

THE MEDIATING ROLE OF JOB SATISFACTION AND PERFORMANCE ON ORGANISATIONAL COMMITMENT IN À LA CARTE RESTAURANTS

Abstract



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Purpose – This study examines the relationship between perceived institutionalisation and organisational commitment among employees in à la carte restaurants, focusing on the mediating roles of job satisfaction and job performance.

Methodology/Design/Approach – Survey data were collected from 526 employees in à la carte restaurants in Bishkek, Kyrgyzstan. Established scales measured perceived institutionalisation, job satisfaction, job performance, and organisational commitment. Data were analysed using reliability analysis, exploratory factor analysis, correlation analysis, and bootstrapped parallel mediation analysis.

Findings – Perceived institutionalisation was positively associated with job satisfaction and job performance, while both were positively associated with organisational commitment. Bootstrapped mediation analysis showed that job satisfaction and job performance partially mediated the relationship between perceived institutionalisation and organisational commitment. Thus, institutionalisation is associated with commitment both directly and indirectly through employees' work-related experiences. Given the cross-sectional design, these relationships should not be interpreted causally.

Originality of the research – The study extends hospitality management research by providing evidence from an underrepresented Central Asian context and showing how employee perceptions of institutionalisation are linked to organisational commitment through job satisfaction and job performance.

Keywords institutionalisation, job satisfaction, job performance, organisational commitment, restaurant businesses.

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INTRODUCTION

Today, with an increasing number of people travelling for various purposes, the global tourism industry is experiencing consistent growth in employment. The tourism sector, responsible for creating thousands of direct and indirect employment opportunities, accounts for 10.3% of global total employment (World Travel & Tourism Council, 2022), making it significant for both the global economy and the employment rates of countries.

Employees in the tourism sector are becoming more important than other factors of production in ensuring the sustainability of the industry (Tayfun & Tekbalkan, 2014). However, factors such as long working hours, changing schedules, and job demands in the tourism industry (Deery, 2008) often lead to employees switching businesses or even leaving the sector. To reduce the stress caused by these factors, businesses frequently seek institutional and managerial support to alleviate this stress and retain their employees (Gordon & Parikh, 2021). Research emphasises the importance of management and the work environment for business performance (Deb et al., 2023), as well as highlighting their importance for job satisfaction (JS) and job performance (JP) among tourism sector employees (Novitasari et al., 2022; Polychronidou & Chapsa, 2022; Vinh et al., 2022). This study examines whether the level of institutionalisation (INS) perceived by employees of à la carte restaurant (ACR) businesses operating in Bishkek city is related to their organisational commitment (OC), job satisfaction (JS), and job performance (JP).

Restaurant businesses are among the most important components of the tourism sector, and the key factor in ensuring tourist satisfaction in these establishments is human resources. As in all labour-intensive service sectors, it is possible to ensure customer satisfaction in the tourism sector through the correct and effective use of human resources. For this reason, it is not enough for businesses to make only physical investments in order to continue their activities in a highly competitive environment and to grow as planned. They also need to make the necessary human resources investments required by the sector to ensure customer satisfaction. Although there have been studies on organisational commitment and its influencing factors in restaurant businesses (Ahmad & Raja, 2021; Bae, 2023; Murray & Holmes, 2021), research that evaluates restaurant businesses based on their specific characteristics is insufficient. Therefore, this study contributes to filling the gap in the literature regarding ACR businesses in the tourism sector.

À la carte restaurant businesses, where customer expectations are high and therefore satisfaction is more difficult to achieve, were chosen as the sample for this study. In this context, the aim is to encourage the management of restaurant businesses operating in Bishkek, particularly À la carte restaurants, to prioritise INS and its implementation. In addition, by increasing employee JS and JP, it is expected that businesses can strengthen the conditions that support customer satisfaction. This study contributes to the literature by testing the mediating roles of JS and JP in employees' organisational commitment within different perceived levels of INS in restaurant businesses. The results highlight the importance of perceived INS for restaurant managers and also emphasise the importance of employees' JS and JP. Although related studies exist in other restaurant and hospitality contexts (Budiono, 2022; Cao et al., 2024; Chehab et al., 2023; Kurniawati et al., 2021; Min et al., 2023), this relationship remains underexplored in Bishkek.

Recent studies also show that employee-centred mechanisms remain central to explaining organisational outcomes in hospitality settings. Türkay (2025), Hasan and Hossain (2026), and Psimoulis et al. (2026) emphasise the roles of job satisfaction, engagement, empowerment, and performance in linking managerial practices to employee outcomes.

Against this background, the purpose of this study is to examine the relationships between perceived institutionalisation and organisational commitment among employees working in à la carte restaurant businesses. Specifically, the study aims to investigate how employees' perceptions of institutionalisation influence organisational commitment through job satisfaction and job performance. Using empirical data collected from à la carte restaurant employees operating in Bishkek, the study seeks to provide evidence on the role of employee-centred outcomes in explaining how institutionalised organisational structures translate into stronger commitment in labour-intensive hospitality settings.

1. CONCEPTUAL FRAMEWORK

1.1. Institutionalisation (INS)

In order to keep up with environmental changes, organisations develop organisational rules and management systems, ensure standardisation, and thus achieve sustainable success (March, 1996; Karavardar, 2011). The main purpose is to manage businesses within the framework of certain rules. It is an INS requirement that the operation of the business can continue without disruption in the absence of the current employee or founder (Bezirci, 2015).

INS refers to achieving strong harmony and coordination between employers and employees, transforming the existing management structure, and replacing it with a new structure that supports an organisational culture based on knowledge and skills to a large extent (Ahmed et al., 2007). The tourism sector plays an effective role in countries' foreign exchange earnings, helps address balance of payments deficits, and is sometimes described as a "smokeless industry"; it also shows flexibility based on price and income (Mill, 2010). Employment rates supported by INS in many business areas in the sector have increased significantly over time (Akyol & Zengin, 2014).

Philip Selznick (1957) was the first to mention the concept of INS, which forms the basis of research in the social sciences (Kurt & Livvarçin, 2012). According to Selznick, the process by which organisations' internal dynamics adapt to the effects of the external environment constitutes INS (Çakar & Danışman, 2012). INS is commonly discussed through two approaches.

1.1.1. Classical (rational) INS theory

The pioneer of the classical approach is Selznick. According to this approach, businesses are mechanical structures whose main purpose is to produce good and high-quality goods (Özcan, 2011; Ekmekçi, 2015). Within this view, behavioural patterns that develop within businesses also shape their INS levels. Selznick's work emphasised that businesses are affected by environmental factors and change in line with the interests of individuals within the business. The importance of businesses' relationships with their external environment was recognised. At the same time, attention was drawn to formal organisations and the mechanical aspects of businesses (Karpuzoğlu, 2001).

1.1.2. Modern INS theory (INS analysis approach)

Modern INS theory emerged through the transformation and expansion of earlier ideas. According to the modern approach, which emphasises the social structure of businesses rather than only their technical structure, businesses must align with the external environment, maintain a dynamic structure that can keep up with change and development, and accept that they also have informal structures. In this approach, businesses are social entities in constant change and interaction (Biggart et al., 1991; Karpuzoğlu, 2001).

1.2. Job Satisfaction (JS)

Job satisfaction is reflected in the attitudes and behaviours that employees feel toward their roles in the organisation (Vroom, 1964). The positive feeling of pleasure and satisfaction that an employee experiences after evaluating their job and experience is defined as JS (Porter & Lawler, 1968; Locke, 1976). More broadly, JS can be expressed as enjoying the activity performed within the organisation and feeling satisfied. JS is shaped by expectations; if employees believe they receive the value they deserve, JS may occur (Kekül, 2023). JS is also described as a response to feelings associated with one's position (Jafarova & Sağlam, 2018). Employees hold positions within organisations (Jafarova & Sağlam, 2018). From a management perspective, JS is an indispensable element because management can use it as an argument and diagnostic signal. Management needs to analyse employees and determine how to support JS, though this can be difficult. As a result, managers may treat employees in a uniform manner and disregard JS. However, success may be affected by variables such as organisational JS and JP. In other words, achieving positive work-related outcomes is possible when JS develops positively (Yousef, 1998).

The tourism sector is labour-intensive, and achieving high service quality standards requires strong employee performance. The JP displayed by employees affects customers, and the return of customer satisfaction affects overall business performance. Thus, employees' perception of JP can shape perceptions of organisational performance (Kurt, 2013). Therefore, businesses operating in tourism should continuously evaluate employees' JS and take measures to support it.

1.3. Job Performance (JP)

Job performance refers to employees' behaviour aligned with business goals in order to contribute to the organisation (Rich et al., 2010). Murphy (1989) emphasised performance as behaviour, not only outcomes. For example, a kitchen manager's ability to cook varied and high-quality meals is not the only criterion for measuring JP. Criteria such as behaviour toward the team, relationships with employees, training, and cleanliness of the kitchen environment can also be performance criteria (Ertan, 2008).

JP is central to human resource management. Due to competitive environments, raising JP is among the most important priorities for HR management and unit managers. JP emerges by comparing employees' effort and work with business success criteria (Gümüştekin & Öztemiz, 2005). Since JP shapes customers' perceptions of business quality, work quality is critical in service sectors such as tourism (Kurt, 2013). The main element of providing strong service quality is employees who demonstrate strong JP (Li et al., 2012).

1.4. Organisational Commitment (OC)

As a word, "organisation" refers to "a union of institutions or individuals who come together to achieve a common purpose or job; formation, organisation" (Türk Dil Kurumu, 2024), and the terms "organisation" or "business" are also used in the literature (Boztepe, 2023). Commitment refers to an individual's belief and desire to continue their actions. Commitment within an organisation forms the basis of healthy and productive interaction between the employee and the business (Ulutaş, 2011).

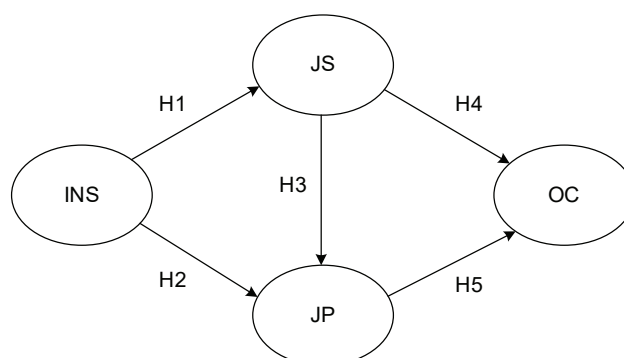
OC is indispensable for employees to adopt the corporate identity of the organisation and to maintain productivity and willingness to work (Güllüoğlu, 2012). Employees with high OC tend to show higher harmony, motivation, and wage satisfaction, with stronger awareness of responsibility, resulting in more efficiency and lower cost (Vural & Coşkun, 2007). In the tourism sector, human resources are important due to the labour-intensive nature of the industry; therefore, employees' OC affects organisational success (Çolakoğlu et al., 2009).

2. Methodology

2.1. Research Model

This research was conducted to determine the level of INS perceived by employees working in ACR businesses serving in Bishkek—the capital and largest city of Kyrgyzstan—and to examine the mediating roles of JS and JP in the relationship between INS and OC. Within this purpose, it aimed to determine (i) the level of perceived INS, (ii) employees' OC, and (iii) whether JS and JP mediate the relationship between perceived INS and employees' OC.

Inspired by models developed in similar research on tourism businesses, the following research model was applied and hypotheses were developed (Figure 1).

Figure 1: **Proposed Research Model**

H1: Employees' INS perceptions have an impact on JS level.

H2: Employees' INS perceptions have an impact on JP.

H3: There is a relationship between employees' JS level and JP.

H4: Employees' JS has a mediating role in the relationship between INS and OC.

H5: Employees' JP level has a mediating role in the relationship between INS and OC.

2.2. Data Collection

A survey technique, one of the quantitative research methods, was used to collect the data. The survey instrument consisted of five sections and a total of 92 questions. The first section, titled *demographic information*, was adapted from Bellikli and Koç (2022) and included 12 questions designed to obtain participants' demographic characteristics, professional background, and information about the business.

The second section, *employee job performance (JP)*, consisted of four items developed by Kirkman and Rosen (1999).

The third section, *institutionalisation (INS) criteria*, consisted of 48 items developed by Aylan and Koç (2017). These items addressed the following dimensions: business constitution, professionalisation, organisational structure, delegation of authority, strategic planning, management approach, decision making, communication system, and internal audit activities.

The fourth section, *job satisfaction (JS)*, consisted of 10 items developed by Tezer (1991).

The fifth and final section, *organisational commitment (OC)*, consisted of 18 items developed by Allen and Meyer (1990) and adapted into Turkish with established validity and reliability by Dağlı et al. (2018).

The Likert-type scale was used to classify or rate participants' thoughts, behaviours, and attitudes regarding the variables examined within a defined response range (Arıkan, 2000). Accordingly, this study aimed to measure perceptions related to employee job performance, institutionalisation criteria, job satisfaction, and organisational commitment.

This study was conducted in accordance with generally accepted ethical principles for research involving human participants. The study was based on an anonymous questionnaire and did not involve any experimental intervention, deception, or the collection of sensitive personal data. Participation was entirely voluntary, and no identifying information was collected. Participants were informed about the purpose of the study, the confidentiality of their responses, and their right to withdraw from the study at any stage without any consequences. Given the non-interventional and anonymous nature of the research design, formal ethical committee approval was not sought.

Informed consent was obtained from all participants prior to data collection. Participation in the study was voluntary, and verbal informed consent was provided before completing the questionnaire.

2.3. Sample

The population of the research consists of employees working in restaurant establishments serving in Bishkek. When official data are examined (National Statistical Committee of the Kyrgyz Republic, 2024), the distribution of restaurant establishments in the country and the city of Bishkek by year is presented in Table 1.

Table 1: **Distribution of Restaurant Establishments by Year**

Year	Kyrgyz Republic	Bishkek City	%
2019	5,858	1,968	33.6
2020	6,248	2,078	33.3
2021	6,497	2,130	32.8
2022	6,876	2,256	32.8
2023	7,460	2,347	31.5

The geographical distribution of restaurant establishments across the city, the high number of employees, and the absence of official statistics on employee counts by establishment classification prevent estimating population size by classification. In addition, Kyrgyzstan's geography and constraints such as transportation difficulties and time limitations made it necessary to limit the research to Bishkek. The fact that a sufficient number of restaurants with different qualities operate in the city suggests that a sufficient sample can be reached. However, the absence of statistical data classifying restaurant businesses by quality makes it difficult to estimate the universe.

For sampling, a staged sampling method was preferred. This choice was based on the difficulty of defining the boundaries of population units, the high cost of investigating units spread across a wide area, and difficulties in executing sampling plans (Ural & Kılıç, 2006). Staged sampling (used when combining stratified and cluster sampling becomes mandatory) is described in prior work (Çingir, 1994; Elhan, 2007; Sümbüloğlu & Sümbüloğlu, 2002). First, stratified sampling was used to form two strata: (i) "city centre region," where restaurant establishments and tourist attractions are concentrated, and (ii) "outside the city centre," where restaurant establishments and tourist attractions are less concentrated. In this stratification process, regions that could reflect stratum characteristics were selected. Accordingly, Leninsky District, Pervomayskiy District, and Sverdlovskiy District were designated as city centre, and Oktyabrskiy District was designated as outside the city.

Because there was no database to determine the exact number of employees working in restaurant businesses in the selected regions, cluster sampling was used. Restaurant establishments in city centre areas were clustered according to service class using evaluation and rating sites. Accordingly, restaurants were grouped into six clusters: traditional, regional, ethnic, fast food, and other restaurant establishments. Based on this clustering, ACR businesses with high service quality were included in the research.

The sample size was evaluated using the assumption that the universe is unlimited or cannot be determined ($n > 10,000$). Under this assumption, and considering that at least 384 samples are sufficient according to the unlimited universe sampling formula (Özdamar, 2001; Ural & Kılıç, 2006), 526 participants were included. ACR employees were reached, and the sample was considered acceptable ($n > 384$).

The selected sample was considered appropriate for the objectives of this study because participants were actively involved in daily service delivery processes within à la carte restaurant businesses. This direct involvement enabled employees to provide informed evaluations of institutional practices, job satisfaction, job performance, and organisational commitment based on lived organisational experiences. Given the labour-intensive nature of restaurant operations, employees' perceptions constitute a critical source of information for examining organisational dynamics in hospitality settings.

Although the study does not aim to achieve full statistical representativeness of the entire restaurant workforce in Kyrgyzstan, the sampling strategy was aligned with the explanatory objectives of the research. Emphasis was placed on obtaining a sufficient sample size to reliably test the proposed relationships and mediating effects within the research model. This approach is consistent with prior hospitality management studies that prioritise relational analysis and theoretical insight over population-level generalisation.

2.4. Measures

The questionnaire consisted of five sections. The first section included 12 questions on participants' demographic characteristics, professional background, and information about the restaurant business, adapted from Bellikli and Koç (2022). The remaining sections measured the main constructs of the research model.

Job performance (JP) was measured using a four-item scale developed by Kirkman and Rosen (1999). Institutionalisation (INS) was measured using the 48-item scale developed by Aylan and Koç (2017). This scale covers multiple dimensions of institutionalisation, including business constitution, professionalisation, organisational structure, delegation of authority, strategic planning, management approach, decision making, communication system, and internal audit activities. Job satisfaction (JS) was measured using the 10-item scale developed by Tezer (1991). Organisational commitment (OC) was measured using the 18-item scale developed by Allen and Meyer (1990), adapted into Turkish by Dağlı et al. (2018).

All scale items were measured using a five-point Likert-type response format. Higher scores indicated higher levels of perceived institutionalisation, job performance, job satisfaction, and organisational commitment. Before the main survey application, a pilot test was conducted with 30 restaurant employees who voluntarily participated in the study. The pilot test was used to assess the clarity, readability, and practical applicability of the questionnaire. No major changes were required after the pilot stage.

Several procedural precautions were taken to reduce the risk of common method bias. First, permission was obtained from the businesses before the questionnaire was administered. Second, participation was entirely voluntary. Third, participants were informed that their responses would remain confidential and anonymous. Fourth, data were collected in workplace settings but outside working hours and in suitable areas provided by the businesses, such as dining halls, cafeterias, or gardens. These procedures were consistent with recommendations for reducing common method bias in self-report survey research (Podsakoff et al., 2003).

2.5. Data analysis

Data were analysed using SPSS-based procedures and supplementary regression-based mediation analysis. First, data screening was performed to identify missing values and assess the suitability of the dataset for multivariate analysis. Only one missing value was observed in the organisational commitment scale; therefore, the available-item mean scores were used for construct-level analyses. Reliability was assessed using Cronbach's alpha, while construct validity was examined through exploratory factor analysis, KMO statistics, Bartlett's test of sphericity, composite reliability, and average variance extracted. To test the proposed mediation model, a parallel mediation approach was used in which perceived institutionalisation was entered as the independent variable, organisational commitment as the dependent variable, and job satisfaction and job performance as simultaneous mediators. Indirect effects were evaluated using 5,000 bootstrap resamples and 95% confidence intervals. An indirect effect was considered significant when the confidence interval did not include zero.

3. Results

3.1. Descriptive profile of respondents

A total of 526 (100.0%) ACR employees participated in the research: 322 women (61.2%) and 204 men (38.8%). Of the participants, 52.6% were between 41–60 years old, 28.7% had an undergraduate/graduate degree, and 63.7% had education in the tourism sector. In total, 35.9% had 11–20 years of experience in the restaurant industry. Additionally, 49.8% entered the profession voluntarily and 62.2% did not work in a managerial position. It was determined that 45.2% worked in the service department and 52.3% were satisfied with the wages they received from the business. In addition, 46.4% worked in businesses affiliated with national chains. At the same time, 26.0% had been serving in the restaurant industry for 6–10 years and 36.9% had been serving in Bishkek for 6–10 years.

3.2. Measurement model and reliability

The measurement model was assessed before hypothesis testing. The data were suitable for factor analysis, with an overall KMO value of 0.985. Bartlett's test of sphericity was significant, $\chi^2 = 52403.050$, $df = 3160$, $p < .001$. Construct-level KMO values ranged from 0.857 to 0.992, indicating that the data were appropriate for factor analysis.

The four-factor solution was consistent with the theoretical structure of the study and explained 75.96% of the total variance. Factor loadings were above .70 for all constructs. Cronbach's alpha values ranged from 0.953 to 0.992, composite reliability values ranged from 0.941 to 0.990, and AVE values ranged from 0.679 to 0.800. These results indicate acceptable internal consistency and convergent validity.

Table 2: Reliability and construct validity summary

Construct	Items	Alpha	KMO	Bartlett	df	p	Loading range	CR	AVE
INS	48	0.992	0.992	30558.065	1128	< .001	0.772–0.845	0.990	0.679
JS	10	0.969	0.974	5701.485	45	< .001	0.840–0.886	0.964	0.727
JP	4	0.953	0.857	2219.045	6	< .001	0.891–0.900	0.941	0.800
OC	18	0.986	0.983	13354.013	153	< .001	0.868–0.911	0.984	0.777

Although the reliability coefficients were high, they were interpreted cautiously. Very high Cronbach's alpha values may indicate item redundancy or conceptual overlap, particularly in long scales such as the 48-item institutionalisation scale and the 18-item organisational commitment scale. Therefore, this issue is acknowledged as a measurement-related limitation rather than being treated only as evidence of strong reliability.

Discriminant validity was also examined. The square roots of AVE were greater than the inter-construct correlations, supporting discriminant validity among institutionalisation, job satisfaction, job performance, and organisational commitment.

3.3. Descriptive statistics and correlations

Descriptive statistics and Pearson correlation coefficients were calculated for perceived institutionalisation, job satisfaction, job performance, and organisational commitment. The results are presented in Table 3.

The mean scores indicate that employees reported moderate levels of perceived institutionalisation, job satisfaction, job performance, and organisational commitment. Perceived institutionalisation had a positive and significant relationship with job satisfaction, job performance, and organisational commitment. These findings provide preliminary support for the expected relationships among the main constructs of the research model.

Job satisfaction was also positively and significantly correlated with job performance. This result supports H3, which proposed a relationship between employees' job satisfaction and job performance. In addition, both job satisfaction and job performance were positively associated with organisational commitment. Overall, the correlation results indicate that employees who perceived higher levels of institutionalisation also tended to report higher levels of job satisfaction, job performance, and organisational commitment.

Table 3: Descriptive statistics, correlations, and discriminant validity

Construct	Mean	SD	Skewness	Kurtosis	INS	JS	JP	OC
INS	3.337	1.111	-0.321	-1.244	0.824			
JS	3.306	1.166	-0.303	-1.371	0.383	0.853		
JP	3.129	1.251	-0.201	-1.308	0.359	0.222	0.894	
OC	3.250	1.206	-0.278	-1.356	0.346	0.260	0.250	0.882

The correlation coefficients were below the threshold that would indicate serious multicollinearity. Therefore, the variables were considered suitable for subsequent mediation analysis.

3.4. Discriminant validity and common method bias checks

Discriminant validity was assessed using the Fornell–Larcker criterion. As shown in Table 3, the square roots of AVE values were higher than the correlations between the constructs. This result indicates that each construct shared more variance with its own indicators than with the other constructs in the model. Therefore, discriminant validity was supported for perceived institutionalisation, job satisfaction, job performance, and organisational commitment.

Common method bias was also examined because the study relied on self-reported survey data collected from the same respondents. Harman's single-factor test showed that the first factor explained 49.39% of the total variance. Since this value is close to the conventional 50% reference point, common method bias cannot be completely ruled out. Therefore, this issue was interpreted cautiously.

In addition, full collinearity VIF values were examined as a supplementary diagnostic check. As presented in Table 4, all VIF values were below the conservative threshold of 3.3. This result suggests that serious collinearity and common method bias concerns were not evident in the dataset. However, given the cross-sectional and self-reported nature of the data, common method bias is still acknowledged as a potential limitation of the study.

Table 4: Full collinearity VIF values

Construct	VIF
Institutionalisation (INS)	1.363
Job performance (JP)	1.180
Job satisfaction (JS)	1.205
Organisational commitment (OC)	1.181

3.5. Mediation analysis

A bootstrapped parallel mediation model was tested to examine whether job satisfaction and job performance mediated the relationship between perceived institutionalisation and organisational commitment. In this model, perceived institutionalisation was entered as the independent variable, organisational commitment as the dependent variable, and job satisfaction and job performance as simultaneous mediators. The results of the direct and total effects are presented in Table 5.

Perceived institutionalisation had a positive and significant effect on job satisfaction ($B = 0.402$, $SE = 0.042$, $\beta = 0.383$, $t = 9.482$, $p < .001$), supporting H1. Perceived institutionalisation also had a positive and significant effect on job performance ($B = 0.404$, $SE = 0.046$, $\beta = 0.359$, $t = 8.810$, $p < .001$), supporting H2.

When job satisfaction and job performance were entered simultaneously into the model, job satisfaction had a positive and significant effect on organisational commitment ($B = 0.141$, $SE = 0.045$, $\beta = 0.136$, $t = 3.109$, $p = .002$). Job performance also had a positive and significant effect on organisational commitment ($B = 0.127$, $SE = 0.042$, $\beta = 0.131$, $t = 3.028$, $p = .003$). The direct effect of perceived institutionalisation on organisational commitment remained positive and significant after including both mediators in the model ($B = 0.267$, $SE = 0.050$, $\beta = 0.246$, $t = 5.382$, $p < .001$). The total effect of perceived institutionalisation on organisational commitment was also significant ($B = 0.375$, $SE = 0.044$, $\beta = 0.346$, $t = 8.430$, $p < .001$).

Table 5: Direct and total effects in the mediation model

Path	B	SE	β	t	p	R ²
INS → JS	0.402	0.042	0.383	9.482	< .001	0.146
INS → JP	0.404	0.046	0.359	8.810	< .001	0.129
INS → OC (direct)	0.267	0.050	0.246	5.382	< .001	0.153
JS → OC	0.141	0.045	0.136	3.109	0.002	0.153
JP → OC	0.127	0.042	0.131	3.028	0.003	0.153
INS → OC (total)	0.375	0.044	0.346	8.430	< .001	0.119

The bootstrapped indirect effects are presented in Table 6. The indirect effect of perceived institutionalisation on organisational commitment through job satisfaction was significant (effect = 0.057, 95% CI [0.021, 0.098]). The indirect effect through job performance was also significant (effect = 0.051, 95% CI [0.017, 0.088]). Since both confidence intervals excluded zero, the mediating roles of job satisfaction and job performance were supported. Therefore, H4 and H5 were accepted.

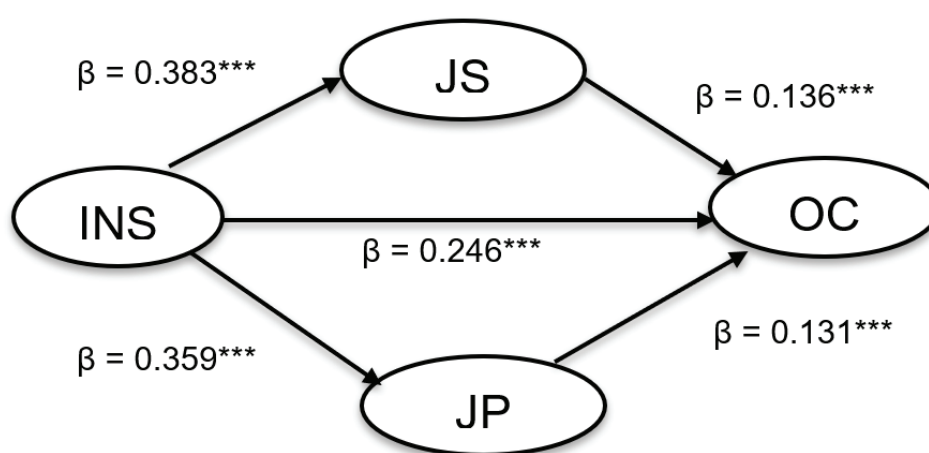
Table 6: Bootstrapped indirect effects

Effect	Estimate	BootLLCI	BootULCI	Decision
INS → JS → OC	0.057	0.021	0.098	Supported
INS → JP → OC	0.051	0.017	0.088	Supported
Total indirect effect	0.108	0.060	0.158	Supported

The total indirect effect was also significant (effect = 0.108, 95% CI [0.060, 0.158]). However, because the direct effect of perceived institutionalisation on organisational commitment remained significant after job satisfaction and job performance were included in the model, the findings indicate partial mediation rather than full mediation. In other words, perceived institutionalisation contributes to organisational commitment both directly and indirectly through job satisfaction and job performance.

The final mediation model with standardised coefficients is presented in Figure 2. The model shows that perceived institutionalisation is associated with organisational commitment both directly and through employees' job satisfaction and job performance.

Figure 2: Final mediation model with standardised coefficients



Note: Standardised coefficients are shown. Direct effect remains significant; therefore, partial mediation is supported.

4. DISCUSSION AND CONCLUSION

This study examined the relationships among perceived institutionalisation (INS), job satisfaction (JS), job performance (JP), and organisational commitment (OC) among employees working in à la carte restaurant (ACR) businesses in Bishkek, Kyrgyzstan. The findings support the proposed model and show that perceived institutionalisation contributes to organisational commitment both directly and indirectly through job satisfaction and job performance. Thus, institutionalised managerial practices should not be understood only as formal organisational arrangements, but also as employee-experienced conditions that shape work-related attitudes and outcomes.

The results first indicate a positive and significant association between perceived institutionalisation and job satisfaction. This suggests that employees who perceive their workplace as more institutionalised tend to evaluate their jobs more positively. In restaurant businesses, institutionalisation may be reflected in clearer rules, professional management, stable procedures, explicit role expectations, and more predictable communication systems. These conditions may reduce uncertainty and support more positive employee attitudes. This finding is consistent with previous studies emphasising the importance of institutionalised structures, organisational culture, and professional management for employee outcomes in tourism and hospitality businesses (Diker, 2014; Evren & Çakıcı, 2022; Feinstein et al., 2006; Rahemi et al., 2024). This interpretation is also consistent with recent hospitality research emphasising job satisfaction, engagement, empowerment, and performance as employee-centred mechanisms linking managerial practices to organisational outcomes (Hasan & Hossain, 2026; Psimoulis et al., 2026; Türkay, 2025).

The second finding shows a positive association between perceived institutionalisation and job performance. This is particularly important for ACR businesses because service quality depends heavily on employees' ability to perform consistently in direct interaction with customers. Institutionalised practices may support performance by clarifying task responsibilities, standardising service processes, reducing managerial ambiguity, and creating a more stable organisational environment. This supports prior research suggesting that formalised and professional management systems are important for employee-level performance outcomes in hospitality settings (Boselie et al., 2003; Chehab et al., 2023; Evren & Çakıcı, 2022).

The correlation results also show a positive relationship between job satisfaction and job performance, supporting H3. This result suggests that satisfaction and performance should not be treated as separate managerial concerns in labour-intensive restaurant businesses. Rather, they appear to reinforce each other within the work environment. This finding is in line with previous research linking job satisfaction, motivation, and performance in hospitality and tourism contexts (Budiono, 2022; Deb et al., 2023; Kurniawati et al., 2021; Polychronidou & Chapsa, 2022).

The most important finding concerns the mediating roles of job satisfaction and job performance. The bootstrapped parallel mediation analysis showed that both variables significantly mediate the relationship between perceived institutionalisation and organisational commitment. However, the direct effect of perceived institutionalisation on organisational commitment remained significant after including both mediators. Therefore, the findings indicate partial mediation rather than full mediation. This means that institutionalisation is linked to organisational commitment directly, while also being linked to commitment indirectly through employees' job satisfaction and job performance; consistent with the cross-sectional design, these paths are interpreted as associative rather than causal. This interpretation is consistent with studies emphasising the role of work environment, job satisfaction, emotional attachment, and employee retention in hospitality organisations (AlKahtani et al., 2021; DiPietro et al., 2020; Naz et al., 2020; Norbu & Wetprasit, 2021).

The findings also have contextual relevance for restaurant businesses in Bishkek. In contexts where external rating systems and widely accepted institutional benchmarks may be limited, internal institutionalisation mechanisms become more important. Formalisation and clear organisational procedures may reduce uncertainty, support perceived fairness, and strengthen employee confidence in managerial practices (Boselie et al., 2003; Lambert et al., 2006). The present study extends this logic to ACR businesses by showing that perceived institutionalisation is linked to organisational commitment through both direct and employee-experience-based pathways.

Overall, perceived institutionalisation is meaningful when employees experience it as supporting their satisfaction, performance, and attachment to the organisation.

4.1. Theoretical implications

This study contributes to hospitality and tourism management literature by examining organisational commitment in ACR businesses, particularly in an underrepresented Central Asian setting where context-specific employee research remains limited. Second, the study contributes to institutionalisation research beyond providing evidence from a new geographical context. Institutional theory has traditionally treated institutionalisation as a structural or managerial property of organisations, observable in formal rules, routines, and socially embedded practices (Meyer & Rowan, 1977; Selznick, 1996; Zucker, 1987), largely independent of how individual employees experience it. The present findings indicate that institutionalisation also operates as an employee-perceived condition with direct behavioural relevance: it is associated with organisational commitment both directly and indirectly through job satisfaction and job performance. This repositions institutionalisation from an organisation-level descriptive property to an employee-level explanatory mechanism, extending institutional theory to the individual level of analysis in a way that is conceptual rather than merely contextual.

Third, the study identifies job satisfaction and job performance as simultaneous mediating mechanisms. The findings indicate that organisational commitment does not emerge only from formal institutional structures. Rather, it is partly formed through employees' satisfaction with their work and their perceived ability to perform effectively. This adds nuance to previous research on job satisfaction, job performance, and organisational commitment in hospitality businesses (AlKahtani et al., 2021; Bae, 2023; DiPietro et al., 2020; Murray & Holmes, 2021; Naz et al., 2020). The partial mediation result further shows that institutionalisation may be linked to commitment through multiple channels: directly through a more stable organisational environment and indirectly through employees' work-related experiences.

4.2. Practical implications

The findings suggest that restaurant managers should not treat institutionalisation merely as formal documents, written rules, or symbolic corporate practices. Institutionalisation should be implemented in ways that employees can clearly experience through job satisfaction and performance support.

Managers should first strengthen institutional practices that improve job satisfaction. Clear job descriptions, transparent decision-making, fair managerial behaviour, stable communication channels, and predictable work procedures may help employees evaluate their work environment more positively. In ACR businesses, where service quality depends on direct employee-customer interaction, such practices may reduce uncertainty and support employees' attachment to the organisation. This recommendation is consistent with recent hospitality research showing that employee-centred managerial practices, such as empowerment, engagement-oriented HRM, and satisfaction-enhancing work conditions, can strengthen employee performance and organisational outcomes (Hasan & Hossain, 2026; Psimoulis et al., 2026; Türkay, 2025).

Institutionalisation should also be linked to job performance. Managers should establish clear performance standards, provide regular feedback, support employee training, and ensure that employees understand what is expected from them. These practices may help employees perform more confidently and consistently. The partial mediation result indicates that institutionalisation is associated with commitment directly, but appears more meaningful when it is also linked to job satisfaction and job performance. Accordingly, formal procedures, role clarity, fair management, training, feedback, and performance support should be treated as connected elements of the same managerial system.

For ACR businesses in Bishkek, internal institutionalisation can support continuity and competitiveness by standardising service procedures, strengthening transparent HR practices, and reducing dependence on informal managerial routines.

4.3. Limitations and future research directions

Several limitations should be acknowledged. First, the study relied on self-reported survey data collected from the same respondents. Although procedural precautions and statistical checks were used, common method bias cannot be completely ruled out. Future studies may reduce this limitation by collecting data from multiple sources, such as employees, supervisors, and managers.

Second, the measurement model was validated using exploratory factor analysis rather than confirmatory factor analysis or structural equation modelling. This is a limitation of the present validation strategy, not merely a direction for future work: EFA does not test a pre-specified factor structure against the data with the same rigour as CFA/SEM, so the measurement results reported here should be read as evidence of an adequate, rather than confirmed, factor structure. Future studies should apply CFA or SEM to test the measurement and structural model formally.

Third, the study used a cross-sectional research design. Therefore, the relationships among perceived institutionalisation, job satisfaction, job performance, and organisational commitment should be interpreted as associative rather than strictly causal. Future research could use longitudinal designs to examine how changes in institutionalisation practices influence employee outcomes over time.

Fourth, the study was conducted in ACR businesses operating in Bishkek. Although this context is relevant for understanding employee-related outcomes in an underrepresented hospitality setting, the findings may not be directly generalisable to all restaurant types or tourism businesses. Future studies could compare ACR businesses with fine dining restaurants, ethnic restaurants, casual dining restaurants, hotels, or chain-based foodservice operations in different regional contexts.

Fifth, the institutionalisation scale included 48 items and produced a very high Cronbach's alpha value. Although additional validity checks were conducted through factor analysis, composite reliability, AVE, and discriminant validity assessment, very high reliability coefficients may indicate item redundancy or conceptual overlap. Future research may develop shorter and more context-specific institutionalisation scales for restaurant businesses.

DECLARATION OF GENERATIVE AI AND AI-ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

In preparing this paper, the authors used ChatGPT (OpenAI) for language editing and improving the readability of the manuscript. Following the use of this tool, the authors have reviewed and edited the content as necessary and take full responsibility for the content of the published article.

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