

## Relationships among Self-efficacy, Job Resourcefulness and Job Performance of Hotel Cooks in Cappadocia

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### ABSTRACT

One of the significant service sectors, tourism sector has a prominent effect on the economic, social and cultural development of countries. Cappadocia region is one of the most important tourist attractions located in Turkey. Many a tourist visits the region each year, due to which the quality of service being good is regarded invaluable in terms of the advertisement of the region, making it known more widely, and its development economically. This conducted study has great importance with regard to gastronomic tourism, one of the alternative tourism types. The improvement of gastronomic tourism is closely related to the creation of quality products. Quality products are dependent upon the dedication of the cooks on their work, and their job performance being high. Because of this fact, the study tends to define the relationship among the self-efficacy of the cooks working in the hotels in the Cappadocia region, their work-resourcefulness; in other words, job resourcefulness, and their performances at their workplaces; in other words, their job performance. In the research carried out, the data related to it were collected making use of the quantitative research method, survey technique. During the collection of the data, the scales of self-sufficiency, job-resourcefulness and job-performance were implemented. The model developed by Baron and Kenny (1986) was benefitted from, and relationships were defined via regression analyses. The result of the study signifies a positive correlation among the pre-mentioned concepts.

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### 1. Introduction

The economic changes occurring in the world have made it compulsory to make amendments on the structures of organizations and work procedures; and have forced the organizations to make regulations to keep pace with the changing circumstances. As a result of this, in the competitive working environment and in the workplace chaos, workers have started to become stronger and play active roles to put their work in order so as to become more successful (Chapman, 2005). This change emerging within the workers has not only enhanced the organizational output due to the regulations applied to work, but also has forced the workers to empower their conditions. The raising of the state of being good is a condition in relation to the individuals' belief of self-efficacy they own. The self-efficacy level an individual believes s/he has been defined as a significant parameter of motivation affecting performance (Eccles and Wigfield, 2002). Self-efficacy, which is in relation with an individual's perseverance and determination under tough and changing

circumstances and excelling him/herself with regard to his/her performance, is an active power to reach goals (Multon et al, 1991; Pajares, 1997).

During the periods when economic recession and instability arise, organizations strive to keep their income levels at the highest. At the critical periods of the organizations, the participation and efficiency of the workers have become the focal points at the organizations' easily overcoming such predicaments and the rising of the organizations' performance. The efficiency the workers of the organizations have has constituted the job resourcefulness concept for features like efficiency and activity. The job resourcefulness concept decreasing workers' intention to quit their job and contributing to their job performance in respect to increasing it and self-satisfaction of their work and the concept of self-efficacy contributing to the workers' vocational development and to the rise in their expectations regarding their careers (O'Brien et al, 2000; Erwins, 2001; Kanungo & Misra, 1992) are the two eminent factors playing a significant role in increasing the workers' success.

Research Paper

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In the tourism sector, one of the sectors where products of service are realized, the employee turnover rate speed's being quick and the negativity caused by this being reflected on the quality of the product (Deery, 2002) have made the concepts of self-efficacy and job resourcefulness crucial. Previous researches (Goddard, Hoy and Hoy, 2004; Şahin and Gürbüz, 2012; Aşık, 2016) put forward that self-efficacy impact work-performance positively. This study aims to reveal whether the self-efficacy levels and the job resourcefulness levels of the cooks that serve in the kitchen department, which is an important section of the accommodation establishments, affect their job performances as well as whether self-efficacy has any effects over job resourcefulness.

## 2. Literature Review

### Self-efficacy

Self-efficacy, which is genuinely related to the belief on oneself regarding his/her performance, and the power of the person to make use of his/her performance under other circumstances, and the consistent attitude one has had during his/her previous accomplishments, is defined as the belief on oneself regarding if s/he will be able to successfully accomplish some job (Maddux, 1995). The concept of self-efficacy, one of the key components of the social cognitive theory, is defined as the necessary motivation one has to reach the goals s/he has set; and his/her beliefs on oneself with regard to his/her capacities on how to construct cognitive resources and involvement styles (Bandura, 1977).

When the studies carried out on self-efficacy were analyzed, it was defined that the belief on oneself is reflected on one's life-style (Mety, 2014). Stajkovic and Luthans (1998), Mau (2000), Luthans and Peterson (2002) defined that the people with a self-belief of a high level of self-efficacy experience less psychological and physical anxiety in the works they do; and that their job performances are high. The feeling of self-efficacy that people have contributes to them to feel psychologically strong towards the deeds they will do, and to succeed in them (Compeau and Higgins, 1995; Bandura, 1997; Kenny et al, 2012). The individuals with high levels of self-efficacy are more successful than the individuals with low levels of self-efficacy at turning the difficulties they face into opportunities (Bandura, 1986; McLaughlin et al, 2008).

Self-efficacy, attributed to as individuals' ability to keep their environment under control, is closely related to the stress arisen at the workplace. If an

individual's belief of his/her self-efficacy related to his/her work is low, the individual then faces stress and anxiety at his/her workplace; if his/her belief of his/her self-efficacy is high, the individual can tackle and solve the problems more quickly and effectively by coping with stress and anxiety (Leither, 1992). Lu and his friends (2005) expressed that the individuals with high levels of self-efficacy feelings have specified problem-oriented and rational strategies and they are focused on success. Self-efficacy, more related to the beliefs of the individuals on their abilities rather than the abilities they actually have, is affected by the individuals' direct or indirect past experiences, by the warnings or suggestions given by the people around the individuals' environment, and by psychological factors. Therefore, an individual's own positive experiences, the positive experiences other parties have had, successful people's warnings and suggestions, the act of being psychologically strong contribute to the belief on self-efficacy being high (Lee and Ok, 2015).

Individuals with high levels of self-efficacy perception of themselves start their endeavor in a highly-motivated and success-oriented fashion, and can get rid of the circumstances that may have bad influence on them much more quickly. In the studies carried out, the belief of self-efficacy has been proved to be a significant variable with regard to the rise of individuals' performance at workplace as well as the individuals' making effective decisions. Furthermore, it has been determined that there is a positive correlation between self-efficacy and work-satisfaction; and a negative correlation between self-efficacy and stress & exhaustion (Akgündüz, 2013; Yu et al, 2009).

### Job resourcefulness

In the modern world of business, the economic uncertainty and instability being experienced force the managers working for establishments to work more fruitfully and to raise the profit of their business to top levels. With the arisen circumstance, the researchers are urged to investigate the concepts of productivity and efficiency. In the light shed by the studies carried out over the productivity and efficiency concepts, the concept of job-resourcefulness has also started to gain more importance (Ashill et al, 2009; Harris et al, 2006; Licata et al, 2003; Michel and Ashill, 2009). Licata and her colleagues (2013) define the term job-resourcefulness as creating tendencies to overcome the obstacles to accomplish the goals related to work and to preserve limited resources.

In the hospitality industry, where a fierce competition exists (Güneren Özdemir and Yılmaz, 2016), providing high quality service is regarded as the major role in active success, and presenting the service in an excellent way is considered to be a significant strategy (Tsaur et al, 2014; Johanson and Woods, 2008). The social service behavior of the service providers working at hotel managements is regarded as customer-oriented service, and this influences the long-term success of the hotels (Malhotra and Ackfeldt, 2016). Job-resourcefulness, posing an essential factor on the performance of the establishment works, their creativity and intentions to quit job (Harris et al, 2013; Karatepe and Douri, 2012; Semedo et al, 2016), is considered utterly vital with regard to the establishments' increasing their level of service quality. As a result, the resourceful (abled) workers working for these companies are able to be more efficient by implementing creative solutions when the resources are insufficient (Ashill et al, 2009; Karakuş et al, 2018).

Contractually, job resourcefulness happens to begin owing to individual's personal features or the circumstances occurring around the workplace. The personal features the individual has happen to have an influence on how to behave under which circumstance. The personal traits of an individual such as being introverted or extroverted, level of integrity, being able to make use of past experiences, being open-minded to others' opinions and being well-intended have vital role in preventing the pressures regarding work (Donavan et al, 2004; Licata et al, 2003).

The job-resourcefulness concept, which is studied under three dimensions, is comprised of staff assessment regarding the services provided for customers (being customer-oriented), the assessment of the staff for their own performance (self-assessment), and the assessment of the manager on the staff's performance. Job Resourcefulness, closely related to the personal features of the staff and extremely effective on job performance, also plays a great role in increasing efficiency and productivity. The closer the work done is to the personal features of the staff, the higher levels the efficiency reaches up (Licata et al, 2003; Harris et al, 2006; Meyer and Allen, 1984).

Job resourcefulness is a vital element for the individuals to wend their way to successful results (Licata et al, 2003). Given the studies carried out on work forcefulness; the employees with high levels of job resourcefulness are observed to have excellent capacities to solve problems and make

efficient decisions. They are also observed to signify positive relationships among job resourcefulness, work satisfaction and job performance and a negative relationship to quitting work (Gintner et al, 1989; Harris, 2013; Karatepe and Douri, 2012; Semedo et al, 2016). Consequently, job resourcefulness is considered to contribute significantly to an increase in job performance. The existence of employees with high job resourcefulness in such a labor intensive sector as tourism both contributes to the sector and might pose a positive impact on rising the contentedness of the guests.

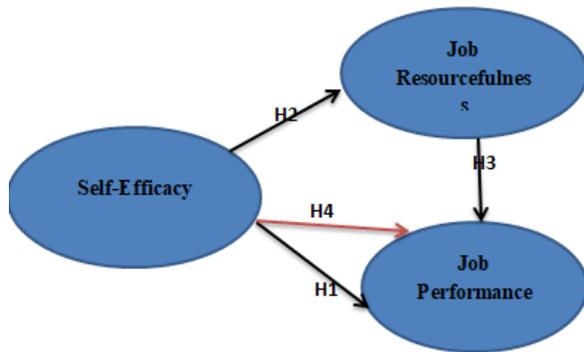
#### Job performance

Performance, regarding the workpeople's behavior pattern under specific circumstances and a duty fulfilled expresses the completion of a job by means of pre-specified resources and by a pre-specified due (Bingöl, 2003). Job performance, defined as the efficiency set forth by workpeople in exchange for a certain amount of fee they get from establishments, is closely associated with the state of being motivated (Rousseau and Mclean, 1993). The concept of job performance has begun to gain a profuse significance in the current business world where extent of business and service quality are incessantly improving. Increasing job performance is of vital importance to ameliorate an enterprise's profitableness, to create quality products and to maintain sustainable company policies. Working with staff with high levels of job performance not only gains companies financial profit, but also allows them the chance to work with satisfied personnel (Li et al, 2012).

Job performance, constituting the whole of the behavior in line with the company's set goals, is the process during which the products created at a specific time at a specific activity are recorded and evaluated. Tangen (2004) emphasizes that this process comprises of the dimensions of efficiency, adequacy, quality, productivity, the quality of the working environment, innovation, determination and affordability (Williams, 2002; Bernardin et al, 1995; Tangen, 2004). The aforementioned dimensions show that companies must place enough emphasis on increasing job performance.

**3. Methodology**

As a consequence of the literature review covered, relationships among self-efficacy, job resourcefulness and job performance were aimed to be analyzed. A model was designed so as to identify the relationships, and hypotheses were defined based on this model.



**Figure1:** Research Model

Source: Author

**H1:** Self-efficacy has positive effect on job performance.

**H2:** Self-efficacy has positive effect on job resourcefulness.

**H3:** Job resourcefulness has positive effect on job performance.

**H4:** Job resourcefulness has mediation effect on the effect of self-efficacy on job performance.

In the research, in order to quantify self-efficacy, the self-efficacy scale comprising of 17 statements and 3 dimensions developed by Magaletta and

Oliver (1999) was made use of. The reliability and validity checks of the Turkish version were carried out by Yıldırım and İlhan (2010). So as to quantify job resourcefulness, the job resourcefulness scale devised by Licata and her colleagues (2003) comprising of one dimension and four statements was made use of. For the purpose of quantifying job performance, the job performance scale developed by Kirkman and Rosen (1999). Then the scale developed by Sigler and Pearson (2000) was used.

The research was realized on the kitchen staff of four or five star hotels in Cappadocia region. In 2019 (September and October), during which period the data for the study were collected, as the data collected from Nevşehir Provincial Directorate of Culture and Tourism indicate, there are seventeen four-star hotels and six five-star hotels in the region. In the light of the meetings with the hotel managers, it was specified that there were 243 kitchen staff in these hotels. The whole universe was reached instead of sampling due to the fact that the personnel count working in the hotels was compatible with an exact count. In the interviews conducted, 11 workers did not participate in the questionnaire conduct, and 14 workers did not fill in the questionnaire conduct forms. Thus, the analyses of the study were carried through via 218 questionnaire data.

**4. Findings**

In this part of the study, whether the data exhibit normal distribution or not was investigated. A datum that exhibits normal distribution must have

**Table 1:** The Factor Loads, Item Correlations and Variance Values of the Self-efficacy Scale

Self- Efficacy Items	Item Correlations	Item Loads	
While planning, I'm sure that I can put my plans into practice and actually implement them.	.318	.573	KMO:: .753 Barlett's: 800.913 Sig: .000 Explained Variance Factor1: 25.634 Factor2: 10.534 Factor3:8.429 Total Variance: 44.596
One of my problems is not being able to start work on time.	.467	.455	
If I can not do a duty of mine at my first trial, I endeavor until I manage it.	.261	.794	
I can not really succeed at reaching the important goals I have determined.	.483	.487	
I leave everything unfinished.	-	-	
I mind facing hardships.	.391	.445	
I do not even start doing something if it seems too complicated.	.585	.629	
When I have to do something I do not appreciate, I put myself until I complete it.	.498	.483	
I embark quickly when I have decided to do something.	.464	.421	
When I try something new, I give up quickly if I can not succeed.	.476	.516	
I can not overcome them easily when I come across unexpected impediments.	.516	.540	
I avoid learning new thing that seem difficult to me.	.622	.729	
Failure ascends my determination.	.403	.335	
I do not always count on my abilities much.	.509	.506	
I am a self-confident person.	.591	.691	
I give up easily.	.629	.751	
I do not feel like I will be able to overcome most of the obstacles I will encounter in life.	.361	.341	

\* \*Correlations are significant on the level of 0.01 (bidirectional).

Source: Author

a standart deviation value of about 1, and must have a skewness and kurtosis value within the span of -3 and +3 (Tabachnick and Fidell, 2012). In the analyses carried out, the data were determined to exhibit normal distribution (sd: between 0.58 and 1.06; skewness: between -1.362 and -0.221; Kurtosis: between -0.431 and 2.780). Upon the normal distribution analyses, the reliability of the scales was investigated. During the reliability studies, the fifth item was taken out of the scale as it decreased the reliability of the scale. After the procedure, the reliability value of the self-efficacy scale (Cronbach's Alpha) ranked 0.77; the reliability value (Cronbach's Alpha) of the job resourcefulness scale ranked 0.73; and the reliability value (Cronbach's Alpha) of the job performance scale was specified as 0.75. The attained results indicate that the scales are reliable.

On table 1 being scrutinized, it was determined that it was grouped under 3 dimensions and that the variance ratio of the 3 dimensional structure is 44.596 %. In the analyses, it was determined that the items' factor loads vary between 0.742 and 0.366. Given the item total correlations, the correlation coefficient is between 0.261 and 0.629.

Table 2: The Factor Loads, Item Correlations and Variance Values regarding Job Resourcefulness Scale

Job Resourcefulness Items	Item Correlations	Item Loads	KMO: .712 Barlett's: 200.478 Sig: .000 Explained Variance Factor1: 56.498 Total Variance: 56.498		
			I am very clever and enterprising in doing my job.	.700	.668
			I am a very resourceful person in finding ways to do my job.	.802	.807
			I pride myself on being able to make things happen in the face of scarcity.	.736	.760
			On the job I am inventive in overcoming barriers	.763	.765

\*\* Correlations are significant on the level of 0.01 (bidirectional).

Source: Author

Given table 2, it was specified that the total variance ratio of the job resourcefulness scale consisting of one dimension is 56,498 %. In the analyses conducted, the factor loads related to the items were indicated to vary between 0.807 and ,668. Studying item total correlations, it was determined that the correlation ratios are within the span between, 0.700 and 0.802.

When table 3 was looked into, it was defined that the job performance scale consisting of one dimension has a total variance ratio of 57.868 %. In the analyses carried out, the factor loads of the

Table 3: Factor Loads, Item Correlations and Variance Values regarding the Job Performance Scale

Job Performance Items	Item Correlations	Item Loads	KMO: .724 Barlett's: 215.709 Sig: .000 Explained Variance Factor1: 57.868 Total Variance: 57.868		
			I reach more than my goals related to job.	.746	.764
			I complete my duties right on time.	.769	.773
			I am pretty sure of complying with the standards of quality.	.828	.832
			My level of performance I pose at work is high.	.693	.664

\*\* Correlations are significant on the level of 0.01 (bidirectional).

Source: Author

items were defined to vary between ,664 and ,832. Also, item total correlations were specified to vary between 0.746 and 0.828.

Upon the results having been revealed, the correlation relations of the scales with each other were calculated.

Table 4: Analysis Results of the Correlation among the Scales of Self-efficacy, Job Resourcefulness and Job Performance

Scales	Self-efficacy	Job Resourcefulness	Job Performance
Self-efficacy	-	.772	.806
Job Resourcefulness	.772	-	.849
Job Performance	.806	.849	-

\*\* Correlations are significant on the level of 0.01 (bidirectional).

Source: Author

Table 4 being considered, strong positive correlational relationships are visible among self-efficacy, job resourcefulness and job performance.

In this part of the study, whether self-efficacy has a positive effect on job performance was aimed to be found out. To achieve the target, regression analysis was made use of.

Table 5: The Result of the Simple Regression Analysis to Define the Effect of Self-efficacy on Job Performance

R Ratio: 0.806 . R <sup>2</sup> : 0.649 . Rounded R <sup>2</sup> : 0.647. Standard Error:0.272					
Dimension	B	Seß	Beta	T	Sig
(Invariable)	.637	.181	-	3.525	.001
Self-efficacy	.906	.046	.806	19.984	.000

Source: Author

On table 5, the results of simple regression analysis related to the effect of self-efficacy on job performance were given. The analyses having been looked into, it can be stated that self-efficacy is effective on job-performance. Self-efficacy explains the 64 % (Rounded R<sup>2</sup>:0.647 ) of the change at job performance. This attained ratio indicates that the belief of self-efficacy of the cooks working for 4 and 5 star hotels has a significant role in their job performance. In accordance with the standardized

regression coefficient ( $\beta$ ), a strong positive connection between self-efficacy and job performance was signified ( $\beta=0.806, p=.000$ ). As a consequence of the analyses, the first hypothesis of the study has been accepted. The result attained parallels the other studies that were carried out. On the second step of the hypothesis tests, a simple regression analysis was put through to define the effect of self-efficacy on job resourcefulness.

Table 6: The results of Simple Regression Analysis to Define the Effect of Self-efficacy on Job Resourcefulness

R Coefficient: 0.772 . R <sup>2</sup> : 0.596 . Rounded R <sup>2</sup> : 0.594. Standard Error:0.311					
Dimension	B	Se $\beta$	Beta	T	Sig
(Invariable)	.523	.207	-	2.527	.012
Self-efficacy	.927	.052	.772	17.835	.000

Source: Author

On table 6, the outcomes of the simple regression analysis to analyze the effect of self-sufficiency on job resourcefulness are given. On the analyses having been looked into, it can be mentioned that self-efficacy is effective on job resourcefulness. According to the results, self-efficacy explains 59 % (rounded R<sup>2</sup>:0.594) of the change at job resourcefulness. In accordance with the standardized regression coefficient ( $\beta$ ), there is a strong positive relationship between self-efficacy and job resourcefulness ( $\beta=0.772, p=.000$ ). The analyses carried out prove the second hypothesis of the researcher right. The result attained puts forth there is a positive correlation between self-efficacy and job resourcefulness.

Table 7: The Results of the Simple Regression Analysis to Specify the Effect of Job Resourcefulness on Job Performance

R Coefficient: 0.849 , R <sup>2</sup> : 0,721 , Rounded R <sup>2</sup> : 0, 720, Standard Error:0,242					
Dimension	B	Se $\beta$	Beta	T	Sig
(Invariable)	.891	.142	-	6.264	.000
Job Resourcefulness	.796	.034	.849	23.624	.000

Source: Author

On table 7, the results of the simple regression analysis regarding the effect of job resourcefulness on job performance stand. Given the analysis, it can be stated that job-resourcefulness is effective on job performance. The results indicate that job resourcefulness explains 72 % (rounded R<sup>2</sup>:0,720) of the change at job performance. In accordance with the standardized regression coefficient ( $\beta$ ), a strong positive correlation between job resourcefulness and job performance was identified ( $\beta=0.849, p=.000$ ). This outcome has shown that a cook with a high extent of job resourcefulness can also have a high extent of job performance. In the light of the analyses, the third hypothesis of the research was also proved right.

Table 8: The Results of the Multi-Regression Analysis to Define the Mediator Role of Job Resourcefulness on the Effect of Self-efficacy over Job Performance

R Coefficient:0.881. R <sup>2</sup> : 0.777.Rounded R <sup>2</sup> :0.775. Standard Error: 0.217							
Dimension	B	Se $\beta$	Beta	T	Sig	Tolerance	VIF
(Invariable)	.361	.147	-	2.466	.014		
Self-efficacy	.418	.057	.372	7.337	.000		
Job Resourcefulness	.527	.047	.562	11.099	.000	.404	2.473

Source: Author

Before analyzing the relations between the variables, a prospective multi-connection problem was checked. So as to specify a multi-connection problem, variance increase factor (VIF) and tolerance values were examined. The occurrence of VIF being more than 10.0 and the tolerance being lower than 0,10 expresses the existence of a multi-connection problem (Hair et al, 1998). The conducted analyses determined VIF to be 2.473 and tolerance to be 0,404, which are appropriate values, signifying the non-existence of multi-connection problems.

During the initial phase of the analysis, a strong positive relation ( $\beta= 0.806, p=.000$ ) between self-efficacy and job performance was discovered. On the second phase, a high-level positive relation ( $\beta=0,772, p=.000$ ) between self-efficacy and job resourcefulness; on the third phase of the analysis, a positive and high level relation ( $\beta=0.849, p=.000$ ) between job resourcefulness and job performance were specified. Owing to the three variables being in positive relations between one another, during the fourth phase, the mediator role of job resourcefulness in the effect of self-efficacy on job performance was effected to be determined. Within the framework of the results obtained, a positive and low-level relation ( $\beta=0.372, p=.000$ ) between the independent variable (self-efficacy) and the dependent variable (job performance) was discovered to exist. Baron and Kenny (1986) being referred to, it was found out in the analysis results that the effect of self-efficacy on job performance decreased (from  $\beta=0.806$  to 0.372). By reason of this fact, job resourcefulness can be regarded to have a partial mediator effect on the effect of self-efficacy on job performance. In the light shed by the obtained findings, H4 was partially accepted.

Within the context of the study, upon the acceptance of the fourth hypothesis and the discovery of the partial mediation effect, it was endeavored to ensure the mediation effect using sobel test (Şimşek, 2007: 25), which has been identified in the literature and is stated to generate reliable results. To Jose (2013), initially, the B and Se $\beta$  values between the independent variable and

the mediator variable must be specified, then specifying the B and SE<sub>B</sub> values of the variable, which has the role of the mediation role in the analysis where the effect of the independent variable and the mediator variable on the dependent variable is determined must be fulfilled. In the regression analyses, the pre-mentioned values were found out. When the determined values are analyzed via the computer program, the Z value of Sobel test was calculated as 9,491 and  $p < .001$ . To be able to mention about the mediation effect properly, the score of the Sobel Test must be above 1.96, and the p value must be significant (Fraizer et al, 2004). In the light of the calculations, it was identified that the Z value was determined above 1.96, and the p value was significant. This attained result exerts that job resourcefulness has a mediator role in the effect of self-efficacy over job performance.

## **5. Conclusion**

The fact that tourism sector has a vital contribution to the development of regions and countries brings it to forefront. The destinations that have tourism potential generate new forms of tourism to take advantage of the resources that they have to the best of their capacity and richness. Gastronomic tourism, one of the significant forms of tourism sector, contributes to a great extent to the promotion of the food and beverage culture of the regions. Hotel establishments carrying on their business in the tourism sector play a significant part in providing the people visiting these regions with the gastronomical values the regions possess, thus, the cooks working in the kitchens of these hotel establishments have great duties in this respect. Presently, regions have been competing fiercely in order to promote their own cuisine cultures and to accommodate the tourists that visit their regions on gastronomical tours. Performance, expressing the efficiency employee exhibit in return for the fee they get from the establishments, is a necessary source of motivation for the employees to succeed at what they do. Food and beverage department, one of the keystone units of the lodging industry, must have a high level quality of service due to the fact that it creates customer loyalty thanks to the service it provides. Increasing the service quality is in close relation to job performance. The job performance cooks have play an essential role in increasing the profitableness of the establishments they work for, creating high quality products and in the constitution of sustainable establishment policies. Therefore, the performance of the cooks being high is of great value to the establishments.

Given the researches carried out by Chen and his colleagues (2002), Gist (1989), Heslin and Latham (2004), Prussia and his colleagues (1998), Pulakos and her colleagues (2002), Stajkovic and Luthans (1998), it has been determined that the individuals with high levels of self-efficacy also have high perception of performance towards their jobs. In these studies, which investigate the self-efficacy and job resourcefulness perceptions of cooks on their job performance, a powerful positive relationship between self-efficacy and job performance was observed. Within the framework of the analyses, it was also ascertained that the cooks with the feeling of self-efficacy also pose higher job performance. Given the relations between job resourcefulness and job performance, in the studies they carried out, Harris and his colleagues (2013), Karatepe and Douri (2012), Semedo and her friends (2016), Karatepe and Ağa (2012), Gintner and his colleagues (1989) mention that the staff with high levels of job resourcefulness also have high levels of job satisfaction, ascended job performance and lower levels of intention to quit their jobs. This study has a supporting nature given the previous studies. In addition to them, it sets forth that there is a strong positive relation between the job resourcefulness level of the cooks employed in the hotel establishments pose and their job performance. Therefore, ascending the job resourcefulness of the cooks working in the tourism sector can contribute to the ascension in their job performance.

Another finding attained from the study is the effect of self-efficacy on job resourcefulness. Given the literature, there is no predecessor study quantifying the relationship between self-efficacy and job resourcefulness. Job resourcefulness, a vital tool for the employed to overcome the impediments they encounter at their jobs while reaching their targets and to take advantage of the limited resources they have in the most fruitful way they may, might stem from the self-efficacy belief individuals have. This study tests whether self-efficacy has an impact on job resourcefulness. Given the data obtained, it has been signified that there is a positive and powerful correlation between self-efficacy and job resourcefulness. This attained result has put forward that the cooks who embed substantial self-efficacy belief can also exhibit substantial level of job resourcefulness.

In the last phase of the study, there is an exertion to define how self-efficacy and job resourcefulness simultaneously affect job performance. As a result of the analyses carried out, job resourcefulness has

been defined to only have a partial mediator role in the effect of self-efficacy on job performance.

In consequence of the results attained, the main principle of the hotel establishments, the major goal of which is to make profit, is to supply the visiting guests with quality service and to create customer satisfaction. Hotels must work with the personnel who are satisfied by their job and who have high job performance. There exist many motivational sources affecting the ascension of job performance. This conducted study has identified that two of the factors ascending the motivation of the establishment employees are self-efficacy and job resourcefulness. Thus, if hoteliers contribute to the ascension of the self-efficacy belief and job resourcefulness levels of the cooks working in the hotel kitchens, this will contribute to an increase in their job-related performance. And the ascended job performance will ensure the creation of quality products, customer satisfaction and thus, increased profitability.

In conclusion, ameliorating the potentials of the employees working in the kitchens of hotel establishments and touristic restaurants can be attributed to these employees' belief of self-efficacy and their level of job resourcefulness. In order for the improvement of the gastronomical tourism and obtaining ascension in customers' culinary satisfaction, there is a need for cooks with substantial job performance. On condition that the hotel managers can increase the self-efficacy belief and the extent of job resourcefulness of their personnel working for their establishments, they can also contribute to their personnel's job performance ascension. This study was carried out based on the cooks employed by the hotels located in the Cappadocia Region, and in this study, the relations among the self-efficacy, job resourcefulness and job performance of these cooks working for the hotels located in the region were investigated.

Lastly, this study puts forth the fact that the self-sufficiency and the job-resourcefulness of the cooks working in the hotels in the Cappadocia Region had effects over their job-performance. In the forthcoming studies, whether job-resourcefulness plays any role in the effect of job-performance over job-satisfaction and job-commitment can be investigated. Making comparisons of the relationships between job-resourcefulness and self-sufficiency and personality structures and looking into them, the effects of these relationships on job-performance can be signified. Besides, the study was limited to the four and five star hotels located

in Cappadocia. By changing the research universe, new results can be attained.

## 6. References

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