SCIENTIFIC CULTURE

www.sci-cult.com

THE IMPACT OF HRM PRACTICES ON JOB SATISFACTION AND PERFORMANCE: A MULTIGENERATIONAL STUDY IN THE COFFEE FRANCHISE INDUSTRY

Krisada Chienwattanasook[1], Teetut Tresirichod[2*], Boontharika Wongwanich[3], Rujikarn Sanont[4], Tanasak Wahawisan[5]

[1]*Rajamangala University of Technology Thanyaburi, Thailand. Email: krisada_c@rmutt.ac.th, Orcid ID: https://orcid.org/0000-0003-4259-900X*
[2]*Rajamangala University of Technology Thanyaburi, Thailand. Email: teetut_t@rmutt.ac.th, Orcid ID: https://orcid.org/0000-0002-6937-3345, teetut_t@rmutt.ac.th*
[3]*Rajamangala University of Technology Thanyaburi, Thailand. Email: boontharika_w@rmutt.ac.th, Orcid ID: https://orcid.org/0009-0008-0267-9877*
[4]*Rajamangala University of Technology Thanyaburi, Thailand. Email: rujikarn_s@rmutt.ac.th, https://orcid.org/0009-0003-2961-4356*
[5]*Idemitsu Apollo Thailand Company Limited, Thailand. Email: tanasak@apollthai.com, Orcid ID: https://orcid.org/0009-0009-5216-7041*

ABSTRACT

Existing studies on human resource management (HRM), organizational commitment (CMM), job satisfaction (SAT) and employee performance (EFF) are more interested in observing their effects and interactions. However, the current study is interested in the differences between age groups of employees. It focuses primarily on the relationship between HRM and CMM, SAT and EFF. The data consists of 400 respondents selected by simple random sampling and their age, gender, education level and years of work experience were determined. The data was collected using a questionnaire that was tested for validity and reliability. Based on structural equation modeling (SEM) and multigroup analysis (MGA), this study examines the relationships between HRM, CMM, SAT and EFF and age-related differences in these relationships. The results show that HRM exerts a strong positive influence on CMM, SAT and EFF, while SAT was an important mediator. Interestingly, there were significant differences in the association between CMM and EFF among workers aged 20-30 and 31-40. In addition, CMM increased with age, and employees aged 41-50 had the highest levels of engagement. In contrast, the differences on SAT across age groups were not statistically significant, indicating an influence of industry-specific factors on SAT. These findings provide useful information for coffee shop franchising executives to develop staffing strategies that meet the needs of each age group. The service sector could benefit from developing age-appropriate HRM strategies to increase employee retention and career engagement and promote organizational competitiveness.

KEYWORDS: HRM Practices, Organizational Commitment, Job Satisfaction, Job Performance, Coffee Franchise Industry.

1. INTRODUCTION

The coffee shop franchise industry is now booming and heavily competitive. This increasing competition in the market obviously is reflected by the emerging new coffee franchises in Thailand, of which there are many. Therefore, effective human resource management (HRM) is necessary for the success of Thai coffee shop franchises to continually develop skilled manpower and to improve productivity to be more competitive. The challenge faced in this situation is for employees belonging to the different generations working together, each group with its own wants, expectations, and work views. Previous research has underscored the relevance of HRM as a predictor of employee outcomes. For instance, organizational commitment was identified as a significant mediator of work effectiveness and staff turnover (Kooij et al., 2010), while job satisfaction was associated with employee productivity (Chen et al., 2023). Additionally, Korff et al. (2017) reported age as a moderator of the relationship between HRM practices and work outcomes. Despite the above perspective, there is lack evidence of how HRM practices impact organizational commitment, job satisfaction, and employee performance in the coffee shop franchise context, particularly with respect to different age groups. While the effects of HRM have been studied in many sectors, there is limited work on the role of generational differences in the relationship between HRM and its outcomes, particularly within the service sector, such as coffee shop franchises. Knowledge of these differences is critical in developing HRM strategies tailored to subpopulations in the employee age range, an omission that this paper is intended to address.

The purpose and significance of the study is to fill the gap by investigating the effect of HRM practices on organizational commitment, job satisfaction, and employee performance in the coffee shop franchise industry. This examination uses multi-group analyses to assess the equivalence of these relationships across age groups. Results will provide administrators with the implication to have HRM practices for each age group reflecting on individual performance of satisfaction, organizational commitment, and performance of work, namely variables needed to ensure long-term competitiveness and viability from coffee shop franchises. Furthermore, the findings of this study may also be relevant and generalizable to other kinds of service industries with a similar workforce profile and offer theoretical progress and practical implications for human resource management in the service industry.

2. LITERATURE REVIEW

2.1. Human Resource Management

Human resource management (HRM) was identified as the vehicle to drive the organization to the successful attainment of its objectives. It focuses on the efficient use of human capital to achieve an organization's goals. HRM core functions include seven main dimensions: human resource planning, job analysis, job design, recruitment and selection, human resource development, performance management, compensation management, and employee benefits (Cheng, 2019). Human resource planning is concerned with assessing and anticipating the organization's short-term and long-term staffing requirements. Job analysis and job design are critical for defining the character, duties, and responsibilities for each position. Recruitment and selection aim to attract and select individuals who best fit the needs of the organization (Li, 2018).

The development of human resources is the process of improving worker performance. HR development includes training employees—changing an employee's skills, behavior, or attitudes. Through performance management, organizations can measure, assess, and enhance the performance of the employees in a systematic way (Bogavac et al., 2020). Compensation and benefits management is one of the strategic ways of attracting, motivating, and retaining high-quality manpower of employees. It includes wages, bonuses, and benefits that are given to maintain the stability and satisfaction of employees (Azhar, 2019). Competitive advantage can be improved if employee objectives are matched with the organization's goals in terms of better human resource management and long-term sustainable development (Sultana, 2014).

2.2. Job Satisfaction

One area that has garnered several attentions in organizational behavior and HRM has focused on recruitment, selection of employees, and also issues of job satisfaction. Several research have proposed similar definitions of job satisfaction. They conclude that job satisfaction constitutes positive feelings in the job and work characteristics that elicit positive work behaviors such as pulse, commitment, and morale (Goetz et al., 2012). One of the most commonly discussed theories used to explain why employees have job satisfaction or dissatisfaction is the Herzberg two-factor theory, which is divided into motivational factors that lead to job satisfaction and

hygiene factors that cause dissatisfaction to employee job performance (Ahmed & Sultan, 2022). There are several approaches to measuring job satisfaction, such as questionnaires, critical incidents, and interviews. The job descriptive index and the Minnesota satisfaction questionnaire are the most widely used (Romasanta, 2021). Job satisfaction can be divided into five main dimensions: 1) satisfaction with compensation, 2) satisfaction with career advancement, 3) satisfaction with supervision, 4) satisfaction with the nature of work and working conditions, and 5) satisfaction with relationships with colleagues (Larkin, Stevens, & Beehr, 2016). Job satisfaction is of utmost importance for organizations because it impacts the work efficiency, effectiveness, and overall success of it. Hence, organization management should ensure greater satisfaction of employees in their jobs as a strategy to enhance sustainable organizational growth (Kumar et al., 2019).

2.3. Organizational Commitment

Organizational commitment refers to the positive attitude of employees towards their organization, which is expressed in their acceptance of the organization's goals, values, and culture, as well as their willingness to work for the success of the organization and their desire to remain part of the organization (Chordiya, Sabharwal, & Goodman, 2017). The significance of organizational commitment has been shown in studies that employees who have a large extent of commitment were productive, the quality of work was high, absenteeism was low, and retention was good (Rafiei, Amini, & Foroozandeh, 2014). On the other hand, those with a low commitment level also have less absenteeism and turnover (Anis, Rehman, Rehman, Khan, & Humayoun, 2011). Various researchers have developed models on the dimensions of organizational commitment. Buchanan (1974) grouped them as follows: 1) identification with the organization, 2) commitment to the organization, and 3) loyalty to the organization (Neininger, Lehmann-Willenbrock, Kauffeld, & Henschel, 2010). Mowday, Porter and Steers (1979) split it into two dimensions: behavioral commitment and attitudinal commitment. However, the most widely accepted concept is the three-component model of organizational commitment proposed by Meyer and Allen (1991), which includes affective commitment, continuance commitment, and normative commitment. This model explains the different dimensions of commitment in terms of emotional attachment, cost-benefit calculation and sense of

commitment to the organization (Fu & Deshpande, 2014). There are a number of instruments for the assessment of organizational commitment. Consulting firms have developed specialized instruments, such as Burke's Employee Engagement Index, Taylor Nelson Sofres' Employee Score, and International Survey Research's 3-D model of engagement, each focusing on different aspects of assessing employee commitment.

2.4. Job Performance

The concept and theory of performance have evolved as a management concept in recent years. The existing literature reveals competing and varied understandings and definitions, which suggests the complexity and dynamism of performance in organizations (Shin & Konrad, 2017). In the 20th century, the definition of performance expanded beyond a sole focus on work outcomes to encompass a broader set of factors. Early scholars such as Millet (1954) and Simon (1960) emphasized the relationship between work outcomes and stakeholder satisfaction, arguing that performance evaluation should consider not only the quantity of output but also its impact on stakeholders. Ryan and Smith (1954) further explained that performance is considered the manifestation of the positive connection between effort and results, which emphasizes the direct perspective of the relationship between resources and outcomes (Zhai & Tian, 2019). More recently, Alatailat et al. (2019) have extended the boundaries of organizational performance to individual competencies, self-development, development of others, and realization of organizational targets, which portrays a more systemic and explicit understanding of performance. Paralleling changes in both organization management that more and more assume human resource development and the future, the performance concept has evolved. High-performance work practices (HPWPs) are important in enhancing efficiency and long-term sustainable management. Peterson and Plowman (1953) suggested four critical components: quality, quantity, time, and cost. These provide a coherent foundation for analysis and judgement of performance. These components not only provide a zoomed-out perspective but also emphasize the natural tension of prioritizing several forces to be combined toward best solutions (Kubiak, 2020).

A survey of the related concepts and theories reveals several useful insights. First, performance is multi-dimensional and not a simple construct and can therefore not be fully captured with one measure.

Second is the change in what is being evaluated—the obsession with a single, narrow metric has widened to consider at a more holistic and qualitative assessment beyond just the measurement of key performance index (KPIs).

Thirdly, organizational environment and job nature have substantial effects on the way performance is measured and assessed, which implies the importance of tailor-making performance measurement systems to fit the individual context of the organization (Wang, Lu, & Siu, 2015). The integration of different components into an effective whole that allows for the holistic assessment of performance, however, represents a major challenge to organizations.

The standards of today's management tend to focus on improvement over time, not only on end results, because of a developmental approach that we want to build into how performance is managed in organizations. Generally, the concepts and theories of performance allow the organizations to craft well-suited and lasting strategies for improving performance.

The strategies need to negotiate trade-offs, being flexible to a changing organizational context. One of the challenges facing managers is the successful implementation of these concepts in one's own organizational context, for which managers need to balance between organizational objectives, employee development, and organizational sustainability (Shin & Konrad, 2017).

2.5. Age

Age is reported as a major determinant of behavior and attitude in the workplace in a number of studies. Older employees may have greater levels of organizational commitment at work than comparatively younger employees if they have higher tenure in their organization and are more invested in the company (Ng & Feldman, 2010).

In relation to job satisfaction, Besen et al. (2013) observed that older workers have higher levels of satisfaction, particularly when they are in an organization that provides strong support and when the work environment accommodates their preferences.

Additionally, Kooij et al. (2010) found that the relation between age and job satisfaction is not a linear one; instead, it follows a U-type curve; that is, mid-career employees are generally less satisfied than young or older employees.

Regarding performance, age has been found to have a positive relationship with organizational citizenship behaviors (OCB) and role performance and a negative relationship with counterproductive work behaviors (Ng & Feldman, 2010).

Truxillo et al. (2015) also highlighted that the age-performance relationship is complex and is contingent on the nature of the work and the broader organizational setting. These results highlight the relevance of HRM practices in reflecting age-specific needs. Kooij et al. (2010) proposed that organizations can adjust their HRM practices for employees in diverse career stages.

For example, by focusing on the career development of young workers and by enhancing job flexibility for middle-aged and older workers. In summary, age has a significant impact on organizational commitment, job satisfaction, and performance. In order to encourage healthy work results, HRM policies should cater to varied employees' needs irrespective of age and other factors (Gupta & Agrawal, 2023).

2.6. Theoretical Framework

The purpose of this study is to examine and compare the influence of HRM practices on organizational commitment, job satisfaction, and employee performance among different age groups by applying multigroup analysis (MGA). The hypothesized model, as shown in Figure 1, uses structural equation modeling (SEM) to test the direct effect of HRM practices and the mediating role of job satisfaction in the association between HRM practices, organizational commitment, and employee performance.

The model also covers different aspects of HRM practices, including human resource planning, job analysis and design, recruitment/selection, human resource development, performance management, compensation administration, and welfare and benefits administration. The impact of these practices on job satisfaction is discussed in relation to their influence on organizational commitment and employee performance.

Performance is measured in terms of workload, work quality, and work pace. In this context, commitment to the organization is defined as having a conviction that one's goals and values are congruent with the goals and values of the organization and a desire to maintain membership in the organization.

Factors such as reward, promotion, relations with coworkers, job character, work environment, and supervisor's competency have an impact on job satisfaction, and those who mediate importantly in the relationship of the HRM with the organizational commitment and job performance are the
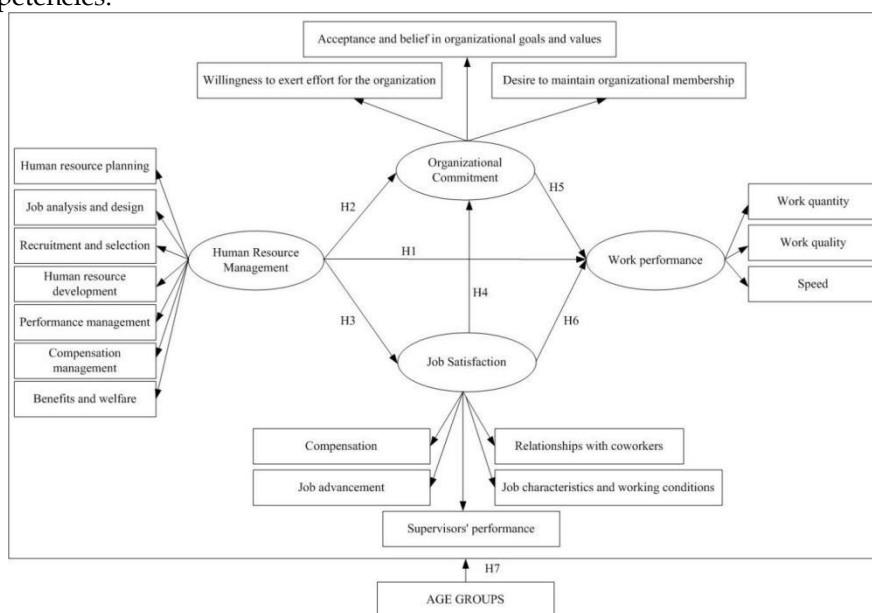
supervisors' competencies.

Figure 1: Research Conceptual Framework.

Additionally, the study examines age as a moderating variable, recognizing that employees in different age groups may respond differently to HRM practices. To explore these potential differences, the study employs the Multigroup Analysis (MGA) technique, which allows for the comparison of structural relationships among HRM practices, job satisfaction, organizational commitment, and employee performance across age groups. This approach aims to uncover whether these relationships vary significantly by age, thereby offering valuable insights for the development of age-specific HRM strategies that can enhance organizational effectiveness within the coffee shop franchise sector.

H1: Human resource management (HRM) has a positive impact on job performance.

H2: Human resource management (HRM) has a positive impact on organizational commitment.

H3: Human resource management (HRM) has a positive influence on job satisfaction.

H4: Job satisfaction mediates the relationship between human resource management (HRM) and organizational commitment.

H5: Organizational commitment has a positive influence on job performance.

H6: Job satisfaction mediates the relationship between human resource management (HRM) and job performance.

H7: The relationships between the variables of the research model (HRM, organizational commitment, job satisfaction and job performance) differ significantly between the age groups of employees (20-30 years, 31-40 years and 41-50 years).

3. RESEARCH METHODOLOGY

The population of the study is employees working in the coffee franchise business for at least six months. This group was chosen as they possess enough years of working experience to be able to contribute meaningful data for this research. The sample size followed the principles of partial least squares structural equation modeling (PLS-SEM) and referenced the suggestions made by Henseler et al. (2014), Hair et al. (2010), and Hair et al. (2011), which proposed adequate sample size should be over 10 times the number of manifest variables or latent variable paths or computed at 10 to 20 times the maximum number of observed variables of the model. Furthermore, in this study, the HRM construct has the highest number of indicators, which is 7 indicators. Taking all cohort variables into account and including all observed variables, we have a total of 18 variables in the analysis. To ensure the sample was large enough to guarantee accuracy, the investigator used the calculation formula with the largest size, which is 20 times the number of observed variables, in this case 20 multiplied by 18, which arrived at 360 samples. Nevertheless, to enhance precision and to anticipate questionnaires not completed, it was decided to gather 400 samples, exceeding the minimum calculated. This increase in sample size will help to improve the reliability of the statistical analysis and increase the likelihood of

obtaining data that is more representative of the population under study.

The researcher used a questionnaire as the main instrument for data collection. The questionnaire was divided into five sections to investigate different aspects related to the sample group. The first section collected personal data such as gender, age, education level, duration of employment, type of employee, position and average monthly income. In this section, closed-ended questions were used where respondents could only select one answer. The second section dealt with human resource management (HRM) and included questions on human resource planning, job analysis and design, recruitment and selection, human resource development, performance management, compensation management and benefits. This section used a 5-point Likert scale and included a total of 28 questions. The third section dealt with job satisfaction and included aspects such as compensation, career advancement, supervisor behavior, job characteristics and working conditions, and relationships with colleagues. A 5-point Likert scale with a total of 20 items was also used in this section. The fourth section measured organizational commitment, which was divided into affective commitment, sustained commitment and normative commitment. For each aspect, there were closed-ended questions on a 5-point Likert scale with a total of 12 items. Finally, the fifth section dealt with work performance, including quality of work, quantity of work and pace of work. A 5-point Likert scale with a total of 10 questions was also used for this section. The questionnaire was then checked for reliability by three experts. The result was an item objective congruence (IOC) of .67-1.00, thus fulfilling the specified criteria. A pilot test with 30 questionnaires resulted in a reliability with Cronbach's alpha of .902 and thus exceeded the threshold value of .70.

4. DATA ANALYSIS AND RESULTS

A total of 400 people responded to the questionnaire. Most of the respondents were female, namely 311 people or 77.8%. The proportion of male respondents was 89 or 22.3%. Most respondents were between 31 and 40 years old, namely 260 people or 65.0%. This was followed by the 20–30-year-olds with 96 people or 24.0% and the 41–50-year-olds with 44 people or 11.0%.

In terms of educational background, the majority of respondents (392 people or 98.0) had an educational qualification below a bachelor's degree. The remaining 8 people, or 2.0%, had an educational qualification higher than a bachelor's degree. In

terms of work experience, the majority of respondents had been working for more than 5 years, a total of 273 people or 68.3%. This was followed by those with 1-2 years of work experience (74 people or 18.5%) and those with 3-4 years of work experience (51 people or 12.8%). Only 2 people, or 0.5%, had worked for less than 1 year.

In terms of professional position, the majority of respondents worked in operational roles (351 people or 87.8%). This was followed by supervisory roles with 46 people or 11.5% and managerial roles with 3 people or 0.8%. In terms of monthly income, the majority of respondents earned between THB 20,000 and THB 24,999, namely 166 people or 41.5%. This was followed by those who earned THB 25,000 or more, 141 people or 35.3%, and those who earned between THB 15,000-19,999, 91 people or 22.8%. Only 2 people or 0.5% earned between THB 10,000-14,999 per month.

4.1. Measurement Model

Table 1 contains data on the reliability and convergent validity of the variables used in the analysis, including Organizational Commitment, Work Performance, Human Resource Management and Job Satisfaction. The data is categorized by respondent age groups: 20-30 years, 31-40 years, 41-50 years, and a combined group with all data.

Analysis by age group 1. Age group 20-30 years. The alpha value for organizational commitment in this group is .921 and the composite reliability (ρc) is .950, suggesting a high level of measurement reliability. The average variance extracted (AVE) is .864. Job performance and personnel management also attain high alpha and ρc values, while AVE values range from .793 to .891, demonstrating that it has good reliability and validity in this age group. 2. Age group 31-40 years. The alpha for the age category is .926 and ρc is .953, with an AVE of .870, and the validity and reliability of the scale are very high. Work performance and personnel management also have relatively high alpha and ρc values, and their AVE values are between .753 and .850, demonstrating good reliability and validity for this age group. 3. Age group 41-50 years. In the case of early career individuals, the organizational commitment has a slightly lower alpha of .872 and ρc of .921, with an AVE of .795. While these values are slightly lower than those from the other groups, they indicate good reliability and validity. The second group, which includes job performance and management of people, has high alpha and ρc values, and the AVE lies between .769 and .836, demonstrating good results for measurements within

this age group. In analysis across all age groups, the results of combined data for all age groups (alpha, ρa, and ρc) were stable and remained strong for each construct (Table 3). For instance, organizational commitment has an alpha of .919 and a ρc of .949 with an AVE of .860 in this scale and the measurement structure. Also, the alpha value for job satisfaction is .964 and a ρc value of .972, indicating the stability of this variable in the model.

According to the Table 1 analysis, it can be concluded that the variables in the model are reliable and valid across all age groups, mainly due to high alpha and ρc values, which explain the consistency and reliability of those measures. High AVE of all variables also demonstrates the capacity of the variables to explain the variance in data. Most importantly, the stability and accuracy of variables employed in the study, which are essential for trust in terms of the outcome of the analysis and the derivations of this study, were emphasized in this paper.

4.2. Validating Higher-Order Construct (HRM, Organizational Commitment, Job Satisfaction, And Work Performance)

Table 2 contains data to validate higher order constructs used in the analysis. These include Human Resource Management (HRM), Organizational Commitment, Job Satisfaction and Job Performance. The data is categorized by different age groups: 20-30 years, 31-40 years, 41-50 years and a combined group with all data. Each group is evaluated based on the variance inflation factor (VIF), the outer weights and the outer loadings for each variable.

Analysis by age group 1. Age group 20-30 years. in this group, the highest VIF is observed for the HRM7 variable with a value of 9.140, indicating a potential problem with multicollinearity in the model for this variable, which could affect the accuracy of the model in the analysis. The outer weights and outer loadings for various variables are satisfactory, such as CMM3, which has an outer loading of .949, indicating the significance of this variable in measuring the relevant construct. 2. Age group 31-40 years. For this age group, the highest VIF is found in the variable CMM1 with a value of 4.438, indicating a moderate multicollinearity problem. However, the outer loading of .944 for this variable shows a strong consistency in this age group. Other variables, such as SAT3, also show high outer loadings of up to .953, which indicates good relationships between these variables and the measured constructs. 3. Age group 41-50 years. In this group, the variable HRM3 has the highest VIF of 8.525 and an outer loading of .914, which emphasizes the importance of this variable in the model, but again raises concerns about multicollinearity.

Other variables such as EFF1 and SAT2 also show high outer loadings of .951 and .940 respectively, indicating their reliability in measuring constructs in this age group. Analysis across all age groups (complete) When you combine the data from all age groups, the VIF and outer loadings still show differences between the variables. HRM7, for example, has a high VIF of 4.920 and an outer loading of .910, indicating its significant role in measuring the overall construct. Other variables, such as SAT3 and CMM2, also have high outer loadings of .951 and .922, respectively, emphasizing their importance in the model.

4.3. Structural Model

Table 3 shows the total effect, the direct effect and the indirect effect for the relationships between different variables by age groups: 20-30 years, 31-40 years, 41-50 years and a combined group with all data. In addition, the p-values are given to show the significance level of individual relationships.

1. Age group 20-30 years. In this group, the relationship between CMM (Human Resource Management) and EFF (Work Performance) has a direct effect with a significance level of p<.001, with a value of .661, indicating a strong positive relationship between these two variables. In addition, the indirect effect of HRM (Human Resource Management) on EFF through CMM is .528 and statistically significant, resulting in a total effect of HRM on EFF of .630, with all these values being statistically significant (as shown in Figure 3).

2. Age group 31-40 years. For this age group, the direct effect of HRM on CMM is .161, which is significant at p<.05. The indirect effect of HRM on EFF through CMM is .300, which is significant at p<.001, resulting in a total effect of HRM on EFF of .522, which is also significant. The presence of significant indirect and direct effects shows the importance of HRM in improving job performance through effective management (as shown in Figure 4).

3. Age group 41-50 years. In this group, the direct effect of HRM on EFF is not significant (Direct effect = 0.197), but the indirect effect is significant (Indirect effect = .283) through CMM, resulting in a total effect of .481, which is significant at p<.001. This analysis highlights the crucial role of mediating variables in achieving desirable outcomes, even if direct effects are not evident in some cases (as shown in Figure 5).

Analysis across all age groups (full) When combining the data from all age groups, the analysis shows consistent effects, particularly the effect of HRM on CMM, where the direct effect is .149 and the indirect effect is .439, resulting in a total effect of .588, all of which are statistically significant (as shown in Figure 2).

In addition, job satisfaction (SAT) also has a significant direct effect on CMM and EFF in all age groups, especially in the 41-50 age group, where SAT has a direct effect on CMM of .845 and a significant total effect on EFF.

4.4. Multi-Group Analysis

Table 5 shows the results of a multigroup analysis (MGA) to compare the differences in effects between different age groups: 20-30 years, 31-40 years and 41-50 years. The analysis examines the differences in direct effects, indirect effects and total effects and provides p-value to determine the statistical significance of these differences.

Analysis of differences between age groups

1. Relationship between CMM → EFF. In the comparison between the 20-30 age group and the 31-40 age group, the difference in both the direct effects and the total effects is significant (.442) at p-value<.05 level, with a p-value of .018. This indicates a significant difference in the relationship between CMM and EFF between these two groups. In contrast, the differences between the 20-30 age group and the 41-50 age group (.670) and between the 31-40 and 41-50 age groups (.228) do not show statistically significant differences (p-value = .083 and .617, respectively), indicating that in these groups, the relationship between CMM and EFF is relatively consistent.

2. Relationship Between HRM → CMM. In the comparison between the 20-30 age group and the 31-40 age group, the differences in both the direct and indirect effects are not statistically significant (p-value = .265). The comparisons between the 20-30 age group and the 41-50 age group and between the 31-40 age group and the 41-50 age group also show p-value between .180 and .644, which indicates that the relationship between HRM and CMM remains

relatively stable in these age groups.

3. Relationship between HRM → EFF. The analysis finds no statistically significant differences between the age groups for all three types of effects (p-value range from .245 to .743), indicating that the relationship between HRM and EFF remains stable regardless of the age group of the respondents.

4. Relationship between HRM → SAT. When comparing the 20-30 age group with other age groups, the results show no significant differences in the direct effects (p-value range from 0.226 to 0.731), indicating that the relationship between HRM and job satisfaction (SAT) is stable across all age groups.

5. Relationship between SAT → CMM. There are no significant differences in the effects between the age groups (p-value range from .227 to .896), indicating that the relationship between SAT and CMM is stable across all age groups.

6. Relationship between SAT → EFF. The analysis shows that the difference in indirect effects between the 20-30 age group and the 31-40 age group is statistically significant (.289) at the p<.05 level, with a p-value of .508. However, the differences between the other age groups are not statistically significant, suggesting that the effects of SAT on EFF may vary depending on the age of the respondents.

Based on the analysis in Table 5, the associations between the variables are sometimes different between age groups, and a contrast is particularly evident in the relationship between CMM and ERF between the 20−30 age group and the 31−40 age group, which is significant. The result indicates the rankings of variables for work performance may differ between generations. For other relationships, the results provide no statistical evidence of differences between age groups, which may indicate that certain factors impact adolescent behavior similarly across age groups.
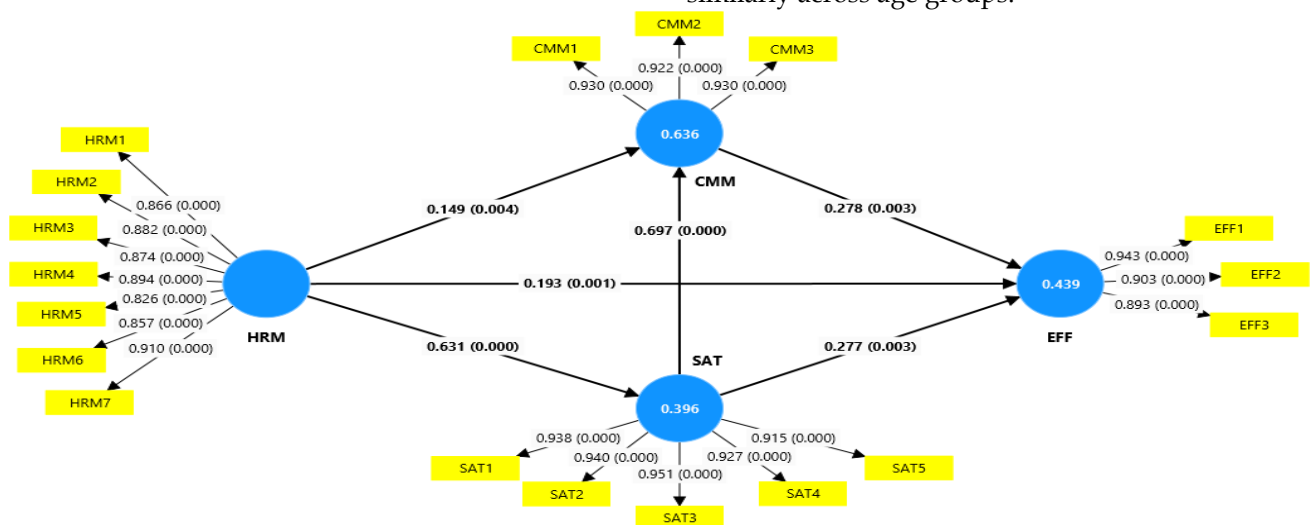

Figure 2: Impact Of Human Resource Management (HRM) Practices on Organizational Commitment, Job

Satisfaction and Job Performance (All Aged Groups).

Figure 3: Impact Of Human Resource Management (HRM) Practices on Organizational Commitment, Job Satisfaction and Job Performance (20 - 30 Aged Group).

Figure 4: Impact Of Human Resource Management (HRM) Practices on Organizational Commitment, Job Satisfaction and Job Performance of Employees (31 – 40 Aged Group).
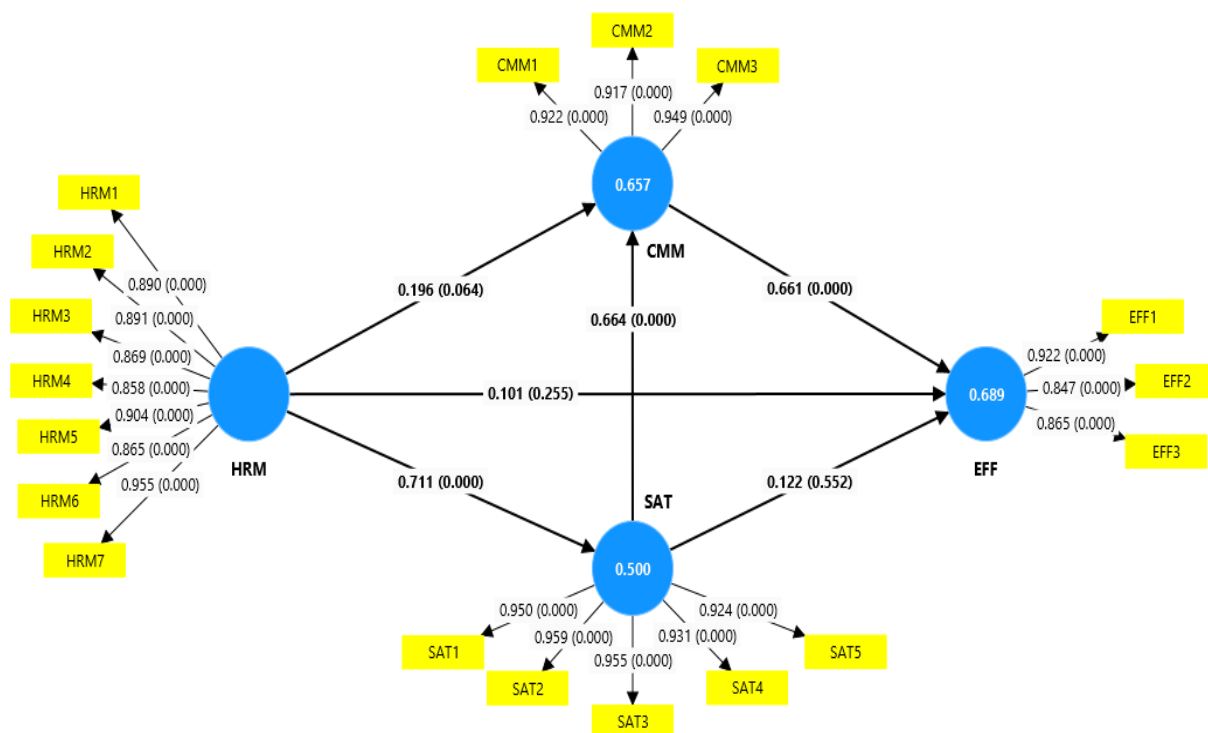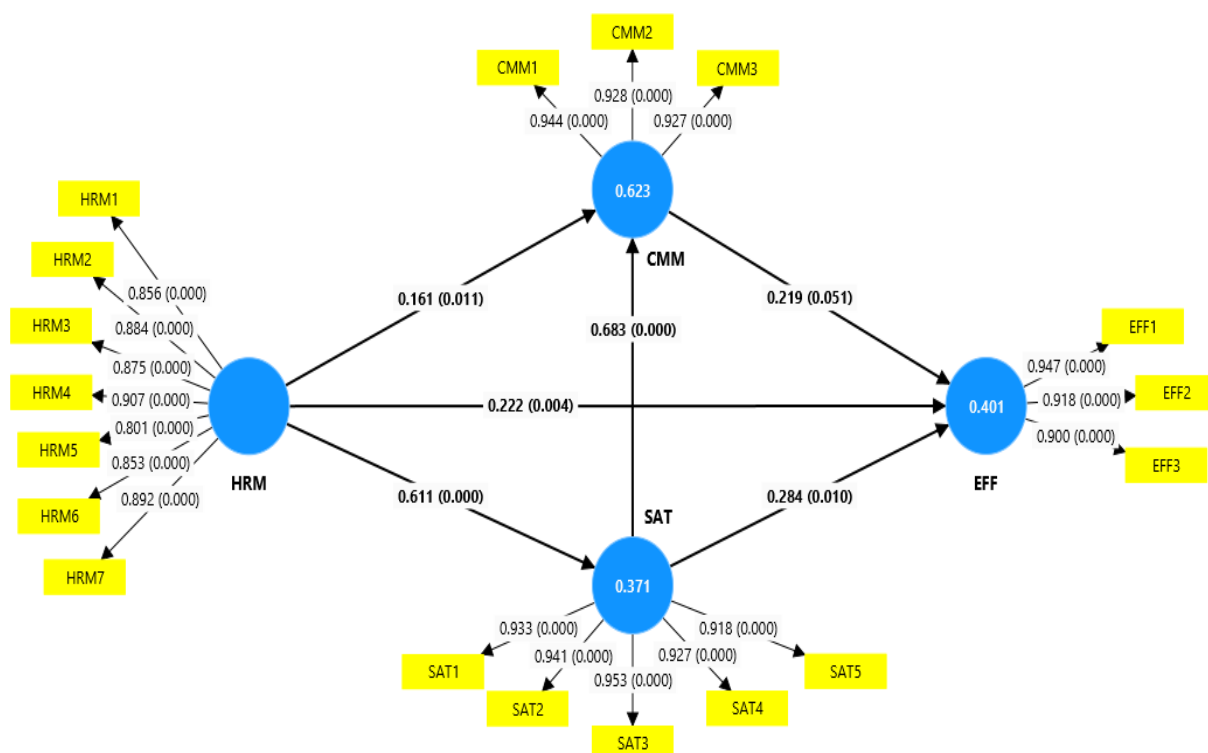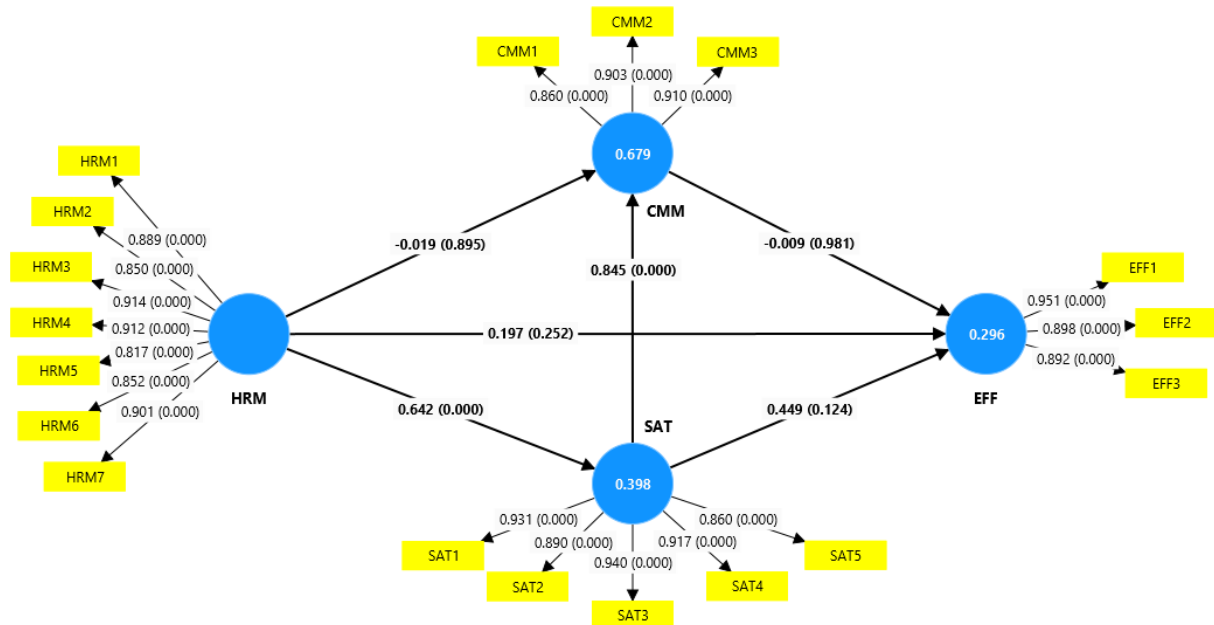
Figure 5: Impact Of Human Resource Management (HRM) Practices on Organizational Commitment, Job Satisfaction and Job Performance (41 - 50 Aged Group).

Table 1: Reliability And Convergent Validity.

Item	Age															
	20-30 years				31-40 years				41-50 years				Complete			
	Alpha	ρ_a	ρ_c	AVE	Alpha	ρ_a	ρ_c	AVE	Alpha	ρ_a	ρ_c	AVE	Alpha	ρ_a	ρ_c	AVE
Organization commitment	.921	.924	.950	.864	.926	.934	.953	.870	.872	.887	.921	.795	.919	.926	.949	.860
Work performance	.852	.857	.910	.772	.911	.916	.944	.850	.902	.914	.938	.836	.900	.906	.938	.834
Human Resource Management	.956	.967	.964	.793	.945	.956	.955	.753	.950	.959	.959	.769	.948	.959	.957	.762
Job satisfaction	.969	.970	.976	.891	.964	.964	.972	.873	.947	.951	.959	.825	.964	.964	.972	.873

Table 2: Higher Order Construct Validation (HRM, Organizational Commitment, Job Satisfaction, And Work Performance).

Item	Age											
	20-30 years			31-40 years			41-50 years			Complete		
	VIF	Outer Weights	Outer Loadings	VIF	Outer Weights	Outer Loadings	VIF	Outer Weights	Outer Loadings	VIF	Outer Weights	Outer Loadings
CMM1	3.714	.336	.922	4.438	.343	.944	2.176	.315	.860	3.772	.340	.930
CMM2	2.877	.382	.917	3.070	.397	.928	2.289	.417	.903	2.840	.396	.922
CMM3	4.700	.358	.949	3.798	.333	.927	2.606	.387	.910	3.750	.342	.930
EFF1	2.778	.406	.922	4.062	.387	.947	4.551	.387	.951	3.729	.391	.943
EFF2	1.924	.363	.847	3.204	.354	.918	2.497	.394	.898	2.749	.361	.903
EFF3	2.132	.368	.865	2.712	.342	.900	3.219	.313	.892	2.621	.342	.893
HRM1	4.535	.148	.890	3.289	.155	.856	6.090	.149	.889	3.556	.150	.866
HRM2	3.588	.187	.891	3.387	.188	.884	3.499	.158	.850	3.297	.188	.882
HRM3	3.653	.140	.869	3.790	.130	.875	8.525	.136	.914	3.686	.131	.874
HRM4	3.624	.135	.858	4.953	.164	.907	4.488	.183	.912	4.266	.158	.894
HRM5	4.084	.201	.904	2.115	.220	.801	2.616	.213	.817	2.290	.217	.826
HRM6	3.246	.152	.865	2.899	.154	.853	2.809	.162	.852	2.948	.155	.857
HRM7	9.140	.159	.955	4.613	.146	.892	4.439	.143	.901	4.920	.150	.910
SAT1	6.636	.212	.950	5.133	.209	.933	4.649	.235	.931	5.382	.212	.938
SAT2	7.952	.224	.959	5.708	.209	.941	3.184	.240	.890	5.561	.215	.940
SAT3	7.625	.213	.955	6.777	.226	.953	6.441	.217	.940	6.699	.222	.951
SAT4	5.152	.204	.931	4.755	.209	.927	5.183	.216	.917	4.809	.209	.927
SAT5	4.611	.206	.924	4.154	.217	.918	2.776	.192	.860	4.071	.212	.915

Table 3: Total Effect, Direct Effect, And Indirect Effect.

Hypothesis	Age															
	20-30 years				31-40 years				41-50 years				Complete			
	DE	IE	TE	p	DE	IE	TE	p	DE	IE	TE	p	DE	IE	TE	p
CMM->EFF	.661**		.661**	.000	.219		.219	.051	-.009		-.009	.981	.278*		.278*	.003
HRM->CMM	.196	.472**	.668**	.000	.161*	.417**	.578**	.000	-.019	.543**	.524**	.000	.149	.439**	.588**	.000
HRM->EFF	.101	.528**	.630**	.000	.222*	.300**	.522**	.000	.197	.283	.481**	.000	.193*	.338**	.531**	.000
HRM->SAT	.711**		.711**	.000	.611**		.611**	.000	.642**		.642**	.000	.631**		.631**	.000
SAT->CMM	.664**		.664**	.000	.683**		.683**	.000	.845**		.875**	.000	.697**		.697**	.000
SAT->EFF	.122	.439**	.561**	.001	.284*	.149	.434**	.000	.449	-.008	.441	.062	.277*	.193*	.471**	.000

Note. *$p<.05$ **$p<.001$

Table 4: Explanatory Power and Predictive Relevance.

Construct	Age							
	20-30 years		31-40 years		41-50 years		Complete	
	R^2	Adjusted R^2	R^2	Adjusted R^2	R^2	Adjusted R^2	R^2	Adjusted R^2
Organizational commitment	.664	.657	.626	.623	.694	.679	.638	.636
Work performance	.699	.689	.408	.401	.345	.296	.444	.439
Job satisfaction	.505	.500	.374	.371	.412	.398	.398	.396

Table 5: Multi-Group Analysis.

Relationships	Difference (20-30 years - 31-40 years)			p	Difference (20-30 years - 41-50 years)			p	Difference (31-40 years - 41-50 years)			p
	Direct effect	Indirect effect	Total effect		Direct effect	Indirect effect	Total effect		Direct effect	Indirect effect	Total effect	
CMM->EFF	.442*		.442*	.018	.670		.670	.083	.228		.228	.617
HRM->CMM	.035	.054	.089	.265	.215	-.071	.144	.242	.180	-.125	.055	.644
HRM->EFF	-.120	.228	.108	.259	-.096	.245	.149	.245	.024	.017	.041	.743
HRM->SAT	.099		.099	.226	.069		.069	.531	-.031		-.031	.731
SAT->CMM	-.019		-.019	.896	-.182		-.182	.275	-.163		-.163	.227
SAT->EFF	-.162	.289*	.128	.508	-.326	.446	.120	.683	-.164	.157	-.007	.952

Note. *$p<.05$ **$p<.001$

The results of this study demonstrate the significant influence of Human Resource Management (HRM) practices on organizational commitment, job satisfaction, and employee performance within the coffee shop franchise industry. Structural equation modeling (SEM) analysis confirms that HRM practices positively impact job satisfaction, which subsequently enhances both organizational commitment and employee performance.

Multigroup Analysis (MGA) revealed significant differences in the relationships among HRM practices, job satisfaction, organizational commitment, and employee performance across different age groups. Descriptive statistics indicated that the sample was diverse in terms of gender, age, education level, and work experience, enabling a comprehensive analysis of generational effects.

The results indicate that while HRM practices generally promote organizational commitment and performance across all age groups, the strength of these relationships varies by age. Employees aged 41-50 exhibit the highest levels of organizational commitment, whereas those aged 20-30 show a comparatively weaker link between HRM practices and organizational commitment.

Job satisfaction also played an important role as a mediator in the relationship between HRM practices and the performance of employees of all ages. The MGA outcomes also indicated the significance of the difference between the 20-30 and 31-40 age groups in the path from organizational commitment to performance. Yet, job satisfaction did not differ significantly across age, implying other external factors beyond HRM may determine overall job satisfaction in the coffee shop industry.

5. DISCUSSION

The research also contributes to the empirical evidence confirming the link between HRM practices and employees' satisfaction, commitment, and job performance. Such results are consistent with earlier studies (Chen et al., 2023; Kooij et al., 2010) and confirm the importance of HRM strategies in facilitating employees' motivation and commitment. Generational differences show that HRM policies should be designed based on generational segmentation. The high level of organizational commitment of the older workers gives credence to the belief that length of time worked and exposure influence organizational commitment (Ng & Feldman, 2010). On the other hand, younger

employees score lower on HRM engagement and commitment, supporting the need to target differentiated approaches, such as career development opportunities and mentorship programs, to strengthen their organizational affective bond. Although Besen et al. (2013) found that older workers are more satisfied with their jobs, the current study showed that there were no significant differences in age group on job satisfaction. This could be explained by job-related reasons, including regular workplace conditions and HR policies that are uniformly implemented across all age groups. There are, of course, practical implications of our findings, which means that the optimal HRM approach is to adjust according to the organizational circumstances. Structuring a career development program for younger employees while providing more flexible work, leader position opportunities for the older employees. Understanding these differences in generational characteristics can help managers in the coffee shop franchise industry increase staff stability and operational efficiency.

6. SUGGESTION AND IMPLICATIONS

This study makes a scientific contribution to HRM by demonstrating how HRM practices influence organizational commitment, job satisfaction, and employee performance in the coffee shop franchise service industry. The results demonstrate that age moderates the outlined relationships, with older employees tending to be more committed to the organization and not more satisfied with their jobs. These findings shed light on the generational impact on HRM practices and call for the introduction of age-sensitive theories in HRM research that consider workforce diversity to develop successful management practices.

For HR managers and business leaders in the franchise coffee shop sector, the findings mean that there is an interest in age-sensitive human resource management strategies to increase employee engagement and performance in the workplace. Developing flexible work options that retain employees aged 41–50, including work portfolios, enriched workplaces and leadership positions that leverage both their experience and commitment. This model could be helpful in achieving high performance despite the ever-changing demands in this category of employees. Performance management should also become more flexible and implement age-appropriate performance appraisals that can bridge the gap between the formality of a performance appraisal and the positive

reinforcement of employees, young and old, through constructive feedback. Both feedback and career stage incentives can be customized to enhance ego and team performance. Family-oriented benefits packages designed for multiple generations can attract both younger and older employees by offering age-appropriate benefits tailored to their specific needs and preferences. For example, younger workers may like the performance bonuses and opportunity for career advancement, while older workers may be interested in more vacation time, retirement savings and job security. Tailoring these intervention strategies to the specific needs of different age groups can facilitate the development of a diversity-minded work environment with better organizational performance.

For policymakers and business leaders, the inclusion of age-appropriate HRM characteristics in HR policy guidelines has become more important than ever. Certain standard HR policy provisions cannot meet the different needs of employees in different age groups. For this reason, HR policies must actively support the implementation of flexible working arrangements that allow employers to provide each employee with ever-changing development opportunities according to their age-related needs and an adjustment of working hours in balanced, inclusive working conditions that facilitate the adaptation of HRM strategies to each organization.

The study suggests the areas of extended investigation for further studies to contribute to a more comprehensive understanding of the dynamics of human resource management in the service sector. First, introducing more variables such as leadership style, work-life balance and working hours could perfect the framework for evaluating the effectiveness of human resource management in the service industry. Second, a longitudinal perspective can provide insight into how the relationship between HRM practices and work outcomes changes over the course of employees' careers. Third, the study should be expanded from coffee shop franchise to other service industries such as hotels, restaurants, and retail to make the results of the study more applicable. Fourth, it is important to explore different cultures and social contexts that may influence employees' responses to HRM practices across generations, especially in a society such as the multigenerational society in Thailand. Finally, participating organizations could develop specific tools to measure the effectiveness of HRM in each age group and use key performance indicators that match the needs and expectations of employees at

each life stage to implement the most effective HRM strategies.

7. CONCLUSION

This study contributes to the literature on the impact of HRM practices on the performance of employees of different age groups in coffee shop franchises. It provides empirical evidence of the positive effects of HRM practices on job satisfaction, organizational commitment, and job performance, with job satisfaction being an important mediating variable. The generational differences in commitment and performance highlight the need to implement age-appropriate HRM practices. The findings of this study provide important implications for HR managers and policy makers to develop flexible HRM practices that fit employees' life and career stages. Further research should investigate other moderate factors to improve HRM practices in the service sector. In addition, longitudinal research would help us to better understand the dynamic nature of the impact of HRM on outcomes over time.

Author Contributions: Conceptualization, Krisada Chienwattanasook and Teetut Tresirichod; methodology, Krisada Chienwattanasook and Teetut Tresirichod; software, Teetut Tresirichod; validation, Teetut Tresirichod and Boontharika Wongwanich; formal analysis, Krisada Chienwattanasook and Teetut Tresirichod; investigation, Krisada Chienwattanasook and Teetut Tresirichod; resources, Krisada Chienwattanasook; data curation, Boontharika Wongwanich, Rujikarn Sanont and Tanasak Wahawisan; writing—original draft preparation, Teetut Tresirichod; writing—review and editing, Krisada Chienwattanasook; visualization, Teetut Tresirichod.; supervision, Teetut Tresirichod.; project administration, Krisada Chienwattanasook.; funding acquisition, Krisada Chienwattanasook. All authors have read and agreed to the published version of the manuscript.

REFERENCES

Ahmed, A., & Sultan, K. (2022). Application of Two-Factor Theory of Motivation by Fredrick Herzberg: A Case of Female Workers Serving Pakistani Media Organizations. Global Digital & Print Media Review. https://doi.org/10.31703/gdpmr.2022(v-iv).03.

Alatailat, M., Elrehail, H., & Emeagwali, O. (2019). High performance work practices, organizational performance and strategic thinking. International Journal of Organizational Analysis. https://doi.org/10.1108/IJOA-10-2017-1260.

Allen, N. J., & Meyer, J. P. (1991). A three-component conceptualization of organizational commitment. Human Resource Management Review, 1(1), 61–89. https://doi.org/10.1016/1053-4822(91)90011-Z

Anis, A. K. I., Khan, M., & Humayoun, A. (2011). Impact of organizational commitment on job satisfaction and employee retention in pharmaceutical industry. African Journal of Business Management, 5, 7316-7324. https://doi.org/10.5897/AJBM10.1296.

Azhar, N. M. (2019). Effect of Human Resource Management Practices on Employees Satisfaction: An Empirical Study of Iraq. International Journal of Academic Research in Business and Social Sciences. https://doi.org/10.6007/ijarbss/v9-i2/5547.

Besen, E., Matz-Costa, C., Brown, M., Smyer, M. A., & Pitt-Catsouphes, M. (2013). Job characteristics, core self-evaluations, and job satisfaction: What's age got to do with it? The International Journal of Aging and Human Development, 76(4), 269–295. https://doi.org/10.2190/AG.76.4.a

Bogavac, M., Bogavac, M., & Živanović, N. (2020). THE STRATEGIC ROLE OF HUMAN RESOURCES IN THE GLOBALIZATION PROCESS. FBIM Transactions. https://doi.org/10.12709/fbim.08.08.01.04.

Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. Administrative Science Quarterly, 19(4), 533–546. https://doi.org/10.2307/2391809

Chen, Y., Liu, C., & Song, L. (2023). The Mediator Role of Job Satisfaction (JS) Among the Relationship Between Electronic Human Resource Management (E - HRM), Employee Performance (EP), and Organizational Commitment (OC)in Family-Owned Small Middle Enterprises (SMEs)in China. Frontiers in Business, Economics and Management. https://doi.org/10.54097/fbem.v9i1.8627.

Cheng, X. (2019). Relationship Between Performance and Other Functions of Human Resources Management.

Proceedings of the 2019 International Conference on Economic Management and Cultural Industry (ICEMCI 2019). https://doi.org/10.2991/aebmr.k.191217.081.

Chordiya, R., Sabharwal, M., & Goodman, D. (2017). AFFECTIVE ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION: A CROSS-NATIONAL COMPARATIVE STUDY. Public Administration, 95, 178-195. https://doi.org/10.1111/PADM.12306.

Fu, W., & Deshpande, S. (2014). The Impact of Caring Climate, Job Satisfaction, and Organizational Commitment on Job Performance of Employees in a China's Insurance Company. Journal of Business Ethics, 124, 339-349. https://doi.org/10.1007/S10551-013-1876-Y.

Goetz, K., Campbell, S., Campbell, S., Broge, B., Dörfer, C., Brodowski, M., & Szecsenyi, J. (2012). The impact of intrinsic and extrinsic factors on the job satisfaction of dentists. Community dentistry and oral epidemiology, 40 5, 474-80. https://doi.org/10.1111/j.1600-0528.2012.00693.x.

Gupta, R., & Agrawal, R. (2023). Unveiling the Hidden Layers of Employees' Job Satisfaction and Organizational Commitment: A Meta-analysis. Business Perspectives and Research. https://doi.org/10.1177/22785337221148885.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Multivariate data analysis (7th ed.). Upper Saddle River, NJ: Prentice Hall.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed, a silver bullet. Journal of Marketing Theory and Practice, 19(2), 139-151. https://doi.org/10.2753/MTP1069-6679190202

Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., Ketchen, D. J., Jr., Hair, J. F., Hult, G. T. M., & Calantone, R. J. (2014). Common beliefs and reality about partial least squares: Comments on Ronkko & Evermann (2013). Organizational Research Methods, 17(2), 182-209. https://doi.org/10.1177/1094428114526928.

Kooij, D., Jansen, P., Dikkers, J., & Lange, A. (2010). The influence of age on the associations between HR practices and both affective commitment and job satisfaction: A meta-analysis. Journal of Organizational Behavior, 31, 1111-1136. https://doi.org/10.1002/JOB.666.

Korff, J., Biemann, T., & Voelpel, S. C. (2017). Differentiating HR systems' impact: Moderating effects of age on the HR system–work outcome association. Journal of Organizational Behavior, 38(4), 415–438. https://doi.org/10.1002/job.2130

Kubiak, E. (2020). Increasing perceived work meaningfulness by implementing psychological need-satisfying performance management practices. Human Resource Management Review, 100792. https://doi.org/10.1016/j.hrmr.2020.100792.

Kumar, S., Samdani, G., Singh, A., & Mishra, S. (2019). Impact of organizational culture on job satisfaction in university teachers: a case of Uttarakhand. International Journal of Advance Research and Innovative Ideas in Education, 5, 2783-2798.

Larkin, I., Brantley-Dias, L., & Lokey-Vega, A. (2016). Job Satisfaction, Organizational Commitment, and Turnover Intention of Online Teachers in the K-12 Setting. Journal of asynchronous learning networks, 20, 26-51. https://doi.org/10.24059/OLJ.V20I3.986.

Li, J. (2018). Analysis on the Interaction between Human Resource Management and Performance in Enterprise. https://doi.org/10.2991/SSER-17.2018.58.

Millet, J. D. (1954). Management in the public service: The quest for effective performance. McGraw-Hill.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. Journal of Vocational Behavior, 14(2), 224–247. https://doi.org/10.1016/0001-8791(79)90072-1

Neininger, A., Lehmann-Willenbrock, N., Kauffeld, S., & Henschel, A. (2010). Effects of team and organizational commitment – A longitudinal study. Journal of Vocational Behavior, 76, 567-579. https://doi.org/10.1016/J.JVB.2010.01.009.

Ng, T. W. H., & Feldman, D. C. (2010). The relationships of age with job attitudes: A meta-analysis. Personnel Psychology, 63(3), 677–718. https://doi.org/10.1111/j.1744-6570.2010.01184.x

Rafiei, M., Amini, M., & Foroozandeh, N. (2014). Studying the impact of the organizational commitment on the job performance. Management Science Letters, 4, 1841-1848. https://doi.org/10.5267/J.MSL.2014.6.046.

Romasanta, A. (2021). Analysis of Relationship Between Employee Satisfaction and Job Performance in the Accommodation Sector. ASEAN Journal on Hospitality and Tourism. https://doi.org/10.5614/ajht.2021.19.3.05.

Ryan, T. A., & Smith, P. C. (1954). Principles of industrial psychology. Ronald Press.

Shin, D., & Konrad, A. (2017). Causality Between High-Performance Work Systems and Organizational Performance. Journal of Management, 43, 973 - 997. https://doi.org/10.1177/0149206314544746.

Simon, H. A. (1960). The new science of management decisions. Harper & Brother. https://doi.org/10.1037/13978-000

Sultana, S. (2014). An empirical study on Human Resource Management (HRM) practices on employees performance. International Journal of Management, IT, and Engineering, 4, 290-300.

Truxillo, D. M., Cadiz, D. M., & Hammer, L. B. (2015). Supporting the aging workforce: A review and recommendations for workplace intervention research. Annual Review of Organizational Psychology and Organizational Behavior, 2(1), 351–381. https://doi.org/10.1146/annurev-orgpsych-032414-111435

Wang, H., Lu, C., & Siu, O. (2015). Job insecurity and job performance: The moderating role of organizational justice and the mediating role of work engagement. The Journal of applied psychology, 100 4, 1249-58. https://doi.org/10.1037/a0038330.

Zhai, X., & Tian, X. (2019). Do performance measures matter in the relationship between high-performance work system and organizational performance? International Journal of Manpower, 41, 241-257. https://doi.org/10.1108/ijm-04-2018-0136.