

The Impact of Job Autonomy on Organisational Commitment and Job Satisfaction: Mediating Role of Organisational Culture in Fast Food Industry of Thailand

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ABSTRACT---Purpose: *The aim of this study was to analyse the mediating role of organisational culture in determining the relationship between job autonomy with job satisfaction and job commitment to fast-food restaurants in Thailand.*

Design/Method/Approach: *Quantitative method and primary data were collected from 386 waiters and employees of fast-food restaurants. The questionnaire was distributed in 6 to 7 restaurants and was given to 450 employees but only 386 managed to fill. The independent construct was Job autonomy, mediating was organizational culture and dependent variables were job satisfaction and organisational commitment. SEM has been used as the statistical technique for determining the direct, indirect and mediating effect.*

Findings: *The findings have revealed that there is a significant relationship between job satisfaction, organisational commitment and job autonomy. Organisational culture partially mediated the relationship between the independent and dependent variables.*

Practical Implications: *This study can be applied in the fast-food industry of Thailand to increase employee engagement, motivation and autonomy by participating them in decision making.*

Keywords---*Job autonomy, job satisfaction, organisational commitment, organisational culture*

I. Introduction

When it comes to the most important characteristics of work, job autonomy is considered one of them (Saengchai, Thaiprayoon, & Jermsittiparsert, 2019). There is a plethora of researches where the characteristics of the job have eloquently been discussed and expounded. There are various studies that have extensively discussed the coalition of job autonomy with particular outcomes of work. The attention of many researchers has been garnered by studies that are based on job autonomy (Lin & Ping, 2016). Given that, there are wide ranges of benefits provided by job autonomy to either organisation or individuals. The performance is enhanced by job autonomy because when the employees are entrusted and given freedom, they implement creative and innovative ways in their working which improves the overall production of the organisation (Naqvi et al., 2013). In consistent to this, the level of intrinsic motivation is increased and morale of the employees is boosted, resultantly the outcomes are efficacy in work.

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The employee retention is the dire need of every organisation and in order to retain the employees, it is indispensable for the organisations to keep its employees contented (Kalyanamitra, Saengchai, & Jermsttiparsert, 2020). The organisations where the workers are satisfied are more productive in comparison with those organisations where the workers are disillusioned and discontented (Khandelwal & Shekhawat, 2018). The main intent of this study was to assess job autonomy's impact on organisational job satisfaction and organisational commitment while considering the mediating role of culture of organisation in fast food industry of Thailand.

During the eighteenth century, the inauguration of the food service industry was triggered by the commencement of restaurants in France. With the passage of time, food service industry's concept was put up, due to the changes and revolutions. The fast food industry in Thailand is thriving day by day, and in South Asia, it is considered one of the major countries where the fast food industry has intensive consumer base. In Thailand, the rate of tourism is very high, which is considered the imperative factor in the growth of fast food service industry. This significant growth of Thailand's tourism industry is attributed to the development of low-cost airlines, domestic stability and benign policies of government for tourism (Chavaria, & Phakdee-auksorn, 2017). In context of the aforementioned fact, it has been speculated that by the year of 2024, the fast food industry of Thailand is forecasted to reach 676.04 million US Dollars (Morder Intelligence, 2019).



Figure 1: Revenue of Food Service Market by Tourist in USD

Source: (Morder Intelligence, 2019)

In bolstering the fast food service industry of Thailand, the role of top brand such as KFC, McDonald's Pizza Hut, Subway and many others have considerable role to play. The fast food services of these brands have greatly been admired by the people of Thailand. It has been observed that KFC has considerable influence in the region, and the percentage of its service is 69.36%. Whereas, McDonald's by 45% and Pizza Hut by 36.74% have secured second and third positions (Statista, 2020).

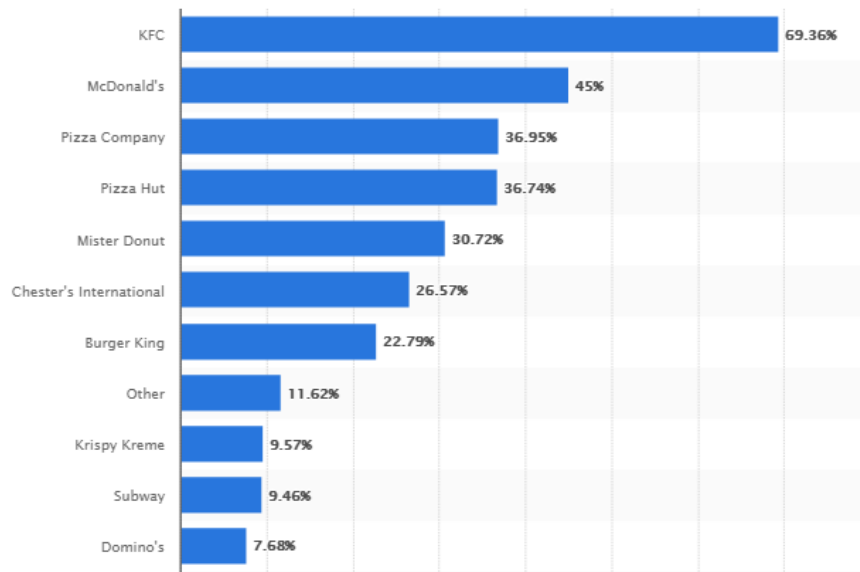


Figure 2: Services of Different Fast Food Restaurants in Thailand

Source: (Statista, 2020)

The promulgation of such great amount of services by different restaurants in Thailand is depicting the adequate awareness of these brands. In the comparative report on Fast Food Study in Thailand, Indonesia and Vietnam (2015), it is inferred that the people in Thailand have great awareness as to the KFC, at 98%, while the brand awareness of McDonald's is 95% and Pizza Hutt is 94.5%.

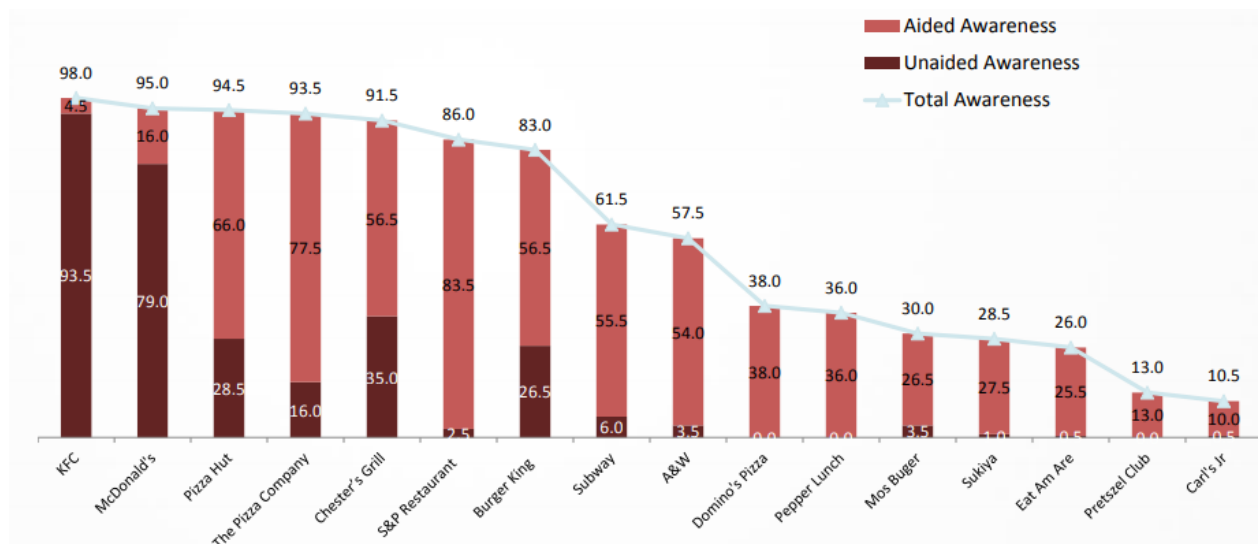


Figure 3: Total Brand Awareness of Different Brands in Thailand

Source: (Comparative Report on Fast Food Study in Thailand, Indonesia and Vietnam, 2015)

The great awareness of such brands shows that people of Thailand have high rate of fast food consumption. It has been observed that in Thailand, there are virtually 46% of people that visit restaurants one to three times a week, which is eloquently showing that the inclination of people of Thailand towards eating fast food is high (Statista, 2020).

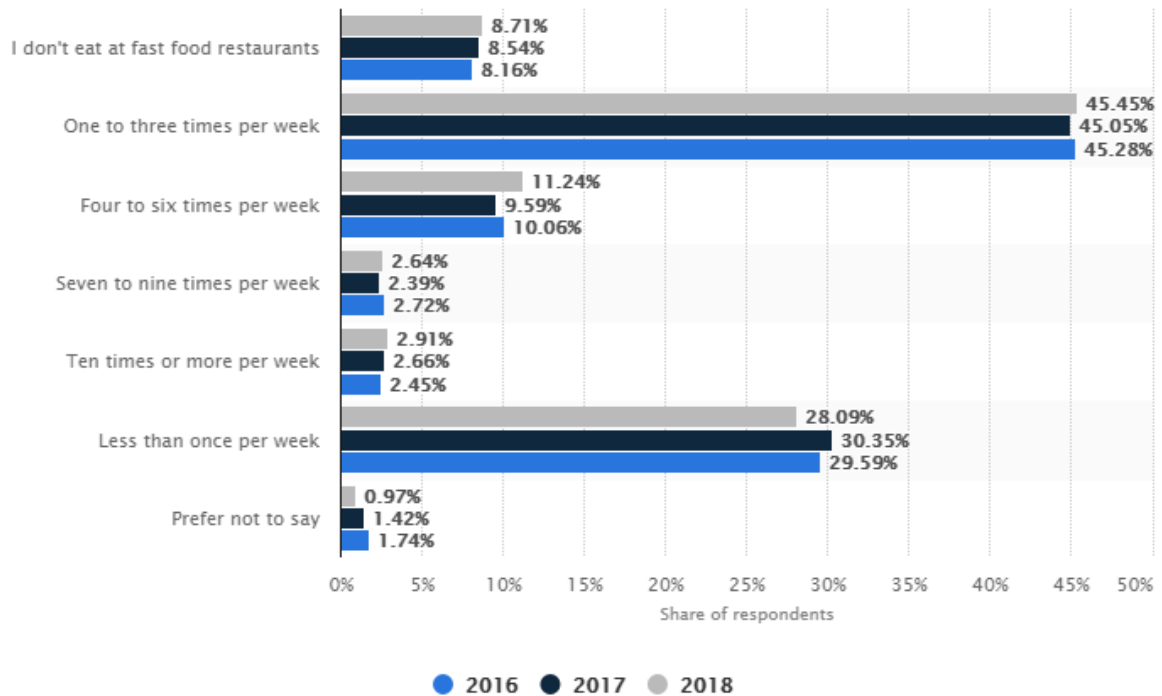


Figure: 4: Percentage of that how often People Eat Fast Food in Thailand

Source: (Statista, 2020)

The Environment of fast food service industry is quite monotonous; therefore, it often happens that the choice of decision making and the autonomy of employee are relegated. Besides, in most instances, they are belittled just because of their work, which causes them to feel that their job is interminable due to which their opportunities in life are reduced (Miller, 2017). With consistent to this, it has been observed that the employees in the food service industry are usually disillusioned from their jobs due to the monotonous and tedious nature of their job, lack of appreciation and job security and inadequate amount of pay.

It has been inferred by the growing amount of evidences that in fast food service industry, the employees seem to be discontented, disconcerted and demotivated; notwithstanding, they are striving and taking their jobs seriously. Given that, all these grievances are attributed to the lack of autonomy given by the organisation, which ward them off from making decision freely and working with autonomy (Lin & Ping 2016). Thus, the organisational culture is taken as a mediator and the role of leader is imperative in this regard as they are responsible for forging the culture and values of the organisation that harness the way through which the decisions are made by employees (Naqvi et al., 2013). Besides, the guidance about the organisational policies and to what extent the freedom ought to be given to employees is also provided by it.

II. Literature Review

Conceptualisation of Job Autonomy

The extent to which the liberty and freedom of choice in decision making related to their one's own job are given is defined job autonomy (JA). When it comes to the essential characteristics of job design, autonomy is considered one of them. There is sufficient amount of studies that have focused on the JA. In order to understand the concept of autonomy, it is imperative to comprehend that autonomy ought not to be compared with control (Wang et al., 2019). To forge means of work, working circumstances, project and task is considered as control, while making free choice on the basis of incessant observations and from the interaction with the employers is considered as autonomy.

It is believed that higher level of intrinsic motivation and high work efficacy are involved in autonomy. Talent and the ability to compete in professions make the professionals successful. Besides, the body of knowledge ought to be employed by them to provide assistance to their work (Russell, 2017). Moreover, the liberty to make decisions in their work must be possessed by them. It is possible of the workers to regulate the process of work and to control the pace of it if they possess autonomy.

It should also be known here that independence and autonomy are not the same concept and they must be distinguished. The workers that rely on interpersonal skills to complete the task that is interdependent are known as autonomous workers (Karim, 2017). The enhanced job performance is resulted from job autonomy. Furthermore, job autonomy enables the individuals to effectively cope with the situational factors.

Organisational Commitment

Organisational commitment is a very vast research area and has been discussed in incredulous amount of studies. The most important reason that greatly propels the researcher to focus on organisational commitment is that in the psychological state of employees, it is considered the most crucial part. Given that, the more the employees are committed with organisation, the more their level of performance increases, which eventually enhances the performance of the organisation (Battistelli et al., 2016). There are variety of ways through which concept of organisation has been discussed by the researchers. The identification of individuals and their level of engagement with the organisation can be defined as organisational commitment. The positive attitude of individuals towards organisation and their decision to remain stay in the organisation are reflected by organisational commitment (Yousef, 2017). Therefore, the way through which the individuals take their relationship with organisation is considered as organisational commitment.

Job Satisfaction

In the field of social sciences, there is great significance of job satisfaction (JS). JS of the employees is considered the indispensable requirement for the organisation to become successful. It has been observed that the organisations are more effective and their level of production is also high if the employees are contented and satisfied (Judge et al., 2017). The extent to which the work is attracted by the employees is defined as job satisfaction. There is a model that is known as Job Characteristics Model. As per this model, if the factors of intrinsic motivation are kept in mind while creating the jobs then it will lead to job satisfaction (Yousef, 2017). There are five job characteristics, such as task significance, identity, feedback, and autonomy and skills variety, included in intrinsically motivating job.

Organisational Culture

The effects of the behaviour of people cannot only be seen on organisational level, but also on the level of society. Besides, the way a person thinks, feels and reacts are also come under the ambit of culture. There is unique culture in every organisation and over the time it enhances, and the identity of the organisation is reflected by it. There are two important dimensions of culture, namely, visibility and invisibility and the identity of the organisation is reflected in them (Elsmore, 2017). When it comes to the former one, it reflects the values, mission and philosophy, whereas the invisible dimension of culture reflects those sets of values through which the employees are provided guidance for perceptions and actions. On employees, there is great impact of organisational culture, and the employees are impacted from it in either way; direct or indirect (Halim, Ahmad & Ramayah, 2019). The productivity, effectiveness, job satisfaction, commitment, leadership and innovation, process of decision making and performance of the organisation are impacted by organisational culture.

III. Theoretical Concepts and Framework

The Two-Factor Theory that is also referred to as Herzberg's motivation-hygiene theory underpins the importance of autonomy for employee motivation. It has been inferred in this theory that job autonomy is considered a crucial factor through which the employees are motivated. This aforementioned fact can also be corroborated by the Job Characteristics Model, where it has been deduced that job autonomy is measured as the important characteristics for an employees while performing a job. The psychological state of employees is positively affected by JA, which propels the employee to work efficiently (Alshmemri, Shahwan-Akl, & Maude, 2017). Besides, the rate of employee absenteeism decreases and quality of work performance and job satisfaction increase. With consistent to the aforementioned theoretical argument, it has been opined by the previous empirical studies that the job satisfaction, involvement well-being, meta-cognitive and learning processes of employees are positively associated with job autonomy.

In the Job Characteristics Model, there five elements including task identity, task variety, task significance autonomy and feedback. This model opines that out of these characteristics, autonomy is considered the core characteristic (Liere-Netheler et al., 2017). Therefore, it could be deduced by taking the Two-Factor Theory and Job Characteristics Model into account that in motivating the employees, making them satisfied and obtaining their commitment towards the organisation, the job autonomy is considered the most important factor.

Conceptual Framework

A unified multidimensional research-framework by combining two diverse streams of literature, that are JA and organisational culture are presented in the study. The mutual association of them and their impact on the employees' organisational culture and JS in the context of the fast-food industry of Thailand has been focused on.

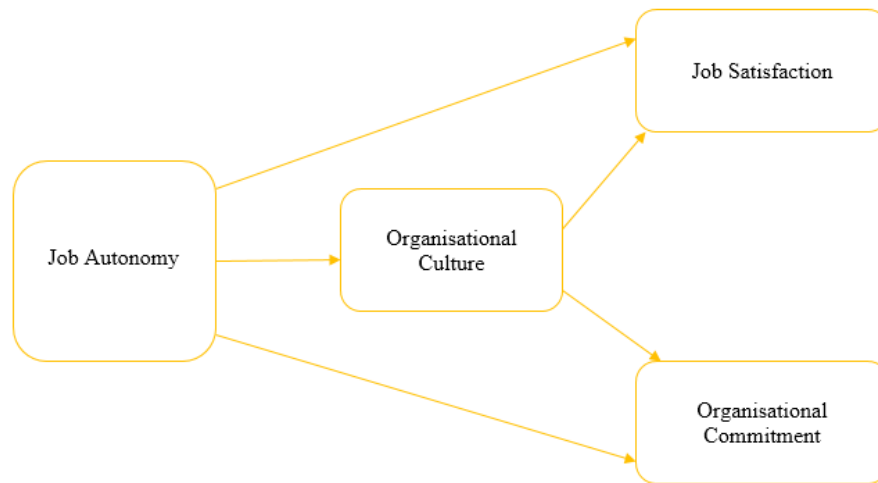


Figure 1: Conceptual Framework

The main intent of the above framework is to depict the overall picture of the study. It could be understood by the framework presented above that job autonomy is an independent variable, while the dependent variables are JS and organisational commitment. The organisational culture is playing the role of a mediating variable. The research conducted by Gorondutse and Abdullah (2016) also considered organisational culture as a mediating construct between SME's performance and the perceived ethics in the case of Nigeria. Therefore, this study attempts to find another aspect of organisational culture as a mediating variable. It can be comprehended from the above framework that organisational culture

is mediating the association amid JA and JS and JA and organisational commitment. Hence, it can be deduced from the above framework that JS and organisational commitment can be affected by JA with the mediating effect of organisational culture.

Practical Contribution

A framework of research and certain underlying hypotheses by employing the quantitative research design that is based on a survey, the present study is presented. This study has significant importance for all the stakeholders of the fast-food service industry of Thailand. Besides, the owners of fast food restaurant; managers; official bodies of the industry will be provided great insight pertaining to the job autonomy and its positive impact on organisational commitment and job satisfaction. By reviewing the literature in an in-depth manner, the theoretical base of this paper is established. There is a significant relationship amid the JA, organisational culture and JS found in the literature.

It has been observed that the fast-food service industry keeps on increasing in Thailand, expanding the size of industry means, more people are being inducted in this sector. But, it has been observed that in fast food industries, the employees are not satisfied and contended, although they are giving their best at the job, still they have lack of commitment and satisfaction towards the organisation (Sageer, 2012). Therefore, it has been inferred by the provided empirical evidence that organisational culture has a profound impact on mediating the relationship between job autonomy and organisational commitment and job satisfaction (Surma, 2016). It has been deduced by the findings of the literature that if the culture of the fast-food restaurants are benign and provide autonomy to the employees, then the level of their JS action and commitment towards organisation will be increased.

IV. Association between Job Autonomy and Organisational Commitment

There is a positive association between organisational culture and autonomy. The theory of social exchange and reciprocity theory expounds this relation very well. Therefore, the cognizance and understanding of these theories are imperative to be fostered. When it comes to the theory of reciprocity, the concept of repayment is associated with it (Surma, 2016). It has been inferred by this theory that the employees that are given more rewards and liberty, the desire to repay firm is developed in them, and this is known as the act of reciprocity. The employees repay through increasing their performance and they become more committed with the organisation as well (Anthon & Innstrand, 2016). When it comes to the social exchange theory, it ought to be known that both autonomy and organisational commitment are social aspects. The theory of social exchange opines that effective work behaviour and positive attitude of the employees are the results of social exchange relationship that are advantageous and based on a fair transaction. Therefore, by considering the theory of reciprocity and social exchange theory it could be deduced that:

H1: There is a positive association between Job Autonomy and Organisational Commitment

V. Association between Job Autonomy and Job Satisfaction

There is a positive relationship between JA and JS. It has been inferred in various studies that in job satisfaction of employees, the job autonomy is measured as the important motivational factor (Rodríguez et al., 2016). The ability of the human to personally advance and grow is triggered by intrinsic factors such as satisfaction and responsibility (Goetz, 2012). Therefore, when the individuals are provided opportunity at the job and entrusted task to perform, and provided liberty to perform that task, then the individuals' desire for personal growth and learning increases, this eventually results in job satisfaction. Therefore, by considering the information above, it could be stated that:

H2: There is a positive association between job autonomy and job satisfaction

VI. Mediating Role of Organisational Culture between Job Autonomy, Organisational Commitment and Job Satisfaction

The main relationship amid the autonomy and affective organisational commitment has been very well expounded by the reciprocity and social exchange theories (Surma, 2016). Therefore, by taking this relationship into account, it is likely that explanation for the relationship between the autonomy and affective organisational commitment is provided support by organisational culture. Pierce et al. (2009) in their study opined that when it came to intrinsic motivation, the exchange relationship between autonomy and affective commitment was associated with it. Thus, how the process of affective commitment is triggered can be explained through organisational culture, the pathway of the relationship between autonomy and commitment is explored.

With consistent to the above information, the role of organisational culture is highly important in mediating the relation between job autonomy and job satisfaction (Rahman, 2014). The research of Gorondutse and Abdullah (2016) on Nigeria also considered organisational culture as a mediator. Given that, if the organisational culture is toxic and does not provide support to the employees, then the employees will feel demotivated and disillusioned, which will result in a lack of satisfaction and commitment. In contrast, if the organisational culture is benign and provides autonomy to the employees, then the effect will be the opposite. Thus, it could be stated that:

H3: Organisational Culture mediates the relationship between job Autonomy and Job Satisfaction

H4: Organisational Culture mediates the relationship between job autonomy and Organisational Commitment

VII. Design/Methodology Approach

Population and Data Collection Procedure

The main intent of this research was to assess the impact of job autonomy on organisational commitment and job satisfaction with organisational culture's mediating role in the fast-food industry of Thailand. There are over 100,000 restaurants in Thailand, which is by far a whole-slew; therefore, it had not been possible for the researcher to visit every restaurant across the country. In relation to this, the researcher employed GPower 3.1 in order to obtain the best possible sample size. On the basis of results obtained from GPower statistics, the researcher decided to 450 sample size. For this purpose, the researcher visited 10 most famous fast-food restaurants in Thailand on a frequent basis with the aim of dispersing questionnaire among waiters and employees (Patten, 2016). The age group targeted by the researcher was a range from 20 to 33 years and above. The age group that come under 20 was not considered by the researcher. When the questionnaire was dispersed to the respondents some of them were not willing to fill and showed lack of interest, therefore, by giving his level best, the researcher was able to get 386 questionnaires filled. The survey method that was employed by the researcher was based on a self-administered survey. The researcher provided 450 survey questionnaire to the targeted respondents however, 386 properly filled questionnaire were received. Therefore, the response rate has been computed as 85.7%.

The study was based on quantitative research design as the data was collected from respondents by employing a questionnaire. Afterwards, the data was analysed with the help of SPSS. There was a test used to analyse the data, correlation, reliability testing and hierarchical regression (Taherdoost, 2016). The researcher used correlation analysis to analyse the relationship amongst the variables, while the reliability testing was done by the researcher to check the internal consistency of the questionnaire. Lastly, the path analysis was done by the researcher with the intent of checking mediation.

Sampling Technique

By taking the heterogeneity of the sample, data analysis, statistical tools and a number of variables taken into account, the non-probability convenience sampling design was chosen by the researcher. To collect sample out of the population, this approach was considered an optimal choice for the researcher (Faleiros et al., 2016). The other reason that propelled the

researcher to use this sampling technique was, as compared to probability sampling, non-probability convenience sampling was much more cost-effective and time-efficient.

Instrument

Keeping the view of the nature of the study, the self-administered questionnaire was employed by the researcher as a research instrument. The questionnaire was based on 5-points Likert scale ranging from the strongly disagree to strongly agree. There were three variables in the questionnaire, such as JA, JS, organisational commitment and organisational culture. Each variable contains 4 different questions that the respondents were required to answer.

VIII. Analysis and Results

The analysis of the impact of job autonomy on organisational commitment and job satisfaction with the mediating effect of organisational structure is supported with the structural equation modelling (SEM). With reference to the findings of Ringle (2015), SEM is assumed as the essential statistical analysis technique which is preferably followed in the confirmatory and exploratory studies. The SEM technique mainly involves two dimensions. One is concerned with the CFA and the other is path analysis.

Confirmatory Factor Analysis

In the CFA, factor loading, reliability, convergent validity and discriminant validity are studied. More specifically, factor loading suggests the extent the variance is explained by factors from its variable. Additionally, it is also known that the threshold of 0.6 helps in determining whether the variance is explained. While referring to the table below (Table 1), it can be observed that all the factors associated with the variable and are explained by their variable because the lowest computed factor loading has appeared as 0.6 which is equal to its threshold.

Another important aspect of CFA is related to the reliability which is measured through composite reliability and Cronbach’s Alpha. Here, the findings of Afthanorhan (2013) are important to discuss where researchers have suggested that composite reliability and Cronbach’s Alpha have a threshold of 0.6. The Cronbach’s Alpha for the variable JA, JS, organisational commitment and organisational culture has appeared as 0.7, 0.7, 0.8, and 0.8 respectively. Meanwhile, the composite reliability for the same sequence of variables has been found as 0.8, 0.8, 0.9 and 0.8 respectively. Since the values of both the reliability measure have appeared as either equal to 0.6 or greater than 0.6, therefore, it can be articulated that the variables are reliable. Moreover, convergent validity is also been discussed while executing the CFA. Convergent validity is measured through AVE and determines whether the variables possess convergent validity. It is notable that the threshold value for convergent validity is assumed as 0.5. Since AVE for all four variables has appeared greater than 0.5, therefore it can be stated that all the variables possess convergent validity.

Table 1: Factor Loading, Reliability and Convergent Validity

Latent Constructs	Indicators	Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Extracted (AVE)	Variance
Job Autonomy	JA1	0.7	0.7	0.8		0.6
	JA2	0.8				
	JA3	0.8				
Job Satisfaction	JS1	0.8	0.7	0.8		0.6

	JS2	0.8			
	JS3	0.6			
Organisational Commitment	OCO				
	M1	0.8	0.8	0.9	0.8
	OCO				
	M2	0.9			
	OCO				
	M3	0.9			
Organisational Culture	OCU				
	L1	0.7	0.6	0.8	0.6
	OCU				
	L2	0.8			
	OCU				
	L3	0.8			

The following table (Table 2) highlights discriminant validity for the latent constructs involved in the variable. Discriminant validity is measured with the HTMT ratio that tests the distinct nature variables against each other. Meanwhile, the study of Henseler (2015) has also shed light on the importance of determining discriminant validity in order to determine the variable is different or distinct from each other. Moreover, the threshold for this is assumed to be 0.9. Since, in the below-mentioned table, the highest ratio has been computed as 0.85, this implies that all the constructs in a variable are distinct.

Table 2: Discriminant Validity

	Job Autonomy	Job Satisfaction	Organisational Commitment
Job Satisfaction	0.85		
Organisational Commitment	0.58	0.84	
Organisational Culture	0.78	0.74	0.62

Path Analysis

Path analysis is considered as the successor procedure in the SEM and is executed once the CFA defines the constructs as reliable and valid. In the path analysis, the direct and indirect effect is required to be computed that helps in predicting the total indirect effect. The table below (Table 3), the direct effect has been demonstrated. Here it becomes important to highlight that path coefficient and p-values are used as a reference for determining whether the effect is positive/ negative, significant/ insignificant. Moreover, the p-value is considered significant at a 0.05 threshold implying that the significance

level is 5% and the confidence level is 95%. In the following table, the direct effect of job autonomy on job satisfaction has appeared to be positive and significant due to the obtained values of $B=0.444$, $p=0.000<0.05$. Also, the positive and significant direct effect of job autonomy on organisational commitment has also been appeared as positive and significant on the basis of values $B= 0.293$, $p=0.000<0.05$. Additionally, the positive and significant effect has also been found of job autonomy for organisational culture as the values have been obtained as $B=0.505$, $p=0.000<0.05$. Moreover, organisational culture also yields a positive and significant effect on job satisfaction as the values appeared as $B=0.260$, $p=0.000<0.05$. Lastly, the positive and significant effect was also observed in the last case where organisational culture posits a positive and significant effect on the organisational commitment.

Table 3: Direct Effect

Path	Path Coefficient	T Statistics (O/STDEV)	P Values
Job Autonomy -> Job Satisfaction	0.444	7.891	0.000
Job Autonomy -> Organisational Commitment	0.293	4.720	0.000
Job Autonomy -> Organisational Culture	0.505	10.663	0.000
Organisational Culture -> Job Satisfaction	0.260	3.640	0.000
Organisational Culture -> Organisational Commitment	0.318	4.802	0.000

The following table (Table 4) is concerned with the analysis of specific indirect effect which is important for testing the mediation of organisational culture. The same measures that are path coefficient and p-values are considered for determining the effect. It is notable that the mediating variable in the concerned study is organisational culture therefore; the mediating variable (organisational culture) establishes the link between the dependent and independent variables in both of the specific indirect effect. The first effect can be computed as the effect of job autonomy on job satisfaction in which organisational culture establishes an indirect relationship. The values for this relationship have appeared as $B= 0.131$, $p=0.002<0.05$ thereby suggesting that through organisational culture, the job autonomy has a positive and significant effect on job satisfaction implying significant mediation. One more indirect relation has also been established in which the mediator forms the link between job autonomy and organisational commitment through organisational culture on the basis of $B= 0.161$, $p=0.000<0.05$. Overall, the mediation is found of the organisational culture between the dependent and independent constructs, however, since the direct effect is also significant, therefore, the mediation is partial.

Table 4: Specific Indirect Effect

Path	Coefficient	T Statistics	P Values
Job Autonomy -> Organisational Culture -> Job Satisfaction	0.131	3.071	0.002

Job Autonomy -> Organisational Culture -> Organisational Commitment	0.161	3.980	0.000
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While making the direct and indirect effect as the reference, the total indirect effect can also be computed that helps in determining the total indirect effect of the mediating variable between the independent and the dependent variables of the study. The table below (Table 5) demonstrates the total indirect effect of job autonomy on satisfaction and organisational commitment. Firstly, the positive and significant indirect effect of job autonomy on job satisfaction on the basis of the obtained values of $B = 0.567$ and $p = 0.000 < 0.05$. This confirms that not merely job autonomy has a positive and indirect effect meanwhile, organisational culture also mediates this relationship significantly and partially. Further, the indirect relationship has also formed in between job autonomy and organisational commitment. The total indirect effect of job autonomy on organisational commitment has also been appeared to be positive and significant on the basis of the values computed as $B = 0.454$ and $p = 0.000 < 0.05$. This suggests that job autonomy has an indirect effect on organisational commitment meanwhile; this relationship is also mediated by organisational culture. With reference to the findings of Sarstedt (2014), the confirmation of the direct and indirect effect suggests the mediator partially mediates the relationship between dependent and independent variable. In this sense, it can also be articulated that organizational culture partially mediates the first and second relations i.e between job autonomy & job satisfaction; and job autonomy & organizational commitment.

Table 5: Total Indirect Effect

Path	Coefficient	T Statistics (O/STDEV)	P Values
Job Autonomy -> Job Satisfaction	0.576	17.230	0.000
Job Autonomy -> Organisational Commitment	0.454	11.207	0.000

Quality Criterion

The quality of the developed model is also examined while executing the statistical analysis like SEM. With regards to the findings of Ringle (2015), the R-square and R squared are specifically referred to in determining the quality of the model. The developed model entails an independent, two dependent and a mediating variable forming three different scenarios confirming the direct and indirect relationship/ effect. At first, job autonomy and organisational culture (mediator) explains 38% variance in first dependent variable i.e. job satisfaction. Meanwhile, with the adjustment of errors, the model still explains 38% variance of job autonomy and organizational culture in job satisfaction.

Job autonomy (independent) has also established significant relationship with the other dependent variable i.e. organisational commitment in the presence of the mediating effect of organizational culture.. While referring to below table (Table 6), it can be stated that job autonomy and organisational culture (mediator) also explains 28% variance in the organisational commitment. Additionally, the adjustment of errors has also yielded the same variance. Lastly, job autonomy

also established a direct relationship with the mediator. It can be observed that job autonomy explains 25% variance in the mediating variable i.e organisation culture.

Table 6: Quality of the Model

	R Square	R Adjusted	Square
Job Satisfaction	38%		38%
Organisational Commitment	28%		28%
Organisational Culture	25%		25%

IX. Result of Hypothesis

On the basis of the above-applied tests, it was evident that the overall model was significant and the mediating variable (Organisational culture) was able to mediate the other two dependent variables such as job satisfaction and organisational commitment. Thus, the table below shows the summary of the hypothesis testing and whether the hypothesis was accepted or rejected. The sample size selected for this study was 386 though the questionnaire was distributed among more than 450 employees and waiters due to limited time and availability of all shift workers, only 386 filled the questionnaire completely.

Table 7: Summary of Hypotheses

Hypothesis	Hypotheses Statements	Findings
H1	There is a positive association between Job Autonomy and Organisational Commitment	Accepted
H2	There is a positive association between job autonomy and job satisfaction	Accepted
H3	Organisational Culture mediates the relationship between job Autonomy and Job Satisfaction	Accepted (Partial Mediation)
H4	Organisational Culture mediates the relationship between job autonomy and Organisational Commitment	Accepted (Partial Mediation)

X. Recommendations

This paper was able to fulfil the objectives and successfully determine the relationship between job autonomy with job satisfaction and organisational commitment. Organisational culture was the mediating variable in this case. The researcher had surveyed many fast-food restaurants in Thailand in order to obtain large data. However, due to limited time and reluctance of employees, only 386 individual filled the questionnaire completely. The overall results of the study have provided in-depth insights through SEM technique but in order to further shed light on this topic, the following recommendations are provided:

- Training and development activities should be increased so that, employees get a chance to better understand the culture of fast-food restaurants so that they are able to adjust more easily.

- Regular feedback should be taken from waiters and employees and they should be engaged in taking key decisions. This will increase their motivation level towards work.

- Based on the findings above, it was evident that the relationship between job autonomy and job satisfaction and organisational commitment is significant thus, it is necessary that fast-food restaurants of Thailand should conduct activities that help in developing performance appraisal techniques. These appraisals will satisfy the employees.

- Also, the employees and waiters should be trusted because, without trusts, they will not be able to perform well. \

Limitations

Despite the fact that this paper was designed by considering all important aspects but, due to some errors, some of the limitations faced during this research were limited time, sample size, variables and data. Though the researcher intended to collect data from the mass population but the fast-food restaurants of Thailand are mostly congested and full due to which the employees are busy serving them hence, they were not able to fill the questionnaire easily. Also, the results can be biased because the employees were not ready to fill all questions still; they filled it at different intervals.

XI. Conclusion

In order to conclude the study, it can be stated that organisational culture is highly important to engage employees and to retain them. The culture helps to develop a strong image in the market and employees feel more associated with the organisation. On the basis of the statistical results obtained, it was evident that job satisfaction should be taken into consideration for motivating the employees and constant feedbacks should be taken where employees should be engaged in decision making. This ultimately increases the confidence and power of employees to take ownership.

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Appendix

SURVEY QUESTIONNAIRE

Gender

- Male
- Female

Age

- 20-24
- 25-28
- 29-32
- 33 years and above

JOB AUTONOMY

I think my manager allows me to take decisions at times of urgency

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I feel overwhelmed when I am given more responsibilities to handle work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

My manager trusts me with key decisions

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

ORGANISATIONAL CULTURE

Shared values and beliefs are followed in our restaurant

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

We have good terms with our fellow colleagues and senior managers

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Strong communication is healthy for our organisational growth

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

JOB SATISFACTION

I feel motivated to work here

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I don't plan to switch to other restaurants

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I am paid well here

- Strongly disagree
- Disagree

- Neutral
- Agree
- Strongly Agree

ORGANISATIONAL COMMITMENT

I am ready to work extra hours if the company needs me

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

My dedication towards work increases with the passage of time

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I feel comfortable with the working environment hence, I enjoy working here

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree