

# Workplace Incivility, Work Engagement, and Occupational Commitment of Hong Kong Hotel Chefs

Miss CHAN Lok Sum, BA (Hons) in Culinary Arts and Management, Faculty of Management and Hospitality

Supervisor: Dr LEUNG Vicky T.Y., Teaching Fellow I

## BACKGROUND

The work nature of chefs is often considered to be high-pressured and conflicts, regarding aesthetic decisions, can occur among chefs and cooks. This includes mistreatment and misconducts, such as workplace incivility. Some studies have shown that workplace incivility lowers employee work engagement and occupational commitment.. Although the topics of workplace incivility have been researched in other studies, the relationship between workplace incivility, work engagement and occupational commitment of chefs is still under-researched. Thus, there is a potential research gap in exploring the relationship between workplace incivility, work engagement and occupational commitment.



## RESEARCH OBJECTIVES

- 1 Examine the frequency of workplace incivility experienced from chef occupation from supervisors and subordinates
- 2 Examine the level of work engagement of chefs in their workplace
- 3 Assess the influence of workplace incivility of chefs regarding supervisors and co-workers on their work engagement and occupational commitment
- 4 To what extent do workplace incivility predicts work engagement and occupational commitment

## HYPOTHESES

- H1a:** Chefs' workplace incivility perception negatively influences their work engagement.
- H1b:** Chefs' workplace incivility will be a significant predictor of the chefs' work engagement.
- H2a:** Chefs' work engagement positively influences their occupational commitment.
- H2b:** Chef's work engagement will be a significant predictor of chefs' occupational commitment.
- H3a:** Chefs' workplace incivility perception negatively influences their occupational commitment.
- H3b:** Chef's workplace incivility will be a significant predictor of chef's occupational commitment.

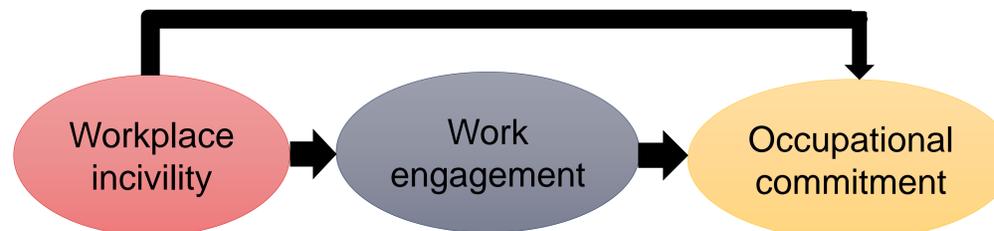


Figure. 1. Initial model and hypotheses

## METHODOLOGY

### Participants and procedure:

- Commis, chef de partie, and sous chef or above from 4- and 5-star hotels in part- or full-time employment in Hong Kong.

•- Quantitative method: Online survey

### Measure of Workplace incivility:

Workplace Incivility Scale (WIS) developed by Cortina et al., (2001, p.70).

### Measure of Work engagement:

Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli et al., (2006).

### Measure of Occupational commitment:

Questionnaire constructs borrowed from Cameron (2004).

### Demographic profile of respondents

- 63.5% were male, while 36.5% were female. Most of the respondents were aged 20-29 (62.8%). The majority of chefs were commis chef (65.4%),

### Correlation among study variables

- Workplace incivility was significant and negatively correlated with work engagement ( $r = -.575, p < .001$ ). This confirms that *H1a* is supported.
- Work engagement was significant and positively correlated with occupational commitment ( $r = .604, p < .001$ ). Thus, *H2a* is supported
- Workplace incivility was significant and negatively correlated with occupational commitment ( $r = -.537, p < .001$ ). This result confirms that *H3a* is supported.

### Regression Analysis

- Work incivility accounted for 33.1% of the variance in work engagement scores. Workplace incivility ( $\beta = -.575, t = -8.730, p < .001$ ) was a significant predictor in the model. Thus, *H1b* is supported.
- Workplace incivility and work engagement accounted for 41.9% of the variance in occupational commitment scores. Workplace incivility ( $\beta = -0.282, t = -3.747, p < .001$ ) and work engagement ( $\beta = 0.442, t = 5.861, p < .001$ ) were significant predictors in the model. Therefore, *H2b* and *H3b* are supported.

## CONCLUSION

It is important to note that workplace incivility is a significant factor affecting work engagement for chefs. Work engagement is also considered a factor affecting occupational commitment.