YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

THE EFFECT OF CORE SELF-EVALUATION ON JOB
PERFORMANCE OF EDGE HOSPITALITY CO., LTD.

TIN TUN NAING

EMBA II - 23

EMBA 18th BATCH (NAYPYITAW)

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ACADEMIC YEAR (2019-2022)

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A thesis submitted to the Board of Examiners in partial fulfillment of the

requirements for the degree of Master of Business Administration (MBA)

Supervised By: **Submitted By:**

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ACCEPTANCE

This is to certify that the thesis entitled "**The Effect of Core Self-Evaluation on Job Performance of EDGE Hospitality Co., Ltd.**" has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

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(Supervisor)   **(Examiner)**

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(Examiner)   **(Examiner)**

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ABSTRACT

This paper examined the influence of core self-evaluation on organizational commitment of employees as well as the effect of organizational commitment on job performance of employees at EDGE Hospitality Co., Ltd. In this study, the population size is one hundred and two employees who are working at four restaurants under EDGE Hospitality Co., Ltd. The primary data are gathered through structured questionnaire which are self-administered.The results of this study show that the main components of core self-evaluation, which are emotional stability and self-esteem, positively affect the organizational commitment of employees at EDGE Hospitality Co., Ltd. It also discovers that the organizational climate has a mediating effect on the relationship between core self-evaluation and organizational commitment. Moreover, the study reveals that the organizational commitment has a positively significant effect on the job performance of employees at EDGE Hospitality Co., Ltd. The study highly recommends that the company strongly supports and improves organizational commitment by recruiting highly self-evaluative employees. In addition, the company creates a good organizational climate that consists of supervisory support, working conditions, training, conflict-control plan, and workgroup cooperation to reach the highest level of organizational commitment and it leads to enhance job performance of its employees.

ACKNOWLEDGEMENTS

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LIST OF ABBREVIATIONS

CSE   Core Self-Evaluation

HRM   Human Resource Management

POS   Perceived organizational support

CHAPTER 1
INTRODUCTION

A relatively new concept, core self-evaluation (CSE) is a basic assessment of one's skills, abilities, and overall worth. CSE was described as a set of higher-order traits consisting of emotional stability, self-esteem, general self-efficacy, and locus of control. Positive self-evaluators believe they are entitled, valuable, and in control of their lives (Judge et al., 2004). CSE has been implicated in the literature not only as a temperament factor but also as a predictor of job satisfaction. An employee's commitment to the organization is related to job satisfaction, and this relationship has been described as such: employees must first be satisfied with their work before they can commit to the organization. CSE represents a stable personality trait that includes an individual's unconscious basic self-assessment, own competence, and self-control.

CSE have been shown to be a strong predictor of a few workplace outcomes. For instance, a person with higher CSE was found to recognize their tasks as supporting more internal attributes, such as questioning oneself due to performing a task incorrectly.CSE impacts work output in an indirect way by influencing perceptions and evaluations or the activities conducted in a particular circumstance. Without a doubt, CSE have been shown to impact the perception of work quality. People with positive CSE assess circumstances in an unexpected way, have a stronger sense of self-efficacy, and show a higher level of inspiration to seek promising circumstances than individuals who are less convinced of their capacities. CSE have been shown to have potential as individual-related assets through the investigation of their immediate, indirect, and direct impacts on wellbeing and motivation. Various methodologies have been implemented to identify the different mental, social, and underlying assets at work.This higher-order function was later tested and defended as such in the literature (Dormann et al., 2006). Positive self-evaluators believe they are entitled, valuable, and in control of their lives (Judge et al., 2004). Core self-evaluation has been implicated in the literature not only as a temperament factor but also as a predictor of job satisfaction (Judge et al., 1997).

Emotional stability (as opposed to neuroticism) is a fundamental personality trait related to balance, especially in the face of challenges and threats. Self-esteem is a basic evaluation of oneself. This is the most basic core appraisal, as it is the overall value one associates with oneself, namely, self-esteem (Harter, 1990). Self-efficacy refers to an

individual's belief in their ability to perform the actions necessary to achieve a specific outcome (Bandura, 1997). Locus of control is the degree to which people believe they can control the outcome of their life events as opposed to external forces (Julian, 1954).

Organizational climate is the set of employee perceptions of policies, practices, and behaviors that are recognized, supported, and rewarded in the work environment. It is the body (Schneider, 1990). In the action of stimuli on behavior (Crawford, 2008), performance at work is the ability to achieve a goal or set of goals within a job, role, or organization. It is a means, but it does not follow the action actually performed. work. (Campbell, 1990).

Organizational commitment is defined as "the psychology that (a) characterizes the relationship between an employee and the organization and (b) influences decisions to continue or terminate membership in the organization" (Meyer & Allen, 1991). The organizational commitment of employees is an important consideration for hospitality organizations, as they are one of the service provider's greatest assets. An employee's commitment to the organization is related to job satisfaction, and this relationship has been described as such: employees must first be satisfied with their work before they can commit to the organization.

Job performance relates to the act of doing a work. Job performance is a means to achieve a goal or set of goals within a job, role, or organization, but not the actual consequences of the acts performed within a job. Campbell (1990) states that job performance is not a single action but rather a "complex activity". Performance in a job is strictly a behavior and a separate entity from the outcomes of a particular job which relate to success and productivity.

EDGE Hospitality Co., Ltd. was established on January 3, 2018. At present, it is operating four restaurants in Yangon. They are Parami Pizza (1, 2), Sanchaung, Gekko Japanese Restaurant, and Union Bar and Grill. All restaurants are well operated and famous for maintaining their European and Japanese food. Customers can get not only restaurant services but also private hire and catering services at all EDGE Hospitality Co., Ltd. restaurants. good reputation among hospitality companies for good services, a good location, delicious food preparation, and a variety menu in order to attract customers. As a result, the financial profit increased, and the company also plans to open a new restaurant in Yangon soon. The company can recruit and maintain not only high-performing but also high-personality employees successfully. There are 119 employees working in four restaurants. Because of the COVID-19 pandemic and the political

situation, most businesses have faced a variety of challenges; some have ceased operations or reduced employee numbers. However, EDGE can be successfully maintained during times of turbulence.

1.1 Rationale of the Study

The hospitality and tourism industry are the largest industry in the world (Olsen, 1996) and one of the fastest-growing industries in Myanmar. For service providers, specifically hospitality-related companies and/or organizations, the service delivered to the consumer is the point of differentiation. Literature has supported the notion that employee well-being, such as job satisfaction and organizational commitment, are strong indicators of the quality of service delivered to the consumer by the employee (Little & Dean, 2006). As noted by Smith et al. (1996), these employee attitudes have not received enough attention in the expanding service industries. Nowadays, most of the companies in the world are faced with many dynamic challenges that exist in the global business environment. Among the challenges, the questions of how to optimize the job performance of the workforce, how to keep the employee's commitment, and how to create an organizational climate are critical ones to stand still with competitiveness in the long run and to achieve business goals.

In Myanmar, the hospitality industry is increasing year by year. The lifestyle of people in Myanmar has obviously changed in recent years. Most people in rural areas usually visit restaurants for not only meals but also socializing and relaxing. It is not enough to prepare good food; restaurants also have to give perfect service to customers to try to attain a competitive advantage. Therefore, service in the hospitality industry is becoming a vital role. For creating good services, an employee's performance is crucial. In order to become great employers, companies must hire good employees. And then, creating a good organizational climate will tend to increase organizational commitment. Consequently, one company will have a more competitive advantage than others. After the COVID-19 pandemic, most businesses faced very difficult conditions. Most of the food and beverage companies have abandoned this industry. However, EDGE Hospitality Co., Ltd. plans to launch a new restaurant in Yangon.

In a previous study, it was stated that core self-evaluation and organizational commitment relationships exist in the hospitality industry, especially in the food and beverage section. Organizational climate is crucial to understand for guests and employees, especially in the service industry. In the service industry, customer

satisfaction and trust are crucial for maintaining a good reputation. Only the internal customers are satisfied and have organizational commitment. They will serve the customers well with high performance. Management should pay attention to creating a good organizational climate and organizational environment to get their employees to perform well. Moreover, it is important not only to hire good-natured employees but also to maintain the good employees in the organization. As a result, this paper investigates the impact of core self-evaluation on job performance at EDGE Hospitality Co., Ltd., a quick service restaurant.

1.2   Objectives of the Study

This study sets two main objectives:

1. To examine the effect of core self-evaluation on organizational commitment in EDGE Hospitality Co., Ltd.
2. To analyze the mediating effect of organizational climate on the relationship between core self-evaluation and organizational commitment in EDGE Hospitality Co., Ltd.
3. To analyze the effect of organizational commitment on job performance in EDGE Hospitality Co., Ltd.

1.3   Scope and Method of the Study

This study mainly applies a quantitative research method by using both primary and secondary data. The primary data were collected by surveying all 102 employees working at the four restaurants under EDGE Hospitality Co., Ltd.(2022) by using census sampling method.Respondents are asked by using structured questionnaires with five-point Likert scales in August, 2022. The secondary data are taken from various sources, such as relevant textbooks, journals, articles, research papers, websites, magazines, reports of the company, and other related information resources. Descriptive analysis is appiled. Then, multiple linear regression analysis and simple linear regression analysis are carried out to examine the influence of core self-evaluation on organizational commitment and the effect of organizational commitment on the job performance of employees.

1.4   Organization of the Study

This study is comprised of five chapters. Chapter one includes introduction, rationale for the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two describes the theoretical background of the factors of core self-evaluation, organizational climate, organizational commitment, and job performance. Furthermore, this portion describes the previous studies and the conceptual framework of the study. Chapter three presents the hospitality industry of Myanmar, the profile of the EDGE Co., Ltd. and its organizational climate, the reliability test, and the profiles of the respondents. Chapter four examines the influencing factors of core self-evaluation on organizational commitment and analyzes the mediating effect of organizational climate on the relationship between core self-evaluation and organizational commitment. It also analyzes the effect of organizational commitment on job performance at EDGE Hospitality Co., Ltd. Eventually, chapter five covers the conclusion by describing findings and discussions, suggestions based on the results of the questionnaires and recommendations, and needs for further research as well.

CHAPTER 2
THEORETICAL BACKGROUND

This chapter portrays the theoretical background of all the applied theories in this study. The concept of each variable is reviewed from different authors' perspectives, and it also discussed the relationship between variables. To explore the concept of core self-evaluation, several theories of core self-evaluation are presented in this chapter. This chapter consists of the importance of organizational climate, organizational commitment, and the influencing motivation factors on job satisfaction. In addition, previous studies related to motivation factors, job satisfaction, and job performance are also reviewed to construct the conceptual framework of this study.

2.1   Concept of Organizational Behavior

Organizational behavior is the studying the behavior of individual, group and structure in the organization and how to affect the organization performance. For improving organization effectiveness. Organizational behavior uses the knowledge gains the behavior of those three determinants- individual, group and structure to create effective organizational works more than before. In addition, organizational behavior is to find out what employees are doing in the organization and how their behavior affects the firm performance, job satisfaction, employment turnover, productivity, absenteeism and employee performance and management. Organization behavior consists of motivation, conflict and negotiation, interpersonal communication, leader behavior and power, chain process, work design, group structure and process, attitude development and perception. (Robbins &Judge ,2018)

2.2   Core Self-Evaluation

The core self-evaluation concept was developed as a higher-order construct that consists of four specific characteristics; self-esteem, emotional stability, locus of control, and generalized self-efficacy . Self-esteem, locus of control, and emotional stability appear to be the most frequently studied personality characteristics in personality and applied psychology (Judge & Bono, 2001).

Although these characteristics are so broadly researched, there has been a distinct development of these traits in association with employee attitudes, including job satisfaction, job performance, motivation, etc., over the past 14 years due to their

inclusion in the core self-evaluation concept. (Hiller and Hambrick, 2005) for a visual representation of the CSE concept and its configuration from the four characteristics of emotional stability, self-esteem, general self-efficacy, and locus of control, as shown in Figure (2.1).

Figure (2.1) Core Self-Evaluation Model
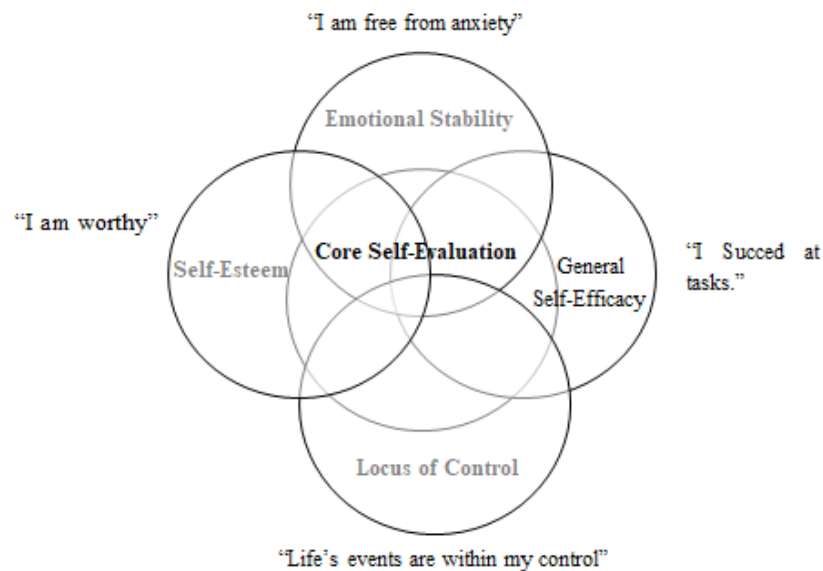
Source:Hiller & Hambrick(2005)

(a) Emotional Stability

Emotional stability connects to a positive view of self-esteem and is one of the Big Five personality dimensions. A person of high emotional stability does not tend to be shy, has high levels of confidence, has low levels of guilt, and does not experience anxiety in new situations or in new environments (Costa & McCrae, 1988). Moreover, these individuals also tend to be highly satisfied with themselves and their jobs (Clark & Watson, 1991).

(b) Self-Esteem

Self-esteem is the basic evaluation one makes of him/herself. This is an important core evaluation in that it is the overall value one associates with his or her person, namely, self-worth (Harter, 1990). Self-esteem contains an individual's self-liking, self-acceptance, and self-respect (Judge & Larsen, 2001). Self-esteem is a strong personality trait with the best short-term fluctuations (Costa & McCrae, 1994). It has been connected to many outcome variables in research, which consist of the attractiveness of change

(Wanberg & Banas, 2000); organizational commitment; and motivation (Hui & Lee, 2000).

(c)   General Self-Efficacy

General self-efficacy, according to Bandura (1997), is task-specific. Judge, Locke, and Durham (1997) extended this thought to a global level, describing general self-efficacy as how individual sees his ability to utilize motivation, cognitive processes, and action to exercise leadership over the events in his/her life (Judge et al., 1998).

(d)   Locus of control

The locus of control is related to one's ability to control situations and outcomes in the whole life. Rotter (1966) described locus of control as the extent to which a person believes to control the events that take place in their life (internal locus of control) or the extent to which a person believes not to control the events that take place in their life and that the environment or fate does (external locus of control). Those with an internal locus of control tend to have stronger job satisfaction in that they feel they control their situation (Judge et al., 1998).

2.3   Organizational Climate

Organizational climate refers to employees' shared perceptions and the meaning they attach to the policies, practices, and procedures they encounter at work, as well as the behaviors they observe being rewarded, supported, and expected in terms of the organization's human resources (Ahmad et al., 2018).Kumar-Bamel et al. (2013) argued that organizational climate encompasses organizational structure and processes, interpersonal relationships, employee behavior, performance expectations, and opportunities for growth.

Additionally, organizational climate has important outcomes at individual, group, and organizational levels (Ghanbari & Eskandari, 2016). Studies have shown that organizational climate significantly affects employees' mood, attitude, and behavior regarding their work environment (Abdulkarim, 2013). Employee behavior, motivation, engagement, and outcomes are all positively related to organizational climate (Castro & Martins, 2010), which increases productivity, job satisfaction, and performance, improves organizational performance, fosters leadership behavior, and increases managerial and organizational effectiveness while decreasing staff problems.

In small and medium-sized organizations, leadership behavior is more personal than in large organizations (Jones & Crompton, 2009). Thus, a good organizational climate is linked to higher employee productivity, commitment, satisfaction, and better human relations (Maamari & Majdalani, 2017) and can be managed with leadership behavior. Employee-owner relationships are more personal in small and medium-sized businesses (Ntalianis et al., 2015). A positive organizational climate is one of the most important viewpoints of the organizational environment, which has a direct relationship with employee behavior. Employee behavior in organizations is affected by a wide range of organizational characteristics and social relationships, which form the employees' work environment (Berberoglu, 2018), also researched in this article.

Organizational climate, although the organizational culture literature is vast and well developed, exists at the organizational level, not as an aggregate at the individual level as does organizational climate. For this reason, organizational climate was investigated in this study. A distinction between organizational climate and organizational culture must be made, as they are related but two distinct concepts and may not be used interchangeably. In order to fully understand organizational climate, one must also understand how it differs from organizational culture. Kotter and Heskett (1992) described organizational culture on a continuum, ranging from a deep and invisible point to a surface and visible point. Figure (2.2) represents continuum of organizational culture.

Figure (2.2) Continuum of Organizational Culture

Invisible	Shared values: Important concerns and goals that are shared by most of the people in a group, that tend to shape group behavior, and that often persist over time even with changes in group memberships. Examples: The managers care about customers; executives like long-term debt.	Header to Change
Visible	Group behavior norms: Common or pervasive ways of acting that are found in a group and that persist because group members tend to behave in ways that teach these practices (as well as their shared values) to new members, rewarding those that fit in and sanctioning those that do not. Examples: The employees are quick to respond to requests from customers; the managers often involve lower- level employees in decision making.	Easier to Change

Source:Kotter & Heskett (1992)

An organization's culture can shape its strategy, leadership, customer relationships, and how knowledge is gathered, disseminated, organized, and used. Alvesson (2002) described culture as a frame of reference of beliefs, expressive symbols, and values, by means of which individuals define their environment, express their feelings, and make judgments. Organizational culture is a result of the social system, work unit, or even department (Glission & James, 2002), whereas organizational climate is an aggregate of an employee's perceptions of the policies, practices, and actions that are noticed, supported, and rewarded in a work environment (Schneider, 1990). Previous research has supported the notion that organizational culture and organizational climate are two distinct and unique concepts. Through previous research into organizational climate, academicians have realized relationships between organizational climate and job satisfaction, customers' perceptions of employee service quality, company productivity, performance, psychological well-being, and withdrawal behaviors (Carr et al., 2003). Although there is a vast amount of literature on organizational climate and its relationship with different organizational and individual outcomes, it is important to identify specific elements of the work environment to investigate when conducting research on organizational climate.

In accordance with Tracey and Tews' (2004) suggestion, one specific element of the work setting will be the focus of this organizational climate research, specifically the service climate. This focus was selected due to its importance to the success of hospitality establishments. In settings where service is supported by management, service will be related to positive customer encounters, lending itself to better organizational performance via return behaviors and positive word of mouth. Schneider et al. (1998) defined service climate as employee perceptions of the practices, procedures, and behaviors that get rewarded, supported, and expected with regard to customer service and customer service quality. Through the work conducted by Schneider & Bowen, 1985, a strong relationship has been realized between employee perceptions of the service climate and the resulting customer perceptions of the service quality. Job satisfaction has been discussed in the literature as a function of work-related aspects (Cranny et al., 1992), and therefore, it is likely that the level of service climate within the organization could serve as an aspect of job satisfaction.

Many organizations ignore organizational climate which lead to employees' work engagement and effectiveness might be very low. The organizational climate namely consists the way individuals in an organization perceive and characterise their

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environment in an attitudinal and value-based manner. Perceptions may, for example, include notions of cooperation, leadership support, trust, fairness, friendliness, conflicts, performance standards and commitment (Cygler et al., 2018; Kosti'c-Bobanovi'c & Bobanovi'c, 2013; Saeed et al., 2019; Viitala et al., 2015). Moreover, (Rožman, M.,& Štrukelj.T., 2021) stated,organisational climate components leadership, employee relations, employee commitment, employee satisfaction and employee motivation have a significant positive impact on work engagement of employees in medium-sized organisations.

Perceived organizational support points out to the extent that individuals trust that their organization values their contributions and cares about their well-being (Eisenberger et al.,1986). According to organizational support theory, POS is developed by employees' tendency to give their organization human like characteristics (Eisenberger et al., 1986). By reciprocity norm, a vast organizational support will likely create an obligation to care about the organization's goal and welfare (Rhoades et al., 2002). The reciprocity norm derives from social exchange theory, which shows that when individual is treated favorably, the norm of reciprocity obligates the return of the same well-treatment (Gouldner, 1960).

This way employment can be regarded as an exchange between loyalty and commitment from the employee, and benefits like approval, pay, information and other support necessary for acomplishing the job, from the employer (Rhoades et al., 2002). Research on perceived organizational aid has found evidence that employees lead to believe that the organization has a general negative or position direction towards them, in regard to both their contributions and their well-being. High levels of POS have been occured to be strongly related with affective positive mood and commitment (Eisenberger et al., 1986; Lynch et al., 1999; Rhoades et al., 2002).

Organizational support from both coworkers and supervisors, has also been linked to increased psychological well-being, which in turn influences job involvement and satisfaction (Häusser et al., 2010). Job control, on the other hand, refers to the extent a person can control their own tasks and work activity (Karasek, 1979). According to Karasek (1979), jobs high on demands and low on control, so called "high strain jobs" poses the biggest risk of illness and low well-being.

2.4   Organizational Commitment

Organizational commitment has been conceptualized as an employee's participation in, sense of belonging to, and emotional attachment to an organization (Allen & Meyer, 1996). Organizational commitment exists within four factors: commitment to the organization, commitment to top management, commitment to immediate supervisors, and commitment to work groups (Becker, 1992). This suggests a multi-factor model of organizational commitment; however, a one-factor model of organizational commitment has also been used in the literature. Silva (2006) performed a confirmatory factor analysis and found that a one-factor model of organizational commitment for measurement purposes was sufficient due to the fact that all items loaded on one factor. One well-documented relationship is that of organizational commitment and its negative relationship with turnover and turnover intention (Allen & Meyer, 1996). One possible explanation for this relationship is that employees with high commitment may not intend to leave the organization due to a firm belief in the company and its mission (Dunham et al., 1994).

A second explanation for this well-publicized relationship between organizational commitment and turnover is that employees with high commitment may be better able to deal with changes and possible equivocation and be more likely to stay (Judge et al., 1999). A second well documented relationship is that of organizational commitment and job satisfaction (Lincoln & Kalleberg, 1990). Mowday et al. (1982) described job satisfaction as an antecedent of organizational commitment. An employee must initially be satisfied with his/her job for commitment to develop. Lam and Zhang (2003) stated that job satisfaction is a predictor of commitment. The authors studied this relationship in the fast food setting in Hong Kong. Their results, which were consistent with previous research, showed that these two variables, job satisfaction and organizational commitment, share a significantly strong relationship. This relationship exists in many settings, and hospitality is no exception (Silva, 2006). Using a bivariate probit model, Rayton (2006) was able to ascertain the interdependence or interconnection of job satisfaction and organizational commitment. This model allowed the investigator to treat the variables as related to each other and connected in some fashion. In using the bivariate probit model, the covariance estimate is what one looks at to understand the interconnectedness of the variables.

Through a review of the literature, some distinct and noteworthy relationships have been discussed, including the relationship between personality, namely core self-

evaluation, and job satisfaction. Another well-established relationship in the literature is that of job satisfaction and organizational commitment. In reflecting on these relationships, the question of organizational factors arises. What organizational and managerial factors influence these relationships? Although the dispositional approach has shown that the consensus is that dispositions can predict behaviors, it is still noted by many, including Brody (1988), that the influence of the environment cannot be ignored. The environment in which one interacts is an important factor in understanding how the core relationship between self-evaluation and job satisfaction exists. Environmental factors, such as organizational climate and employee empowerment, may in fact mediate this relationship as a component piece of the process.

2.5   Job Performance

Job performance can be defined from the perspective of behavior or outcomes. Hence, it can be regarded as a multi-dimensional concept. Campbell (1990) described job performance as an individual-level variable that differentiates employee performance from organizational performance. When conceptualizing employee performance, one has to differentiate between an action-behavioral aspect and an outcome-based aspect of performance. The behavioral aspect refers to what an individual does in a work situation and is relevant to organizational goals (Campbell et al., 1993), while the outcome aspect refers to the consequence and results of the individual's behavior and can be influenced by environmental factors.

Borman and Motowidlo (1997) distinguished between task and contextual performance and referred to task performance as an individual's proficiency in performing activities that contribute directly or indirectly to the organization's technical areas. However, contextual performance refers to activities that do not contribute to the technical core but support the organizational, social, and psychological environment in which organizational goals are pursued. Task performance differs from contextual performance in three ways. First, in task performance, activities vary between jobs, whereas in contextual performance, activities are similar. Secondly, task performance is related to ability, while contextual performance is related to personality and motivation. Thirdly, task performance is more prescribed and constitutes in-role behavior, whereas contextual performance is more discretionary and involves extra-role behavior.

Campbell (1990) proposed an eight-factor model of job performance. Among the eight performance components proposed, five factors refer to task performance, including

job-specific task proficiency, non-job-specific task proficiency, written and oral communication task proficiency, supervision in the case of a supervisory or leadership position, and partly management/administration. Furthermore, the other three factors are contextual factors such as demonstrating effort, maintaining personal discipline, and facilitating peer and team performance. On a broad level, there are two types of contextual performance: reactive behaviors that focus on maintaining the organization's current state and proactive behaviors that focus on changing and improving work procedures and organizational processes. However, there are also stabilizing contextual performance behaviors that include organizational citizenship behavior with its five components, namely: altruism, conscientiousness, civic virtue, courtesy, and sportsmanship (Organ, 1988).

Numerous factors affect job results, including the person and the work climate (Tripathy, 2013). Tamkin (2005) asserted that collaboration would improve job efficiency. Outstanding skills and preparation result in an increase in organizational success (Misra, 2013). Searle et al. (2001) contended that social assistance would help workers perform better. George (2000) claimed that emotional intelligence is a factor in work success. According to Ghaffari et al. (2017), work efficiency improved as a result of the following factors: pay, fringe benefits, monitoring, advancement, accountability, and preparation. Aarabi et al. (2013) described career performance variables including compensation, job protection, advancement, freedom, a comfortable work climate, and preparation. Dajani (2015) discovered that the factors of leadership, organizational fairness, wages and rewards, work practices and processes, and preparation all had an impact on job efficiency.

However, Motowildo (2003) tied performance only to behaviors that can make a difference in organizational goal accomplishment rather than to the result of that behavior because there are situational constraints and opportunities that affect valued organizational results without necessarily affecting individuals' performance behaviors. Motowildo stated that performance definitions should focus on behaviors rather than outcomes. Because the focus on outcomes could lead employees to find the easiest way to achieve the desired result, which is likely to be detrimental to the organization because other important behaviors will not be performed.

2.6   Previous Studies

In the first previous study, this model reflected the threefold purpose of this study. Initially, a replication of the core self-evaluation, job satisfaction relationship and an extension of this line of study to the food and beverage industry were sought. Secondly, the inclusion of organizational commitment as an employee outcome of core self-evaluation was sought. The investigation of empowerment and organizational climate as potential mediators of the above-mentioned relationships was sought as the final purpose of the study.

Crawford (2008) found that core self-evaluation has a positive relationship with job satisfaction. Employee empowerment will mediate the relationship between core self-evaluation and job satisfaction. Organizational climate will mediate the relationship between core self-evaluation and job satisfaction. Core self-evaluation will have a positive relationship with organizational commitment. Employee empowerment will mediate the relationship between core self-evaluation and organizational commitment. The organizational climate will mediate the relationship between core self-evaluation and organizational commitment. The conceptual framework of Crawford's study is shown in Figure (2.3).

Figure (2.3) Conceptual Framework of Crawford
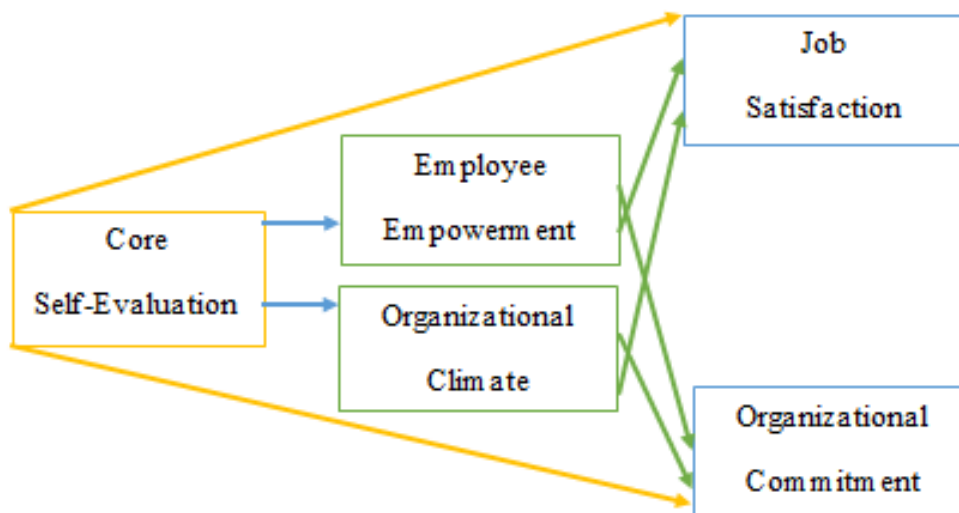
Source: Crawford (2008)

This research aimed to replicate previous findings of the relationship between core self-evaluation and job satisfaction and to extend previous research by determining other factors that contribute to the process of the afore-mentioned relationship. Through

this replication and extension of previous research, this study will provide a better understanding of the process by which one's dispositional characteristics help to evaluate their environment, as well as an assessment of the effect the environment has on the relationships in question. Understanding the process by which CSE is linked to job satisfaction and potentially organizational commitment will provide benefit to all concerned, including insight into the process by which one's disposition is linked to job satisfaction and potentially organizational commitment and a revelation of what external, environmental factors bridge these relationships.

The second previous study was explored by Dordunu et al. (2020). This paper examined the turnover intentions of accountants practicing with audit firms in Ghana. The study specifically investigated the factors that influence the intentions of accountants to quit their jobs and further ascertained if the intentions to quit have any implications on the job performance of accountants. A survey method of research was adopted, and a set of questionnaires was administered to accountants working with accounting firms certified and approved by the Institute of Chartered Accountants, Ghana (ICAG). The hypothesized relationships of the study were tested using the partial least squares-based structural equation modeling technique. The findings of this study show that organizational commitment, job satisfaction, emotional exhaustion, and religiosity are all good predictors of accountant turnover intentions. Further, this research analysis also indicates that turnover intentions impact negatively on the job performance of accountants. This paper findings have two important implications. First, the research highlight the relevance of the spiritual dimension of the determinants of turnover intentions by demonstrating with evidence that the extent of an individual's attachment and commitment to religious values and beliefs have important implications for turnover intentions. Second, while job performance has been found to influence the turnover intentions of employees, the evidence provided in this study suggests that turnover intentions are also a good predictor of employees' job performance.

Figure (2.4) Conceptual Framework of Dordunu et al.
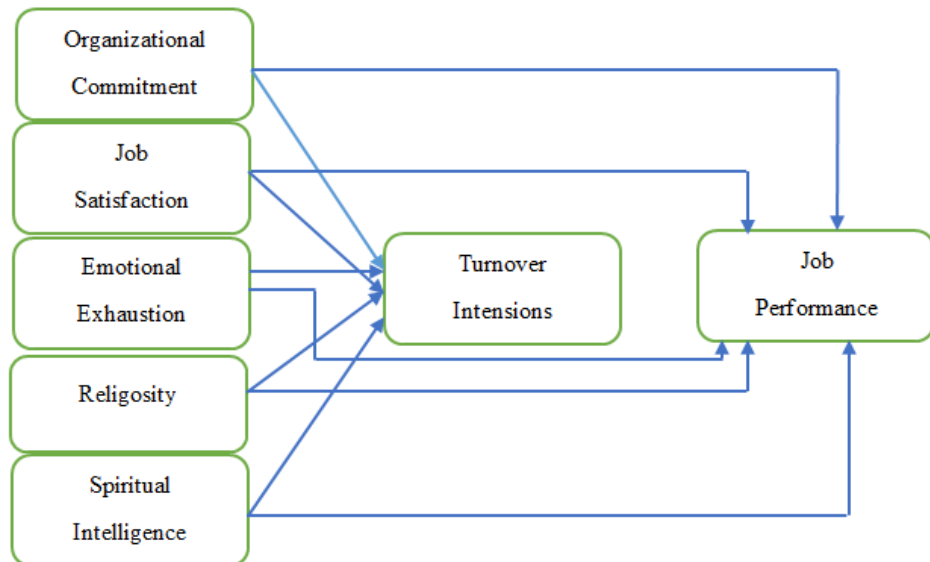
Source : Dordunu et al. (2020)

on extant studies, this study posits that organizational commitment, job satisfaction, emotional exhaustion, religiosity, and spiritual intelligence may be good predictors of turnover intentions of accountants. The framework also predicts a negative relationship between turnover intentions and job performance. Dordunu et al. (2020) argue that similar to the known effect of job performance on turnover intentions, employees with higher intentions to quit their job are more likely to underperform on the job. The model also proposes that organizational commitment, job satisfaction, emotional exhaustion, religiosity, and spiritual intelligence are related to job performance directly and indirectly through turnover intentions.

2.7   Conceptual Framework of the Study

The conceptual framework of the study is adopted from Crawford (2008) to examine empowerment and organizational climate: an investigation of mediating effects on the core-self evaluation, job satisfaction, and organizational commitment relationship; and Dordunu (2020) to determine turnover intentions and job performance of accountants: the role of religiosity and spiritual intelligence. This study mainly focuses on job performance as one of the effects of organizational commitment. And again, organizational commitment is affected by core self-evaluation. Moreover, core self-evaluation and organizational commitment are mediated by organizational climate. Based

on the theoretical concepts and the findings of previous studies, the conceptual framework is developed as below.

Figure (2.5) Conceptual Framework of the Study
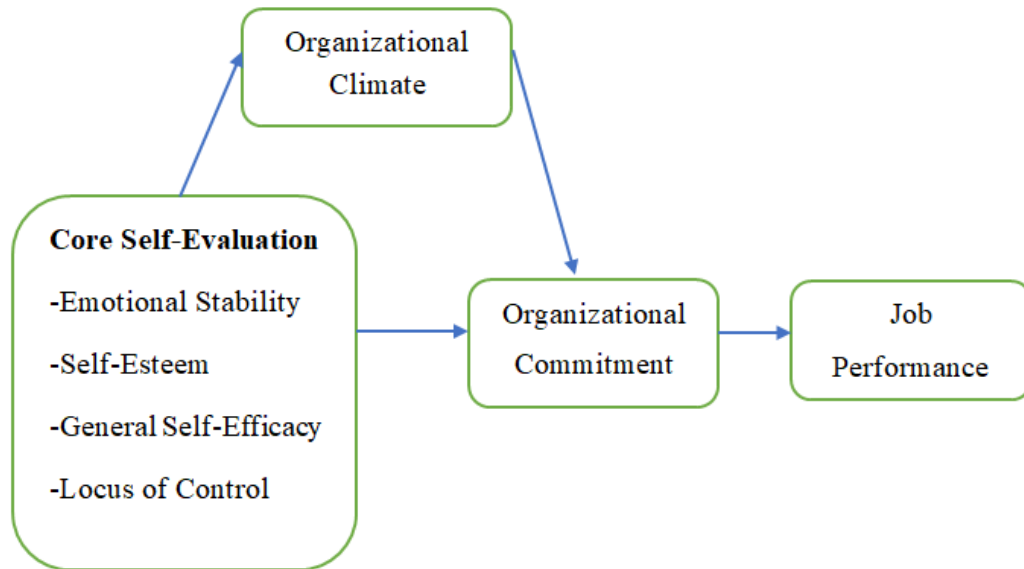
Source: Own Compilation (2022)

Figure (2.5) presents the conceptual framework of the study and is developed based on concepts of core self-evaluation and organizational commitment. Independent variables of core self-evaluation include emotional stability, self-esteem, general self-efficacy, and locus of control. Organizational climate includes-supervisor support, working condition, control conflict and relation with co-worker. Dependent variables are organizational commitment and job performance. The model also specifies the role of organizational climate as a mediator in the relationship between core self-evaluation and organizational commitment.

The purpose of this study is to investigate the effects of core self-evaluation on job satisfaction. It also analyzes the effect of organizational commitment on the job performance of employees at EDGE Hospitality Co., Ltd.

CHAPTER 3
PROFILE AND ORGANIZATIONAL CLIMATE
OF EDGE HOSPITALITY CO., LTD.

This chapter describes the hospitality industry of Myanmar, the profile of EDGE Hospitality Co., Ltd., the profile of respondents, and examines the influencing organizational climate at EDGE Hospitality Co., Ltd.

3.1 Profile of EDGE Hospitality Co., Ltd

Quick restaurant, Hospitality Services Co., Ltd. EDGE Hospitality Co. is a well-known restaurant in Myanmar. EDGE Hospitality Co., Ltd. owns and operates a group of restaurants in Yangon. They are Parami Pizza 1 (Mayinegon), Parami Pizza 2 (Saunchaung), Gekko Japanese Restaurant, and Union Bar and Grill. Each site is outwardly different from the other, having its own unique style and atmosphere. The design of each building respects the original foundations and heritage of the site. It also plans to open new restaurants in Yangon soon. The company started operating in the hospitality industry in 2018.

Customers can get service from restaurants, private hire for special events, and catering from each restaurant. For restaurant services, the first is Union Bar, which is located in the heart of downtown Yangon. It is a British bistro, bar, and lounge. The second is Gekko Japanese Restaurant, set on two floors in the iconic Sofaer Building in downtown Yangon, which is a Japanese yakitori restaurant and cocktail lounge. The next two are Parimai Pizza (1) and (2), located in Mayinegone and Saunchaung, where customers can get an Italian pizzeria serving wood-fired Neapolitan pizza and a classic Italian menu.

Each restaurant also offers a private-hire service. Someone can hire the perfect space for a meeting, dinner party, or celebration. A restaurant's dedicated events team can provide everything that the customers need to plan a memorable occasion.

Each restaurant provides services for events and catering. Talented employees prepare food so beautifully presented and so deliciously different that customers can "eat with their eyes." It always strives to be accessible to everyone, providing food and drink with a superb point of difference. Every restaurant strives to maintain the highest quality and standards while constantly innovating menus and creative delivery.Moreover,

restaurant personnel are adept at creating an event anywhere, from a private home banquet to a beach party. It is capable of serving the following cuisines:Myanmar, British, Italian, Japanese, Mexican, Korean, French, Indian, and Thai cater corporate events, weddings, food stalls, charities, cocktail parties, special occasions, and BBQs.

There are 117 employees who work here happily.Because of the COVID-19 pandemic's impact on the hospitality industry, some establishments are lowering employee wages and salaries or laying off workers.EDGE, on the other hand, is not one of them because it encourages innovation and has a strategy to adapt to the changing times.survive. At present, the revenues of every restaurant are increasing, and top managers plan to open new branches of Parami Pizza and Bar & Grill.

3.1.1 Organization Structure of EDGE Hospitality Co., Ltd

In EDGE Hospitality Co., Ltd., there is a head office and four restaurants: Parami Pizza No. 1, Parami Pizza No. 2, Gekko Japanese Restaurant, and Union Bar and Restaurant. In the head office, there are three departments. The organization chart of EDGE Hospitality Co.,Ltd is presented in Figure (3.1).

Figure (3.1) Organizational Structure of EDGE Hospitality Co., Ltd.

Director

| Operation Manager | Consultant |

Head Office
- HR Dept;
- Sales & Marketing Dept;
- Finance Dept;
- Purchasing

Parami Pizza (Parami)
- Restauarant Manager
- Assist; Manager
- Supervisor
- Captian
- Waiter/Waiteress
- Domestics
- Bar Captain
- Bartender
- Executive Chef
- Production Chef
- Helper
- Driver /Delivery
- Security

Parami Pizza (Saungchaung)
- Restauarant Manager
- Assist; Manager
- Supervisor
- Captian
- Waiter/Waiteress
- Domestics
- Bar Captain
- Bartender
- Executive Chef
- Production Chef
- Helper
- Driver /Delivery
- Security

Gekko Japanese Restauarant
- Restauarant Manager
- Assist; Manager
- Supervisor
- Captian
- Waiter/Waiteress
- Domestics
- Bar Captain
- Bartender
- Executive Chef
- Production Chef
- Security
- Helper
- Driver /Delivery

Union Bar & Grill
- Restauarant Manager
- Assist; Manager
- Supervisor
- Captian
- Waiter/Waiteress
- Domestics
- Bar Manager
- Assist ;Bar Manager
- Bartender
- Sous Chef
- Production Staff
- Driver /Delivery
- Security

Source: EDGE Hospitality Co., Ltd, (2022)

They are the HR department, the finance department, and the sales and marketing department. In each of the three restaurants, the restaurant manager is a top-level person and manages a daily routine. There are five sections in each restaurant: service, bar, chef, delivery, and security. All those sections are orchestrated by corporate governance to drive organizational success.

3.2   Organizational Climate Provided by EDGE Hospitality Co., Ltd

EDGE Hospitality Co., Ltd. practices an organizational climate process for their employees for the company's competitive advantages. Good organizational climate also tends to lead to higher leader efficacy, which manifests in better employee retention, customer satisfaction, and profit generation. Therefore, organizational climate can be linked to both employee and organizational outcomes, making it an important construct and tool for managers. As a result, that can be beneficial for the employees as well as the whole organization, and they can stand proudly among other competitive organizations in Myanmar.

The organization attempts to create a good organizational climate and culture for employee satisfaction and commitment. system . There are various factors of organizational climate in EDGE Hospitality Co., Ltd. that consist of supervisor support, working conditions, training, control conflict, and workgroup cooperation.

(a)   **Supervisor Support**

Supervisory support is crucial for creating an organizational climate. Managers at EDGE value their employees, their contributions, and their well-being. Top management at EDGE directs managers to listen to employees' feelings and their concerns when a problem occurs. Sometimes conflict is caused between employees. At that time, the supervisor solved the problem without bias, following guidelines for controlling conflict. "EDGE values not only our customers but also our employees too." Moreover, supervisors always accept employees' suggestions about their visions for problem solving. Employees in some decision-making processes and top management value their decisions, such as choosing uniform designs, the taste of creating new menus, the location of vacation trips, etc. Managers host monthly motivational meetings.

Managers recognize employees who have given the best performance of the month at these meetings.Some employees present their difficulties. At that time, the manager listens carefully and fulfills their needs. Managers also care about an employee's well-being. They are tailoring support to the employees' individual needs, such as

weakness in language skills and competence in their professions, which are facing financial difficulties. EDGE arranges ferries and hostels for employees who live far away from work. Outstanding students from employees' families are honored every year.

(b) Working Conditions

EDGE is always first in creating working conditions that are both physically and mentally comfortable for employees.The employees are provided with materials and equipment, such as uniforms, instruments, and tools needed to perform their job effectively and safely. First, EDGE supports employees' uniforms, two sets per year. Employee suggestions are one of the factors included in choosing the design, color, and quality of a uniform. In addition, employees can get tailor-made uniforms. Therefore, they feel pleased and have high confidence when they wear a working uniform. Moreover, EDGE supports personal protective equipment for kitchen staff, such as chef's gloves, an apron, a chef's hat, a chef's coat, and chef's pants, for preventing heat, electricity, cuts, and other injuries. EDGE has constructed the facilities, including offices, kitchens, lounges, etc. Kitchens and worker's rooms have large and open layout designs in order to obtain optimal lighting and ventilation. There are two dressing rooms for men and women. To keep their clothes and process individually, all employees are given a safety locker.All machines in the kitchen and delivery vehicles are periodically checked and repaired for safety.

For effective communication, all the managers and supervisors have been provided with a walkie-talkie to instantly share information or ask for help in case of an emergency in customer service. For their wellbeing, employees in EDGE get a medical check-up program and social welfare unit from the government annually. EDGE grants employees periods of unpaid absence from work: causal leave, end leave, pregnancy leave, and partial leave. Employees are entitled to daily and weekly overtime to compensate them for working on Grazette holidays and during training periods.Therefore, it can be said that EDGE has created an excellent workplace where the employees can do their best work because they are supported with physical comfort and mental well-being.

(c)   Training

EDGE believes the training program is essential for not only new employees but also existing ones because technology and lifestyles change constantly. As a result, employees can make their service fit for their customers, increase confidence, satisfy their jobs, and reduce material losses and the occurrence of accidents. There are numerous trainings that EDGE provides for employees. The training programs of EDGE consist of orientation training, restaurant-specific training, promotional training, customer service training, workplace safety training, technology training, emergency response training, firefighting training, and first aid training. On the first day of work, the Human Resources department conducts orientation training.Employees learn about the restaurant's various departments and their functions during this training.The restaurant-specific training includes lessons such as the menu of the restaurant and the behavior expected from the employees. Every employee has to learn the menu and common ingredients by heart to help guests with recommendations. Customer service training at EDGE intends to do its best to ensure that employees know how to treat guests. Trainings at EDGE are held both in-person and online.The employees of EDGE are trained by not only internal experts but also external experts from the Myanma Hospitality Professional Association. By assessing the effectiveness of training, EDGE also makes its employees examine the National Skill Standard Association's tests to access their skills.

(d)   Control Conflict

EDGE Hospitality Co., Ltd. prior to managing conflict between employees, employees, and customers. Employees at EDGE are very busy and in stressful conditions. Therefore, conflict can and does occur. Managers of EDGE manage the conflict in its organization by using the following conflict resolutions: If the conflict takes place, the manager will have to understand the problem before getting involved. Here, conflict may occur between the internal (conflict between employees) and the external (conflict between employees and customers). Whatever the issue, managers seek to resolve it without making a hasty decision. Managers also hear both sides. Managers always try to get the best solutions after understanding the sources of a problem and avoiding bias. EDGE values not only every customer but also the truth and its employees. When there is external conflict, the manager offers apologies to customers to reduce the tension of the conflict. Moreover, providing training for a program for good customer interaction and service To reduce internal conflict, managers have developed a code of ethics and

guidelines to closely follow. In addition, to reduce workplace stress, the company plans to do yoga for the employees about 15 minutes before their work starts. EDGE also tries to foster friendships, good communication, and understanding between employees by going to Karaoke and singing sounds at the end of every month and going on a trip in the off-peak customer season. EDGE adopts a "zero-tolerance" policy. Some conflicts are very serious, such as racial discrimination, sexual harassment, and bullying towards others. At that time, EDGE provides clear guidelines for this behavior, which is unacceptable and will not be tolerated. EDGE imposes penalties for these serious cases and adjusts its penalties accordingly. As a result, employees are clearly aware of the company's conflict control policy. Therefore, they follow with enthusiasm and are pleased with the working environment at EDGE.

(e)   Relation with Co-Workers

The EDGE believes that relationships with co-workers are important to creating a good organizational climate. All departments in EDGE believe cooperation with other departments can achieve organizational goals. Every department is willing to assist other departments whenever they need it. It creates its working environment through friendly relationships among all employees. In this atmosphere, all employees have to respect and value each other. Most employees consider themselves to have good interpersonal relationships. There is a policy for managing conflict in EDGE. Therefore, it is found that conflicts among employees are relatively less frequent in an organization. For some of them, having good relationships is the main reason for job satisfaction and commitment at EDGE Hospitality Co., Ltd.

Moreover, EDGE supports the formation of teams so that the employees work with the group effectively and efficiently for some activities, such as a team for special events, a team for catering services, a team for marketing, etc. In a team, there are members from every department. Top management is always monitoring every team's performance, team members' relations, and conflict between team members. They not only recognize and give rewards to well-performing teams but also encourage and support weak teams at the same time. As a result, team members mutually respect each other and work eagerly to reach the team goal.

3.3 Reliability Test

The reliability test is conducted for the purpose of ensuring consistent measurements through different statements in the questionnaire set. Cronbach's alpha ranges in value from 0 to 1 and is used to describe the reliability of factors extracted from questionnaires. If the result of the calculation of Cronbach's Alpha value is above or equal to 0.7, all questions are consistent and reliable enough to be used as the research instrument for this study. If this value is less than 0.7, the data is untrustworthy; if it is greater than 0.7, the data is trustworthy. The closer Cronbach's alpha coefficient value is to 1.0, the greater the internal consistency of the questionnaire used in the study.

The reliability of these study instruments and the Cronbach's alpha value discovered in the study for the influence of core self-evaluation on organizational commitment and job performance of employees in EDGE Hospitality Co., Ltd. are described in Table (3.1). Cronbach's alpha values for all variables in the table are greater than 0.7. Hence, all the questions are trustworthy and acceptable to apply as the study instrument for this research, and all the respondents are appropriate and willing to answer for this study.

Table 3.1 shows the Cronbach's alpha analysis result for each variable, whereas the overall variable of the questionnaires has been accomplished with consistency and stability.

Table (3.1) Results from Reliability Test

Variable	Number of items	Cronbach's Alpha
Emotional Stability	7	0.750
Self Esteem	5	0.817
General Self-efficacy	7	0.861
Locus of Control	8	0.771
Organizational Climate	10	0.793
Organizational Commitment	10	0.759
Job Performance	10	0.775

Source: Survey Data (2022)

In this survey, 102 questionnaires were distributed to all 102 employees of EDGE Hospitality Co., Ltd. Demographic characteristics of employees include gender, age,

education level, position, monthly basic salary, and total years of working experience with the current company. Table (3.2) presents the demographic data of the respondents.

As shown in Table (3.2), 53.92% of the employees are male and 46.07% are female. It is clear that the number of male workers outnumbers female workers, indicating that the nature of the work requires more men than women.

According to the age group, the majority of the respondents are between 25 and 34 years old, representing 51.9%. The second largest group contains 18 to 24-year-old workers, which represent 35.4%, followed by 10.8% of those from 35 to 44 years old. The 45-65 age group is the smallest of all employee groups, accounting for 1.9% of all employees. As a result, the majority of the employees in this company are young adults aged 18 to 35.

Regarding education level, 61.7% are at the high school level, and they contribute the largest portion. Bachelor's degree holders are the second-largest portion with 32.3%. Graduates from colleges are the third largest group and contribute 2.9%. Master's degree holders represent only 1.9% of the total. These data show that the workforce is comprised of a large number of low-educated workers. These data also reflect that graduates are less interested in working in hospitality industries.

Concerning the positions of the respondents, 80.4% are basic workers, and they represent the largest group. In this organization, both the position of supervisor and the percentage of managers and assistant managers are 7.8%. Department heads make up the fourth and fifth-largest portions, accounting for 2.9% and 2.8%, respectively. The general manager and director have the smallest percentages at 0.9% each. It can be seen that only 19.6% are at the managerial level, and others are floor workers due to the nature of hospitality work, which requires a large number of general workers such as waiters, servers, helpers in the kitchen, etc.

In terms of basic salary, 36.2% earn a monthly salary below 200,000 kyats. 26.4% earn a monthly salary of 200,000 kyats up to 399,999 kyats. Employees earning 400,000 kyats to 699,999 kyats have a 27.4% earnings rate. Also, the highest-earning two groups of 700,000 kyats up to 999,999 kyats and over 1,000,000 kyats comprise 6.7% and 2.9%, respectively. Although basic workers account for 80% of the workforce, the lowest-paid employees account for 36.2%. These data show that a basic worker can earn a moderate salary, and they get more than minimum wages, and the employees in this organization are paid salaries based on their performance. Furthermore, it is possible to conclude that

employee salaries in this industry are higher than those in the garment industry and some other industries in Myanmar.

Table (3.2) Profile of Respondents

No.	Demographic Characteristics	Groups	Number of Respondents	Percentage
		Total	102	100 (%)
1	Gender	Male	55	53.92
		Female	47	46.07
2	Age	18-24 years	36	35.4
		25-34 years	53	51.9
		35-44 years	11	10.8
		45-54 years	2	1.9
		55-65 years	0	0
3	Education Level	High School	63	61.7
		Diploma	1	0.9
		College	3	2.9
		Bachelor's Degree	33	32.3
		Master's Degree	2	1.9
4	Position	Director	1	0.9
		Departmental Head	3	2.9
		Manager and Assistant Manager	8	7.8
		Supervisor	8	7.8
		Basic Worker	82	80.4
5	Basic Salary (Kyats)	100,000-200,000	37	36.2
		200,000-399,999	27	26.4
		400,000-699,999	28	27.4
		700,000-999,999	7	6.8
		Above 1,000,000	3	2.9
6	Total Working Experience	Less than 6 months	19	18.0
		7-12 months	28	27.4
		1-3 years	29	28.4
		3-5 years	12	11.7
		Above 5 years	14	13.7

Source: Survey Data (2022)

According to total working experience, 18.0% are fresh recruits who have less than six months of working experience. 27.4% have seven months to one year of working experience, 28.4% have one to three years of working experience, 11.7% have three to five years of working experience, and 13.7% have more than five years of working experience. These data show that a considerable number of newly recruited employees are working in this company, and EDGE recruited the employees with high working experience.

CHAPTER IV

ANALYSIS ON THE EFFECTS OF CORE SELF-EVALUATION ON JOB PERFORMANCE IN EDGE HOSPITALITY CO., LTD

This chapter presents an analysis and discussion of the study. There are three sections in this chapter. The first section is the overall mean value of core self-evaluation, which includes emotional stability, self-esteem, general self-efficacy, locus of control, organizational climate, organizational commitment, and job performance. The second section is devoted to discussions on the regression analyses of the core self-evaluation on organizational commitment and, again, organizational commitment on job performance. The third section is an analysis of the mediating effect of organizational climate on the relationship between core self-evaluation (emotional stability, self-esteem, general self-efficacy, and locus of control) and organizational commitment at EDGE Hospitality Co., Ltd.

4.1 Core Self-Evaluation, Organizational Climate, Organizational Commitment and Job Performance of Employees at EDGE Hospitality Co., Ltd

This section consists of the overall mean value of core self-evaluation, organizational climate, organizational commitment, and job performance. There are 57 structural questionnaires to evaluate those variables at EDGE Hospital Co., Ltd. According to Pimentel (2010), the levels of mean values are interpreted as 1–1.80 (strongly disagree), 1.81–2.60 (disagree), 2.61–3.40 (neither agree nor disagree), 3.41–4.20 (agree), and 4.21–5.00 (strongly agree).

4.1.1 Core Self-Evaluation

In this study, there are four elements of core self-evaluation: emotional stability, self-esteem, general self-efficacy and locus of control. The overall mean scores of the core self-evaluation are presented in Table (4.1).

Table (4.1) Descriptive Analysis of Core Self-Evaluation

No.	Items	Overall Mean
1	Emotional Stability	3.97
2	Self-Esteem	4.02
3	General Self-Efficacy	4.06
4	Locus of Control	3.98

Source: Survey Data (2022)

According to results data, general self-efficacy is the highest overall mean score in four variables of core self-evaluation. Otherwise, emotional stability is the lowest overall mean score in four variables of core self-evaluation. However, overall mean of all variables at core self-evaluation are at agree level. It means that the employees at EDGE Hospitality Co., Ltd are good core self-evaluators who tend to committ their employing organizations.As a result, it leads to improve job satisfaction and organizational commitment.

The mean scores and standard deviations of the statements of each variable in core self-evaluation is presented in detail in the following tables.

(a)   Emotional Stability

There are seven structural questionnaires for emotional stability of core self-evaluation that are constructed to calculate the overall values of the mean by 102 respondents in EDGE Hospitality Co., Ltd.

Table (4.2) Emotional Stability

Sr.No.	Items	Mean	Std.
1	Not getting angry and using hard words when there is an argument with manager, colleagues, or customers	4.03	0.476
2	Not using it to reduce contact with colleagues and manager if it is not recognized	4.00	0.526
3	Not fighting with others about small problems	4.02	0.526
4	Not getting depressed when the customers complain	4.00	0.553
5	Not being shiver when facing problems	3.86	0.563
6	Not regreting the mistakes when making in daily work	3.92	0.574
7.	Not getting angry when colleagues criticize	3.98	0.562
	Overall Mean	**3.97**	

Source: Survey Data (2022)

In table (4.2), the survey result represents that the highest mean is 4.03 and its statement "Don't get angry and use hard words when there is an argument with a manager, colleagues, or customers." It means that they never get angry and use rude words while arguing with their manager, co-workers, and customers. The statement "Don't shiver when facing problems" has the lowest mean score of 3.86. It demonstrates that employees are slightly weak in controlling their minds and manners when confronted with problems at work and elsewhere.The overall mean is 3.97, which is at the agreed level. Employees who are good at emotional stability and confidence, being mentally stable, not being afraid of new situations, and being friendly and patient are examples of this.Employees with high emotional stability can be recruited by EDGE.These employees are suitable for the hospitality industry, and in a nutshell, they fulfill their job and commitment.

(b)   Self-Esteem

There are total five structural questionnaires for self-esteem of core self-evaluation that are constructed to evaluate the overall mean values of the mean by 102 respondents in EDGE Hospitality Co., Ltd.

Table (4.3) Self-Esteem

Sr.No.	Items	Mean	Std.
1	Feeling that having a number of good qualities	4.00	0.507
2	Being able to do things as well as most other people	4.04	0.486
3	Having proud of, at least the equal of others	4.05	0.495
4	Inclining to feel that there is a success in life	3.97	0.525
5	Having a positive attitude	4.04	0.553
Overall Mean		**4.02**	

Source: Survey Data (2022)

In table (4.3), the highest mean is 4.05, and the statement is " Having proud of, at least the equal of others "It denotes a person's confidence in himself or herself.The statement "Inclining to feel that there is a success in life" has the lowest mean score of 3.97. It shows that some of the employees trust that they haven't been successful yet in their lives. The overall mean is 4.02, which corresponds to the employee's level.It can be said of employees that they have a strong desire to understand that their purpose in doing work for the organization is meaningful.

(c)   General Self-Efficacy

General self-efficacy is one of the most important elements of core self-evaluation and can define a person's ability to utilize motivation, cognitive processes, and action to exercise leadership over the events in his/her life. There are a total of seven structural questionnaires for general self-efficacy in the core self-evaluation that are constructed to evaluate the overall mean values of the means of 102 respondents in EDGE Hospitality Co., Ltd.

Table (4.4) General Self-Efficacy

Sr.No.	Items	Mean	Std.
1	Facing difficult tasks, certain that I will accomplish them	4.02	0.487
2	Obtaining outcomes that things are important	4.07	0.451
3	Believing to obtain succeed at most any endeavor to which setting in mind	4.08	0.460
4	Being able to successfully overcome many challenges	4.13	0.501
5	Having confident that to perform effectively on many different tasks	3.99	0.554
6	Being able to do most tasks very well	4.04	0.562
7	Performing quite well even facing hard time	4.06	0.463
	Overall Mean	**4.06**	

Source: Survey Data (2022)

As presented in Table (4.4), " Being able to successfully overcome many challenges " has the highest mean value of 4.13. It demonstrates that, despite having problems in their lives, the majority of respondents believe they can achieve their goals and overcome obstacles. "Having confident that to perform effectively on many different tasks" is the lowest mean value at 3.99. This may be because some employees might have a little more confidence to do various different tasks. The overall mean value is 4.06. It denotes that the majority of the employees of EDGE Hospitality Co., Ltd. believe in their capacity to execute behaviors necessary to produce specific performance attainments.

(d)   Locus of Control

Survey for locus of control in EDGE Hospitality Co., Ltd, eight structural questions are constructed and data are collected from 102 respondents to examine their impact on organizational commitment of employees.

Table (4.5) Locus of Control

Sr.No.	Items	Mean	Std.
1	Happening to is probably just a master of chance	3.93	0.532
2	Knowing that luck or chance determines one's future	4.00	0.466
3	Trying anything that the things are sure of	4.03	0.516
4	Keeping control of the problem(s) is mostly due to luck	3.98	0.487
5	Convincing others to do things the way	3.88	0.492
6	Making mistakes and problems are responsibility to deal with	4.07	0.567
7	Having persistence and hard work usually lead to success	4.04	0.595
8	Having confident of being able to deal successfully with future problems	3.91	0.630
	Overall Mean	**3.98**	

Source: Survey Data (2022)

In Table (4.5), the highest mean value is 4.04, and its statement shows that "Having persistence and hard work usually leads to success." Hence, most employees have confidence that hard work, perseverance, and persistence can accomplish difficult tasks and pick up the fruits of success. The lowest mean value is 3.88 with the statement "Convincing others to do things the way" The result expresses that some employees are weak at convincing their colleagues and subordinates to share or follow their ways of doing things. The overall mean is 3.98, which is the same as the employee's level.It is found that the employees of this organization have high personalities, and they have a perception of the underlying main causes of events in their lives. They can evaluate their lives accurately and try their best for success.

4.1.2   Organizational Climate

Organizational climate of EDGE Hospitality Co., Ltd is an essential part of this study. Thus, ten structural questions are constructed and data are collected from 102 respondents to find out the organizational climate level that the organization support. The results are shown in Table (4.6).

Table (4.6) Organizational Climate

Sr. No.	Items	Mean	Std.
1	Understanding and responding to employee's needs	4.06	0.35
2	Making for employee feel that important and worthy	4.16	0.44
3	Providing the resources that the employee's need to meet group goals	4.07	0.48
4	Having a team effort in completing difficult tasks.	4.01	0.42
5	Taking pride in the team for working with	4.03	0.50
6	Having open communication and trust among the team members	4.22	0.41
7	Working in a friendly environment	4.13	0.48
8	Interacting all departments in a friendly and cooperative way with other departments	3.99	0.45
9	Having opportunities for growth in the profession	3.84	0.62
10	Providing the opportunity for the development of goals and skills from organization	3.97	0.58
Overall Mean		**4.05**	

Source: Survey Data (2022)

As shown in Table (4.6), it is found that the highest mean value is 4.22, and the statement is "Having open communication and trust among the team members." It shows that the organization creates good communication channels, narrows its power distance, and constructs good and reliable teamwork and team spirit. The statement "Having opportunities for growth in this profession" has the lowest mean score of 3.84. This implies that most employees are satisfied with the organizational climate of their organization's support; however, some employees think they have a little chance to attain success in life because of working in this industry. The overall mean value is 4.05, showing that employees are satisfied with the organizational climate and their organizational support. The organization can construct a good organization culture and climate, such as supervisor support, good and open communication, a friendly environment, glass wall management, and the development of good work groups. As a result, employees in this organization have high motivation, which lead to a high level of organizational commitment.

4.1.3   Organizational Commitment

Organizational commitment of the employees in EDGE hospitality Co., Ltd is crucial for getting high level of job performance. Therefore, ten structural questions with five-point Likert-scale are constructed and data are collected from 102 respondents to evaluate the mean values.

Table (4.7) Organizational Commitment

Sr. No.	Items	Mean	Std.
1	Being desire to put in a great effort above and beyond what is expected to help this organization be successful	4.12	0.53
2	Telling to friends that this is a great organization to work for	4.03	0.50
3	Accepting almost any job assignment in order to keep working for this organization	4.05	0.67
4	Finding the values and the organization's values are very similar	4.48	0.64
5	Having too much to be gained by staying with this organization	4.11	0.45
6	Inspiring the very best for the way making job performance	4.14	0.65
7	Finding it easy to agree with this organization's policies related to important employee matters	4.08	0.58
8	Caring about the fate of this organization	4.06	0.42
9	Being the best of all possible organizations	4.00	0.53
10	Working decision for this organization was a definite truth	4.07	0.55
	Overall Mean	**4.12**	

Source: Survey Data (2022)

Table (4.7) describes the organizational commitment of employees at EDGE Hospitality Co., Ltd. According to the results, the highest mean score is 4.48, which supports the statement "Finding that the values and the organization's values are very

similar." This demonstrates that the majority of respondents agree with their organization's value of wanting to delight customers, provide employees with pleasant work environments, and so on. The statement "Being the best of all possible organizations" has the lowest mean value of 4.0. It demonstrates that some employees' trust in the organization's activities is a little shaky. The overall mean score is 4.12. According to the results, the majority of employees are willing to put forth effort to help their organization's success, are proud to work in their organization, are not afraid to follow their organization's set up, and are willing to accept almost any job assignment in order to continue working for this organization. Therefore, it can be concluded that the organizational commitment of employees at EDGE Hospitality Co., Ltd. is at an acceptable level.

4.1.4   Job Performance

In this study, the job performance of the employees at EDGE Hospitality Co., Ltd. is the critical portion to figuring out how well the company is operating. Therefore, ten structural questions with a five-point Likert scale are constructed, and data are collected from 102 respondents to evaluate the means.

The job performance of employees in EDGE Hospitality is described in Table (4.8). According to the results, the highest mean score is 4.43, which supports the statement "Interacting with clients and applicants respectfully and trying to solve problems." This shows that most of the respondents are enthusiastic about serving customers and helping to meet their needs. Moreover, they also try to treat their customers well. The statement "Obeying the official regulations and administrative principles" has the lowest mean value of 4.10. It shows that the rules, regulations, and procedures are not clarified enough for employees, and they have difficulties obeying them. The overall mean score is 4.26. The result states that most of employees can perform their work in order to accomplish it accurately. They follow instructions and orders from company well and positively. They attempt to improve their skill and knowledge concern with their profession. Moreover, they also want to share their valuable knowledge to their colleges when they ask for helping or need it. They always try to solve the difficulties and problems from their workplaces and also try to achieve good interaction with their customers and colleges.

Table (4.7) Organizational Commitment

Sr. No.	Items	Mean	Std.
1	Being desire to put in a great effort above and beyond what is expected to help this organization be successful	4.12	0.53
2	Telling to friends that this is a great organization to work for	4.03	0.50
3	Accepting almost any job assignment in order to keep working for this organization	4.05	0.67
4	Finding the values and the organization's values are very similar	4.48	0.64
5	Having too much to be gained by staying with this organization	4.11	0.45
6	Inspiring the very best for the way making job performance	4.14	0.65
7	Finding it easy to agree with this organization's policies related to important employee matters	4.08	0.58
8	Caring about the fate of this organization	4.06	0.42
9	Being the best of all possible organizations	4.00	0.53
10	Working decision for this organization was a definite truth	4.07	0.55
	Overall Mean	**4.12**	

Source: Survey Data (2022)

As a result, employees at EDGE Hospitality Co., ltd are competence and informative and best follower of workplace instruction. Therefore, it can be concluded that the job performance of employees in EDGE Hospitality Co., Ltd is an acceptable level.

4.2   Analysis on Effect of Core Self-Evaluation on Organizational Commitment

Using multiple linear regression analysis, this section identifies core self-evaluation on organizational commitment of employees. In this study, there are two main variables: core self-evaluation and organizational commitment. In each regression model, emotional stability, self-esteem, general self-efficacy, and locus of control are used as independent variables, and organizational commitment is used as the dependent variable. All the data types are consistent with the assumption of multiple linear regression statistics.

According to the results, core self-evaluation has a positive effect on

organizational commitment of employees in EDGE Hospitality Co., Ltd when the organizational commitment is regressed with emotional stability, self-esteem, general self-efficacy and locus of control. The results of regression analysis are presented in Table (4.9).

As described in Table (4.9), R^2 is 0.198, and the adjusted R^2 is 0.159. This model demonstrates that the variation of organizational commitment is predicted by core self-evaluation towards emotional stability, self-esteem, general self-efficacy, and locus of control, as the value of adjusted R^2 is 16%. According to the variance inflation factors (VIF), there is no multicollinearity. The value of the F test, the overall significance of the model is highly significant at 1 percent level. This specific model can be said to be valid.

It is also found that emotional stability has a positive effect on organizational commitment at a 5% significance level. Moreover, the result demonstrated that emotional stability has a greater influence than self-esteem on the organizational commitment of employees at EDGE Hospitality Co., Ltd.

According to the findings of the study, most of the employees have a sense of belonging and emotional attachment to EDGE Hospitality Co., Ltd. This can be a result of the organization recruits emotionally stable employees who have the ability to work under stressful conditions and tend to be calm, self-confident, and secure. Highly emotional people will be positive and optimistic. As a result, there will be higher job and life satisfaction, and there will be a high level of organizational commitment.

It is found that self-esteem has a positive effect on organizational commitment at a significant 10% level. Therefore, the employees in the organization want to respect themselves and others. They believe that they have quality and can do their work like others. Therefore, they try their best to provide good customer service and take care for not making mistakes. As a result, the level of organizational commitment is moderately high among employees of EDGE Hospitality Co., Ltd.

Table (4.9) Effect of Core Self-Evaluation on Organizational Commitment

Variable	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	2.089	0.539		3.874	0.000	1.331
Emotional Stability	0.145**	0.065	0.236	2.239	0.027	1.260
Self-Esteem	0.167*	0.090	0.191	1.866	0.065	1.354
General Self-Efficacy	0.041	0.122	0.035	0.333	0.740	1.278
Locus of Control	0.168	0.126	0.138	1.334	0.185	1.331
R Square	0.192					
Adjusted R Square	0.159					
F Value	5.775***					

Source: Survey Data (2022)

*** Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to the results, the standard coefficient (Beta) of emotional stability has the largest value of 0.236 among the four variables of core self-evaluation. It indicates that emotional stability is the greatest contributor to increasing the organizational commitment of the employees at EDGE Hospitality Co., Ltd. because most of the employees in the company have a high level of emotional stability. They perform best when they are calm and when customers complain.Moreover, they don't reply to any rude words or manners, although their colleagues criticize them and their managers scold them. A high level of emotional stability reflects the level of enthusiasm employees have towards the tasks assigned at their workplace. It is the feeling of responsibility that they have towards the goals, mission, and vision of the organization they are associated with.

4.3 Analysis on the Mediating Effect of Organizational Climate on the Relationship Between Core Self-Evaluation and Organizational Commitment of Employees at EDGE Hospitality Co., Ltd

A mediation model can explain the process that exists an observed relationship between two variables of independent and dependent variable with the inclusion of mediating variable. The mediator variable is used to examine the nature of the relationship between dependent and independent variable. Hence, mediation analysis is applied to explore the underlying process by which variable influences another variable

34 through mediator. In this section, organizational climate is a mediator to explain the behavior of relationship between independent variable of core self-evaluation includes emotional stability, self-esteem, general self-efficacy and locus of control to a dependent variable of organizational commitment. Mediation analysis is served to understand the mediating role of organizational climate on connection between core self-evaluation and organizational commitment.

Table (4.10) Mediating Effect of Organizational Climate on the Relationship Between Core Self-Evaluation and Organizational Commitment

| Core Self-evaluation	Direct Effect	Organizational Climate	
		Indirect	Total Effect
Emotional Stability	0.364	0.305	0.669
Self Esteem	0.333	0.196	0.529
General Self-efficacy	0.225	0.145	0.370
Locus of Control	0.254	0.173	0.427

Source: Survey Data (2022)

Table (4.10), shows the direct and indirect and total effects of core self-evaluation on organizational commitment. According to this table, indirect effect through organizational climate is evaluated by multiplying contributing path coefficients. For instance, the indirect effect of emotional stability on organizational commitment through organizational climate (0.305) is obtained by multiplying the coefficient emotional stability on organizational climate (0.662) with the coefficient of organizational climate to organizational commitment (0.460). The total effect of (0.669) is the sum of direct effect (0.364) and indirect effect (0.305).

(a)   Mediating Effect of Organizational Climate on the Relationship Between Emotional Stability and Organizational Commitment

As shown in Table (4.10), the total effect of emotional stability on organizational commitment through organizational climate is greater than the directed effect of emotional stability on organizational commitment. The mediating effect of organizational climate on the relationship between emotional stability and organizational commitment is presented in Figure (4.1).

Figure (4.1) Mediating Effect of Organizational Climate on the Relationship between Emotional Stability and Organizational Commitment
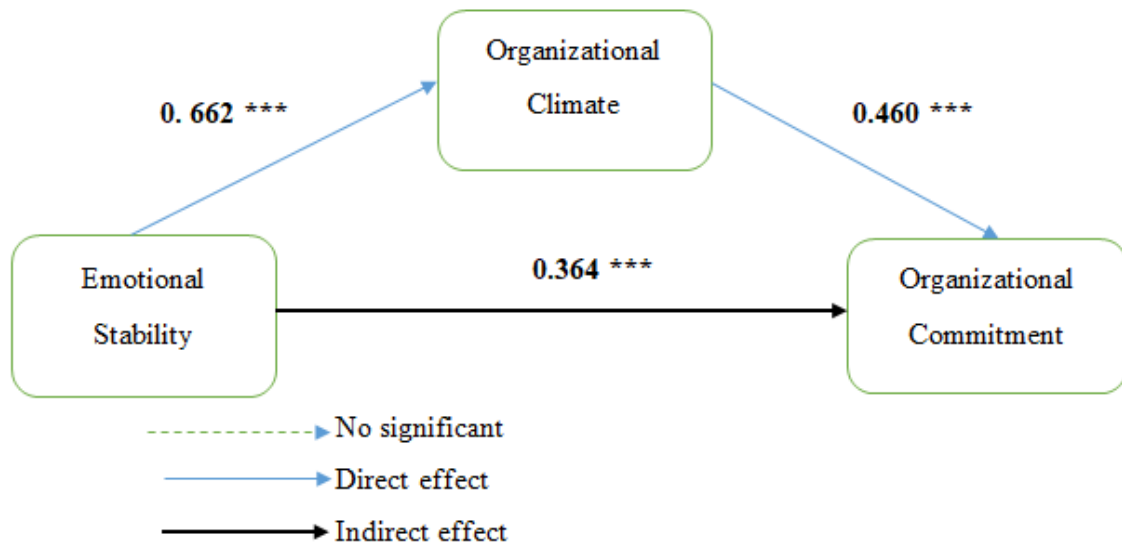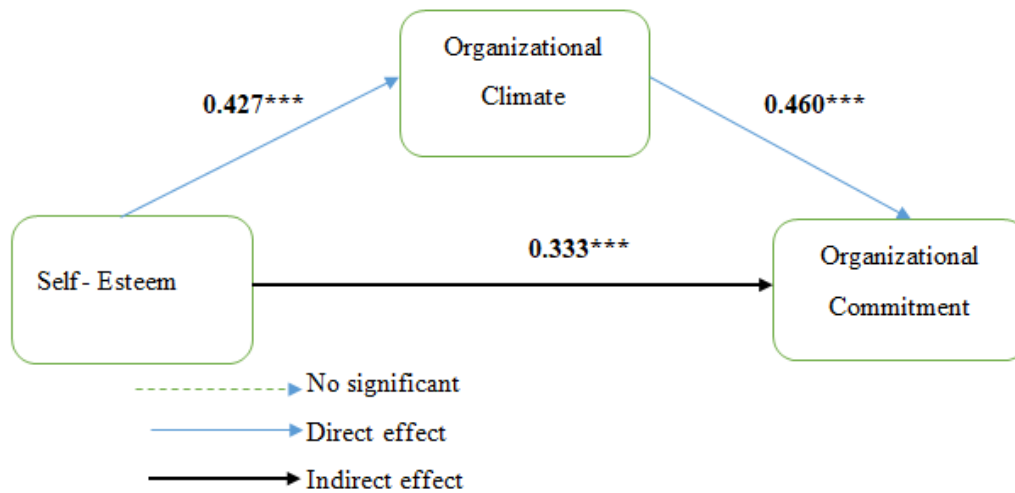

Source: Survey Data (2022)

The study found that there is a significant positive direct effect of emotional stability on organizational commitment, as shown in Figure (4.1). As an indirect effect, there is a positive and significant effect of emotional stability on organizational climate, and a positive and significant effect of organizational climate on organizational commitment is found as well. Thus, a partial mediation of organizational climate is found in the relation between emotional stability and organizational commitment at EDGE Hospital Co., Ltd.

(b)   Mediating Effect of Organizational Climate on the Relationship Between Self-Esteem and Organizational Commitment

As shown in Table (4.10), the total effect of self-esteem on organizational commitment through organizational climate is greater than the directed effect of self-esteem on organizational commitment. The mediating effect of organizational climate on the relationship between self-esteem and organizational commitment is presented in Figure (4.2).

Figure (4.2) Mediating Effect of Organizational Climate on the Relationship Between Self-Esteem and Organizational Commitment
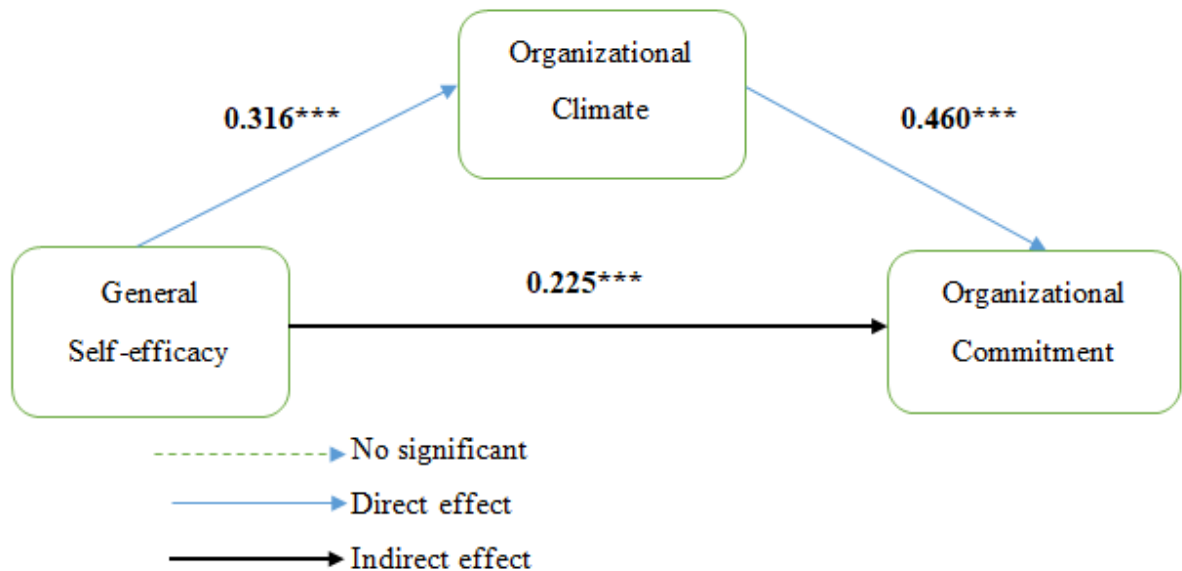

Source: Survey Data (2022)

The study found that there is a significant positive direct effect of self-esteem on organizational commitment, as shown in Figure (4.2). As an indirect effect, there is a positive and significant effect of self-esteem on organizational climate, and a positive and significant effect of organizational climate on organizational commitment is found as well. Thus, a partial mediation of organizational climate is found in the relation between self-esteem and organizational commitment at EDGE Hospital Co., Ltd.

(c) Mediating Effect of Organizational Climate on the Relationship Between General Self-Efficacy and Organizational Commitment

As shown in Table (4.10), the total effect of general self-efficacy on organizational commitment through organizational climate is greater than the directed effect of general self-efficacy on organizational commitment. The mediating effect of organizational climate on the relationship between general self-efficacy and organizational commitment is presented in Figure (4.3).

Figure (4.3) Mediating Effect of Organizational Climate on the Relationship Between General Self-efficacy and Organizational Commitment
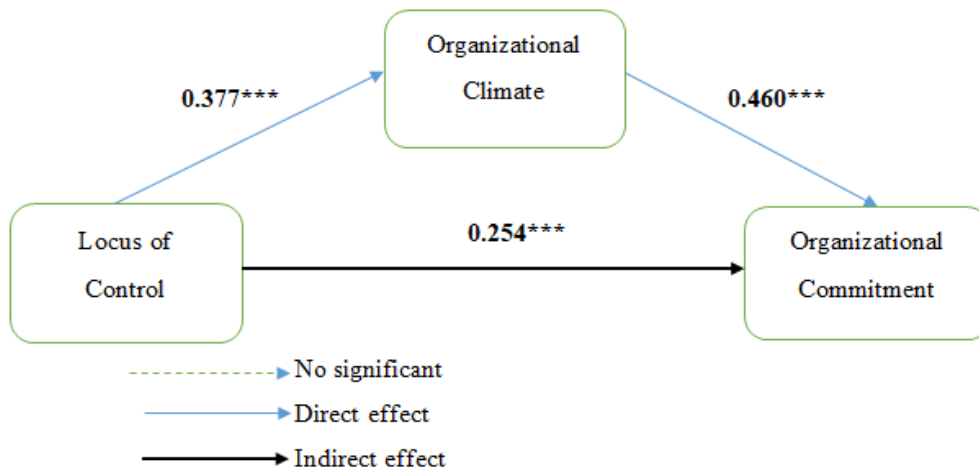

Source: Survey Data (2022)

The study found that there is a significant positive direct effect of general self-efficacy on organizational commitment, as shown in Figure (4.3). As an indirect effect, there is a positive and significant effect of general self-efficacy on organizational climate, and a positive and significant effect of organizational climate on organizational commitment is found as well. Therefore, a partial mediation of organizational climate is found in the relation between general self-efficacy and organizational commitment at EDGE Hospital Co., Ltd.

(d) Mediating Effect of Organizational Climate on the Relationship Between Locus of Control and Organizational Commitment

As shown in Table (4.10), the total effect of locus of control on organizational commitment through organizational climate is greater than the directed effect of locus of control on organizational commitment. The mediating effect of organizational climate on the relationship between locus of control and organizational commitment is presented in Figure (4.4).

Figure (4.4) Mediating Effect of Organizational Climate on the Relationship between Locus of Control and Organizational Commitment

Source: Survey Data (2022)

The study found that there is a positive and significant direct effect of the locus of control on organizational commitment, as shown in Figure (4.4). As an indirect effect, there is a positive and significant effect of locus of control on organizational climate, there is a positive and significant effect of organizational climate on organizational commitment. Thus, a partial mediation of organizational climate is found in the relation between locus of control and organizational commitment at EDGE Hospital Co., Ltd.

4.4 Analysis of the Effect of Organizational Commitment on Job Performance of EDGE Hospitality Co., Ltd

The effects of employee organizational commitment on job performance are identified in this section using multiple linear regression analysis. In this study, there are two variables: organizational climate and job performance. The independent variable is organizational climate, and the dependent variable is job performance. All the data types are consistent with the assumption of multiple linear regression statistics.

According to the results, organizational commitment has a positive effect on the job performance of employees at EDGE Hospitality Co., Ltd., but job performance is negatively correlated with organizational commitment. The results of the regression analysis are presented in Table (4.11).

Table (4.11) Effect of Organizational Commitment on Job Performance

Variable	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	2.698	0.397		6.789	.000	
Organizational Commitment	0.380***	0.096	0.367	3.950	.000	1.000
R Square	0.135					
Adjusted R Square	0.126					
F Value	15.600***					

Source: Survey Data (2022)

*** Significant at 1% level, **Significant at 5% level, *Significant at 10% level

As presented in Table (4.11), R² is 0.135 and the adjusted R² is 0.126. This model demonstrates that the variation in job performance is predicted by organizational commitment, as the value of the adjusted R² is 13%. According to the variance inflation factors (VIF), there is no multicollinearity. The value of the F test and the overall significance of the model are highly significant at 1 percent level. This specific model can be said to be valid.

It is also found that organizational commitment has a positive effect on job performance at a 1% significance level. The study finds that the majority of employees have a desire to interact with clients and applicants respectfully, try to solve customers' problems, and attempt to improve their professional knowledge. They accomplish and follow official regulations and administrative principles that their organization sets up. As a result, they are competent and make customer service smooth and excellent. Moreover, they are good at customer responsiveness and ready to help their customers. In addition, they are result-oriented, and when they meet their goals, they gain confidence. Thus, they make great efforts to meet their goals and have a desire to learn to improve their profession. The study also shows that most employees follow instructions and orders accordingly and can perform with minimal supervision, although some of them have difficulties understanding and, thus, obeying rules, regulations, and procedures. The study also finds that employees are willing to share knowledge and ideas among themselves.

All these results are derived from the organizational commitment of the employees. Therefore, it can be concluded that organizational commitment, again, affects the job performance of employees of EDGE Hospitality Co., Ltd. very significantly.

CHAPTER V
CONCLUSION

In this Chapter, it is organized with three portions according to the analysis results of previous chapter. They are findings and discussions, suggestions and recommendations and the needs for further research for the researchers who are interested in core self-evaluation of the employee, organizational climate in EDGE hospitality Co., Ltd as well as the the whole hospitality industry in Myanmar.

5.1   Findings and Discussions

With regard to the survey data of EDGE employees, it was discovered that the analysis of the influencing factors on core self-evaluation such as emotional stability, self-esteem, general self-efficacy, and locus of control of EDGE employees, the organizational climate created by EDGE, organizational commitment, and job performance of EDGE Hospitality Co., Ltd.The target respondents are the employees of four restaurants and one administrative office that operate for Edge Hospitality Co., Ltd. By answering structural questionnaires, most of the customers actively participated, and all data were analyzed by using multiple linear regression in SPSS software.

In terms of demographics, the majority of respondents are male, and the average age of the group is between 25 and 35 years for all employees.In terms of educational level, the majority of respondents have a high school diploma or less.Furthermore, the majority of respondents were basic workers such as waiters, servers, kitchen helpers, and so on. Their income level is below 200,000 Ks. In terms of work experience, the majority of employees have more than ten years of experience.Finally, the majority of the respondents are not managers in the company.

According to the mean values of core self-evaluation, which includes emotional stability, self-esteem, general self-efficacy, and locus of control, one of the personal traits in core self-evaluation, general self-efficacy, is higher than the other three factors in core self-evaluation. Consequently, the most employees in this organization can work with high confidence in their capacity to execute behaviors necessary to produce specific performance attainments. And then, the minimum mean value among variables in core self-evaluation is emotional stability. Although the mean value of emotional stability is the lowest among the variables of core self-evaluation, it shows that employees have an

agreed-upon level of emotional stability. The mean deviations between variables in core self-evaluation are very narrow; the gap between the highest and lowest mean values is 0.1. Then, the mean organizational commitment values of employees are 4.12. It states that the majority of employees are eager to contribute to the success of their organization, that they believe their work is the best for them, and that they are proud to work for this organization.Moreover, the mean values of organizational climate and job performance are 4.05. And then, the job performance of employees is 4.26, the highest mean value of all variables in this paper. The mean value of employee job performance demonstrates that employees are extremely satisfied with their performance.

From the multiple regression result, findings reveal that such core self-evaluations as emotional stability and self-esteem effect organizational commitment at EDGE Hospitality Co., Ltd. It shows that employees at EDGE Hospitality Co., Ltd. score highly in personality traits and achieve good organizational results by having emotional stability and self-esteem traits. In these two factors, emotional stability has a more significant effect on organizational commitment than self-esteem. However, no significant relationship between general self-efficacy and locus of control and organizational commitment has been discovered.It means that employees who have high core self-evaluation traits, especially emotional stability and self-esteem, have a strong relationship with organizational commitment.

Another finding, for the second objective of the study, is that it also has a mediating effect of organizational climate on the relationship between the independent variable of core self-evaluation, which consists of emotional stability, self-esteem, general self-efficacy, and locus of control, and the dependent variable of organizational commitment. In addition to the observation of the mediating analysis results, there is partial mediation on the relationship between all variables of core self-evaluation, such as emotional stability, self-esteem, general self-efficacy, locus of control, and organizational commitment, while organizational climate serves as a mediator.

For the last objective of this study, the effect of organizational commitment on job performance, organizational commitment has a positive and strongly significant effect on job performance at EDGE Hospitality Co., Ltd. It demonstrates that the greater the employee's organizational commitment to the company, the higher the job performance.

5.2   Suggestions and Recommendations

Based on the findings from the previous sections, some relevant suggestions and recommendations are submitted to emphasize the importance of reviving high core self-evaluation and creating a better organizational environment to improve the job performance of EDGE Hospitality Co., Ltd. First and foremost, because the hospitality industry includes both the production and service sectors, customer satisfaction is critical.It is critical to first satisfy employees in order to satisfy customers.

The results of this study showed a significant positive association between core self-evaluation and organizational commitment. This means that positive self-evaluators tend to feel more committed to their employing organizations, and negative self-evaluators tend to feel less committed to their employing organizations. The important implications for hospitality companies recruiting their employees are that they have high core self-evaluation, which covers all dimensions including emotional stability, self-esteem, general self-efficacy, and locus of control, which lead to enhanced employee and job satisfaction and organizational commitment. Moreover, it can raise an employee's confidence level to do their jobs in a smarter way, which leads to innovative behavior by the employee through employee loyalty. Due to employee loyalty to their organization being increased, they consider their company recognition and support for the current and future development of the business. Thus, employees can serve and give satisfaction to their customers. In this way, the company has a good reputation among its customers and employees, which will lead to the employee's organizational citizenship and high employee performance. Therefore, companies should select positive self-evaluators. The company should test interviewees on their personalities during the employee selection process to determine whether they are positive core self-evaluators or not.

Regarding finding the effect of the core self-evaluation on organizational commitment, the results show that the most important variables are emotional stability and self-esteem among the four variables of the core self-evaluation. Employees who have high emotional stability and self-esteem are more likely to commit, be satisfied with their jobs, and perform well.A person with a high emotional stability score is optimistic and positive, and they are happier than someone with a low score.Individuals with low scores are more likely to be nervous, anxious, and depressed.Therefore, emotional stability is a crucial factor in service industries, especially the hospitality industry. Companies should recruit many employees who have high emotional stability and maintain these employees by using HRM practices. Although the majority of employees

at EDGE Co., Ltd. have high positive scores in emotional stability, minorities have low scores, according to the results of mean values.Employees with low emotional stability will therefore have low organizational commitment and job performance.Successful events at work can worsen emotional stability. EDGE should give training programs and supervisor support to weak emotional stability employees to help them gain confidence and feel secure. Furthermore, exercising before work can help to reduce work stress.As a result, these minority employees may have improved confidence when they interact with customers and colleagues.

Regarding self-esteem's effects on organizational commitment, self-esteem is one of the basic core evaluations and an important part of happiness. Employees who have a high level of self-esteem trust their own thoughts and judgments, making them more likely to make better decisions. This will help you build more effective interpersonal and working relationships and create a comfortable work environment. As leaders, people with high levels of self-esteem are able to actively focus on others and their growth. The mean self-esteem score in EDGE is moderately high, indicating that the majority of employees have a positive self-image, which will lead to organizational commitment and high levels of employee performance.However, the minorities have low levels of self-esteem. According to Abraham Maslow's Hierarchy of Needs, the self-esteem need dominates after physiological safety and belonging needs. Low self-esteem may be the result of an incomplete fulfillment of these needs in their life.Managers should monitor and evaluate employees to discover who has a negative or positive self-esteem level. For high-self-esteem employees, managers should empower their job, give intrinsic rewards, and avoid micromanagement. Reversely, for low-self-esteem employees, managers should give more extrinsic rewards, encourage them, and give them positive feedback when they do their work.

Although high self-evaluation will nurture organizational commitment and employee performance, a bad organizational climate will block and reduce employees' personality traits, organizational commitment, and job performance. Alternatively, low self-evaluation employees will commit to and satisfy their job and improve job performance by applying good organizational climate principles. Employees are satisfied with their jobs because the organizational climate of EDGE makes it effective to reach organizational goals such as high levels of job satisfaction, employee commitment, employee performance, and a low level of turnover and absenteeism. The overall mean value of the organizational climate is moderately high. This result states that most of the

employees at EDGE are satisfied with the organizational climate there. Therefore, EDGE should maintain good organizational climate practices such as supervisor support, good working conditions, training, control of conflict, workgroup cooperation, etc.

5.3 Needs for Further Studies

This study focuses on the factors that influence core self-evaluation, organizational commitment, and job performance at EDGE. Although the findings of the study can provide helpful documents for EDGE, it is necessary to consider the need for further studies. There are many limitations to this study. Companies that may influence the hospitality market competition in Myanmar are not included in this study.

As for the first limitation, there are many hospitality companies in Myanmar. This study only focuses on EDGE Hospitality Co., Ltd. Recently, a new branch of Parami Pizza in Sayasan Road has opened, and there are five restaurants that are operated by EDGE Hospitality Co., Ltd. In this study, the second limitation is the sample size: only 102 employees from four out of five restaurants are chosen instead of all employees at EDGE Co., Ltd. In the third limitation, there are many issues in the hospitality industry. However, this study only focuses on core self-evaluation and job performance. In the final analysis, there are many independent variables that affect job performance. This study only focuses on core-self-evaluation, organizational climate, and organizational commitment.

Therefore, further studies need to be considered on motivation factors (extrinsic motivation, intrinsic motivation, leadership style, organizational culture, other hospitality companies in Myanmar, as well as different topics). Finally, future studies involving employees should be conducted with a larger sample size in order to obtain more useful information and determine which factors influence job performance.

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QUESTIONNAIRE

Dear Respondent,

This questionnaire survey is intended for my research to fulfill MBA degree at Yangon Universityof Economics (YUE). I am doing research on The Effect of Core Self-Evaluation on Job Performance of Edge Hospitality Co., Ltd.

The information you provide will remain definitely confidential and will be used only for dissertation purposes only. So, I would like to request you to answer completely and truly.

PART I:

Please provide your general information.

Please tick (✓) the appropriate box below.

1. Gender:

PART II:

Areas / Statements

Please tick (✓) one box per statement according to the scale stated below.

Please note that the scale is from 1-5:

1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree

(1) Core Self-evaluation Questionnaire

(a) Emotional Stability

No.	Particulars	1	2	3	4	5
1	I don't get angry and use hard words when there is an argument with my manager, colleagues, or customers.					
2	I don't use it to reduce contact with my colleagues and manager if I am not recognized.					
3	I never fight with my colleagues and manager about small problems.					
4	I don't get depressed when the customers complain when I am serving.					
5	I don't shiver when I face problems.					
6	I don't regret the mistakes I made in my daily work.					
7	I don't get angry when my colleagues criticize me.					

(b) Self-Esteem

No.	Particulars	1	2	3	4	5
8	I feel that I have a number of good qualities.					
9	I am able to do things as well as most other people.					
10	I feel I have much to be proud of, at least the equal of others.					
11	All in all, I am inclined to feel that I am a success.					
12	I have a positive attitude towards myself.					

(c) General Self-efficacy

No.	Particulars	1	2	3	4	5
13	When facing difficult tasks, I am certain that I will accomplish them.					
14	In general, I think that I can obtain outcomes that are important to me.					
15	I believe I can succeed at most any endeavor to which I set my mind.					
16	I will be able to successfully overcome many challenges.					
17	I am confident that I can perform effectively on many different tasks.					
18	Compared to other people, I can do most tasks very well.					
19	Even when things are tough, I can perform quite well.					

(d) Locus of Control

No.	Particulars	1	2	3	4	5
20	A great deal of what happened to me is probably just a master of chance.					
21	Everyone knows that luck or chance determines one's future.					
22	I never try anything that I am not sure of.					
23	In my case, keeping control of my problem(s) is mostly due to luck.					
24	I usually convince others to do things my way.					
25	My mistakes and problems are my responsibility to deal with.					
26	Persistence and hard work usually lead to success.					
27	I am confident of being able to deal successfully with future problems.					

(2) Organizational Climate Questionnaire

No.	Particulars	1	2	3	4	5
28	My supervisor understands and responds to my needs.					
29	My supervisor makes me feel important and worthy.					
30	My supervisor provides me with the resources I need to meet group goals.					
31	We have a team effort in completing difficult tasks.					
32	I take pride in the team I work with.					
33	There is open communication and trust among my team members.					
34	I work in a friendly environment.					
35	Each department interacts in a friendly and cooperative way with other departments.					
36	I have opportunities for growth in this profession.					
37	My organization provides me with the opportunity for the development of goals and skills.					

(3) Organizational Commitment Questionnaire

No.	Particulars	1	2	3	4	5
38	I am willing to put in a great effort above and beyond what is expected to help this organization be successful.					
39	I tell my friends that this is a great organization to work for.					
40	I would accept almost any job assignment in order to keep working for this organization.					
41	I find that my values and the organization's values are very similar.					
42	There's too much to be gained by staying with this organization.					
43	This organization really inspires the very best in me in the way of job performance.					
44	Often, I find it easy to agree with this organization's policies related to important employee matters.					

No.	Particulars					
45	I really care about the fate of this organization.					
46	For me, this is the best of all possible organizations.					
47	The decision to work for this organization was a definite truth on my part.					

(4) Job Performance Questionnaire

No.	Particulars	1	2	3	4	5
48	I adhere to the official regulations and administrative principles.					
49	I feel responsible for the task I have undertaken and I am in charge of its consequences.					
50	I do my job with proper care and concern, and I try to perform it with optimal quality.					
51	I will pursue the task I have undertaken so that the results are gotten and confidence is gained.					
52	I am very strict with my job. I value it greatly and resolve its problems.					
53	I interact with clients and applicants respectfully and try to solve their problems.					
54	I try to transfer my professional information to others.					
55	I avoid wasting time and taking unnecessary measures.					
56	I look after my job equipment and use it economically.					
57	I make an attempt to improve my professional knowledge.					

APPENDIX II

REGRESSION ANALYSIS

1. Core Self- Evaluation on Organizational Commitment

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.439[a]	0.192	0.159	0.28894	1.837

a. Predictors: (Constant), LCM, SEM, ESM, GSEM

b. Dependent Variable: OCMM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.929	4	.482	5.775	.000[b]
	Residual	8.098	97	.083		
	Total	10.027	101			

a. Dependent Variable: OCMM

b. Predictors: (Constant), LCM, SEM, ESM, GSEM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.089	.539		3.874	.000
	ESM	.145	.065	.236	2.239	.027
	SEM	.167	.090	.191	1.866	.065
	GSEM	.041	.122	.035	.333	.740
	LCM	.168	.126	.138	1.334	.185

a. Dependent Variable: OCMM

Effect of Emotional Stability on Organizational Commitment

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.364[a]	.132	.124	.29497	1.878

a. Predictors: (Constant), ESM

b. Dependent Variable: OCMM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.326	1	1.326	15.244	.000[b]
	Residual	8.700	100	.087		
	Total	10.027	101			

a. Dependent Variable: OCMM

b. Predictors: (Constant), ESM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.289	.215		15.310	.000
	ESM	.224	.057	.364	3.904	.000

a. Dependent Variable: OCMM

Effect of Self-Esteem on Organizational Commitment

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.333[a]	.111	.102	.29856	1.925

a. Predictors: (Constant), SEM

b. Dependent Variable: OCMM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.113	1	1.113	12.484	.001[b]
	Residual	8.914	100	.089		
	Total	10.027	101			

a. Dependent Variable: OCMM

b. Predictors: (Constant), SEM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.964	.329		9.016	.000
	SEM	.292	.083	.333	3.533	.001

a. Dependent Variable: OCMM

Effect of General Self-Efficacy on Organizational Commitment

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.225[a]	.051	.041	.30854	1.905

a. Predictors: (Constant), GSEM

b. Dependent Variable: OCMM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.507	1	.507	5.327	.023[b]
	Residual	9.520	100	.095		
	Total	10.027	101			

a. Dependent Variable: OCMM

b. Predictors: (Constant), GSEM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.096	.445		6.955	.000
	GSEM	.259	.112	.225	2.308	.023

a. Dependent Variable: OCMM

Effect of Locus of Control on Organizational Commitment

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.254[a]	.065	.055	.30624	1.895

a. Predictors: (Constant), LCM

b. Dependent Variable: OCMM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.649	1	.649	6.916	.010[b]
	Residual	9.378	100	.094		
	Total	10.027	101			

a. Dependent Variable: OCMM

b. Predictors: (Constant), LCM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.886	.470		6.135	.000
	LCM	.310	.118	.254	2.630	.010

a. Dependent Variable: OCMM

Effect of Emotional Stability on Organizational Climate

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.662^a	.439	.433	.20061	1.922

a. Predictors: (Constant), ESM

b. Dependent Variable: OCM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.146	1	3.146	78.162	.000^b
	Residual	4.025	100	.040		
	Total	7.170	101			

a. Dependent Variable: OCM

b. Predictors: (Constant), ESM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.830	.146		19.365	.000
	ESM	.344	.039	.662	8.841	.000

a. Dependent Variable: OCM

Effect of Self-Esteem on Organizational Climate

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.427[a]	.182	.174	.24212	1.766

a. Predictors: (Constant), SEM

b. Dependent Variable: OCM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.308	1	1.308	22.314	.000[b]
	Residual	5.862	100	.059		
	Total	7.170	101			

a. Dependent Variable: OCM

b. Predictors: (Constant), SEM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.856	.267		10.713	.000
	SEM	.316	.067	.427	4.724	.000

a. Dependent Variable: OCM

Effect of General Self-Efficacy on Organizational Climate

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.316[a]	.100	.091	.25407	1.832

a. Predictors: (Constant), GSEM

b. Dependent Variable: OCM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.715	1	.715	11.080	.001[b]
	Residual	6.455	100	.065		
	Total	7.170	101			

a. Dependent Variable: OCM

b. Predictors: (Constant), GSEM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.893	.367		7.893	.000
	GSEM	.307	.092	.316	3.329	.001

a. Dependent Variable: OCM

Effect of General Self-Efficacy on Organizational Climate

Effect of Locus of Control on Organizational Climate

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.377[a]	.142	.133	.24804	1.761

a. Predictors: (Constant), LCM

b. Dependent Variable: OCM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.018	1	1.018	16.544	.000[b]
	Residual	6.152	100	.062		
	Total	7.170	101			

a. Dependent Variable: OCM

b. Predictors: (Constant), LCM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.563	.381		6.727	.000
	LCM	.389	.096	.377	4.067	.000

a. Dependent Variable: OCM

Effect of Organizational Climate on Organizational Commitment

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.460[a]	.211	.204	.28118	1.823

a. Predictors: (Constant), OCM

b. Dependent Variable: OCMM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.121	1	2.121	26.823	.000[b]
	Residual	7.906	100	.079		
	Total	10.027	101			

a. Dependent Variable: OCMM

b. Predictors: (Constant), OCM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.886	.432		4.360	.000
	OCM	.544	.105	.460	5.179	.000

a. Dependent Variable: OCMM

Effect of Organizational Commitment on Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.367^a	.135	.126	.30450	2.066

b. Dependent Variable: JPM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.446	1	1.446	15.600	.000^b
	Residual	9.272	100	.093		
	Total	10.718	101			

a. Dependent Variable: JPM

b. Predictors: (Constant), OCMM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.698	.397		6.789	.000
	OCMM	.380	.096	.367	3.950	.000

a. Dependent Variable: JPM