior high school. 58 % of the respondent was from established hotels & restaurant, entertained approximately 200 customers on daily basis and 12% from main five star hotels in Pakistan, entertain more than 300 customers on daily basis.

Structural Equation Modal (SEM)

Model Fit Summary

Fitness Indices	Standard Values	Achieved Values
CFI	0.90	.86
NFI	0.90	.81
RMSEA	p<0.08	.03
GFI	0.80	.82
AGFI	0.80	.72
CMIN/DF	<3	2.01

The result data of the maximum likelihood estimation show a good fit RMSEA=0.03 GFI=0.82, AGFI=0.72, CFI=0.86, Showed in table 1-4. These fit indexes specified that the model had good fit and support the testing of hypothesized path. The parameter demonstrated the direct effect on each construct.

Path analysis
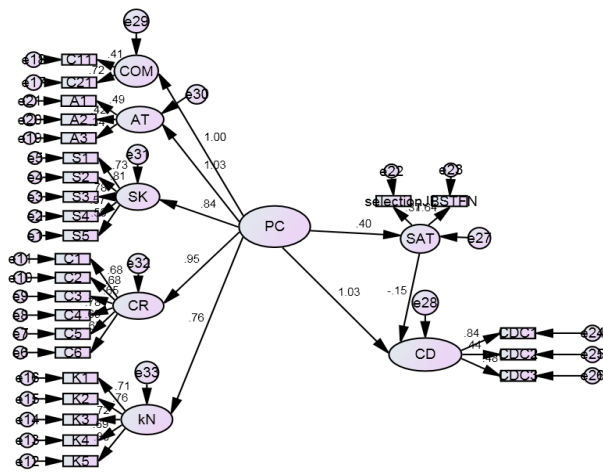
In SEM regression coefficient demonstrated effect of variable on another. From five factors contributes for professional competence, communication (1.03) and attitude (1.00) were found more influential, followed by creativity (0.95), knowledge (0.76) and skill (0.84) were found less influential for competence. Besides job satisfaction was more effected by current job satisfaction (0.64) then job selection satisfaction (0.54). Table 5 summarized the testing results for all hypotheses; a positive effect of professional competence on job satisfaction is found, supporting hypotheses 1. These results showed that chefs, who possess professional competence, are more likely to be satisfied with their job. Hypothesis 2, however, was not supported as job satisfaction was not found to have a positive effect on career development confidence. It showed that job satisfaction had not direct effect on career development confidence. Hypothesis 3, which predicted a strong positive effect of professional competence on career development confidence, was supported. This result demonstrated that chefs, who highly perceive professional competence are more likely to express career development confidence.

Discussion and conclusion

This study showed that the chefs professional competence are highly visible in their working attitude and communication skills but culinary knowledge and skill set of them need to be improved to attain the level of competence. Chefs current job satisfaction is high then their job selection satisfaction, so they are satisfied due to their present job, not due to their choice of this job as a profession. Other findings of this study are the positive effect of professional competence on job satisfaction and career development confidence and no effect of job satisfaction on career development confidences. This result is similar to some previous studies like Beck & Murphy 1996, who found in his study that professional competence can effect job satisfaction and ongoing professional development is obviously essential to employees. Another study of Brownell also identified the direct impact of professional competence on career development.

Professional competence of chef effects their job satisfaction. Food service manger need to hire appropriate person to be a chef according to his traits compatibility with job requirement. So he/she can contribute maximum and possess capability to grow in his/her competence. Which can enhance chef job satisfaction and reduce their turnover. When the chefs find opportunity to enhance their knowledge and skill to create high quality delicious food by taking continuous education. It assists them to develop and plane for career path (Wen Hwa co 2012). As according to the Cron's four stages of typical career development. During career 'exploration' employees upgrade their knowledge and skill level as job requires to ensure successful performance. In 'establishment' stage employee try to enhance their skills and knowledge to enhance their contribution for performance, innovation and creativity. During 'maintenance' stage, except maintaining current performance, employees seek wider job perspective. In final stage of 'disengagement' employees with maintaining acceptable performance, prepare for future. So professional competence revolve around career development. This study showed the influential effect of chefs professional competence on their confidence for career development.

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