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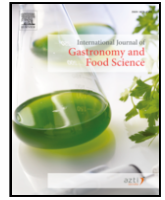


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## Are chefs happiness providers? Exploring the impact of organisational support, intrapreneurship and interactional justice from the perspective of happiness management

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### ABSTRACT

Current scientific studies on corporate governance in the fine dining industry must consider the attractive culture of happiness management. A business management model that aims to cement the corporate happiness of all the members of its organisation. Undoubtedly, a vital intangible resource to offer a service of excellence and quality to customers. As is well known, this is an aspect of particular relevance for haute cuisine restaurants. From this perspective, this paper arises from recent happiness management research that points to the need for a happy leadership style to actively reduce the psychological stress and physical exhaustion that chefs suffer daily in the kitchen. Inspired by the achievement of this goal, and therefore their happiness at work, this research conducts an exploratory study on how the dimensions: of organisational support, intraentrepreneurship and organisational justice empirically associate with the variable happiness at work. To this end, a structural equation model will be carried out based on the 136 surveys carried out on trainees at the Basque Culinary during the 2022–2023 academic years. The empirical results of this work show that the constructs of organisational support and organisational justice positively influence the happiness at work parameter. The same is not valid for the intrapreneurship factor. On the one hand, these findings can be exciting to demonstrate the complexity of generating a climate of subjective well-being within haute cuisine restaurants. Moreover, on the other hand, it shows that chefs are a source of culinary innovation and creativity when they carry out their professional activities in a positive and happy environment.

### 1. Introduction

In one of his works, the famous didactic philosopher Cicero indicates that "the pleasure of banquets should be measured not by the abundance of the delicacies, but by the gathering of friends and their preservation" (Fernández-Armesto, 2002). Behind these words, it rhetorically points out that eating in the company makes people happier, especially when it takes place in gastronomic establishments that generate positive emotions, joyful memories and experiences of subjective well-being (Leeds et al., 2020).

Currently, these factors could be more present in the gastronomy sector in the globalised economy. Not so in the haute cuisine restau-

rants of the world. This phenomenon may be due, among other things, to the fact that their corporate culture and leadership style focus on making the diners' stay inside their premises a source of magical, exciting and unforgettable experiences (Schwark et al., 2020). It makes their dishes an explosion of individual happiness for their customers' palates and five senses. This satisfaction will remain with them until they leave its premises and their culinary memory. All this means that the brands of these restaurants are directly associated with quality, excellence, professionalism and happiness (Johnson et al., 2005).

Undoubtedly, this is the way to achieve the business success that is sustainable and long-lasting over time, provided that their menus are works of culinary art based on the creativity, entrepreneurial spirit and

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innovation of their chefs (Bessi et al., 2022). In this way, chefs become true purveyors of happiness for their diners. They must understand that the keys to success and reputation are not only to be found in the preparation of avant-garde and modernist dishes but also in nurturing their colleagues' passion, talent and teamwork (Escalante et al., 2022).

In recent years, there has been a growing recognition of the critical role that employee well-being plays in organisational outcomes (Lee and Kim, 2023). The hospitality industry, and in particular the role of chefs, has attracted attention due to the challenges of their role as leaders in high-performing teams (Tugay and Pekerşen, 2022). It is, therefore, necessary to analyse their role, not only in terms of culinary excellence but also as providers and recipients of happiness within their organisational environments.

Studies have consistently demonstrated the positive impact of organisational support on employee engagement, job satisfaction and overall well-being (Akgunduz et al., 2022; Galván-Vela et al., 2022a). In the culinary profession, chefs often face high-stress environments, long working hours and intense pressure to deliver exceptional results and delight diners' palates (Louisgrand, 2022). Investigating how organisational support mechanisms, such as support programmes, work-life balance initiatives, and training opportunities, can contribute to chefs' happiness becomes crucial to improving the working environment in this industry.

Moreover, the haute cuisine environment is known for its demanding and sophisticated nature, which poses unique challenges for chefs in this field. In this context, intrapreneurship, which fosters innovation and creativity within the workplace, can play a crucial role in developing positive feelings and thoughts or subjective well-being, such as happiness at work (Ravina-Ripoll et al., 2023). This circumstance is because intrapreneurship involves controlled risk-taking and the promotion of new ideas, thus presenting itself as a possible avenue for improving the work experience of chefs. By innovating dishes and experimenting with ingredients and techniques, chefs could find a source of fulfilment, satisfaction and happiness.

Moreover, interactional justice, focusing on fairness and respect in interpersonal interactions, has been linked to employee well-being and satisfaction (Babamiri et al., 2023). In the culinary field, where teamwork and effective communication are vital, understanding the role of interactional justice in creating a harmonious work environment may have implications for chefs' happiness and overall team performance.

The scientific literature written in the last decades of the 21st century shows that happiness and satisfaction can only be found in the daily life of some establishments in the gastronomy sector (Gough and Mac Con Iomaire, 2022). Several reasons for this phenomenon are work stress, excessive workloads, precarious pay, fear, and the high turnover rates that people experience in the daily performance of their professional position (Louisgrand, 2022; Gill and Burrow, 2018). Therefore, the top management of these companies must undertake governance models that cultivate the subjective well-being of their employees, by supporting their ideas, promoting justice and fostering intrapreneurial behavior, especially those working in the kitchen. In this sense, the modern philosophy of happiness management shows that management models focused on the pursuit of organisational happiness invigorate not only positive emotions, interpersonal relationships, trust or the occupational health of their human capital but also their product performance and organisational commitment (Ravina-Ripoll et al., 2022a).

From this perspective, this paper aims to bring to scholarly and professional attention the need for the governance of haute cuisine restaurants to implement the culture of happiness management under the guiding principles of sustainability and social responsibility. In the haute cuisine sector, happiness at work is a crucial resource for offering quality service and excellence (Batat, 2020). Given this fact, this study has taken as its empirical field of research the students of Basque Culinary who have done work experience in haute cuisine restaurants during the 2022–2023 academic year. In this way, it will be possible to give

precise answers to the following two questions: What management styles can improve the happiness at work of their employees? Moreover, How do organisational support, intrapreneurship and organisational justice influence the happiness at work of future chefs in the post-Covid-19 era?

The authors of this paper aim to provide a multi-theoretical advance in the study of leadership styles and happiness management, contrasting the questions previously formulated in the haute cuisine industry. According to the bibliographical production consulted for the development of this paper, these questions have not been empirically analysed in this specific economic sector (Ruíz-Rodríguez et al., 2023; Jambrino-Maldonado et al., 2022).

Following this introduction, this study is structured as follows. First, a literature review focuses on organisational support, intrapreneurship and organisational justice. It allows us to set out our theoretical model. Secondly, the methodology used to test the hypotheses developed in this research presents. Thirdly, the results obtained using structural equation modelling are presented, followed by the corresponding discussions. Finally, the conclusions, practical implications and future lines of research are described.

## 2. Conceptual framework

This section comprehensively describes the scientific productions related to how organisational support, intrapreneurship and organisational justice affect happiness at work. The knowledge of this literature will allow us to develop one of the first researches that design a theoretical model where we empirically analyse how the variables above affect the happiness at work of employees in the haute cuisine industry.

### 2.1. Organisational support

Current corporate governance models are increasingly aware that the business success of their organisations lies, on the one hand, in the leadership style of their managers to adapt quickly to the political and economic uncertainties generated by this globalised market (Gukasyan et al., 2022). Moreover, on the other hand, the implementation of a corporate culture that democratises the job satisfaction of its human capital by reducing occupational stress, anxiety, burnout or psychological distress (Chen et al., 2022; Min et al., 2015). In the gastronomy industry, particularly in the haute cuisine sector, the latter aspect becomes particularly relevant because its employees carry out their professional activity in an ecosystem of anti-social working hours, cynicism and insufficient wages (Zhao et al., 2016). In this sense, academic studies show that a corporate culture aimed at motivating the subjective well-being of workers can help to enjoy a healthier, more tolerant and trusting operating environment (Russell, 2008). Some researchers, such as Akgunduz et al. (2022) and Mihalache and Mihalache (2022), indicate that perceived organisational support contributes significantly to creating management models based on the comprehensive pursuit of the corporate happiness of their workforce.

From this perspective, the literature defines the organisational support dimension as a type of interpersonal relationship where human capital in organisations feels happy when they are valued and allowed to exchange performance, trust and loyalties for socioemotional benefits (Zheng et al., 2016). In this way, the construct of organisational support becomes a source of employee well-being at work and a driver of organisational performance improvements (Kim et al., 2022). It is especially the case when there is a strong commitment by top management to increase the productive efficiency of their employees through social responsibility, organisational justice and eudemonic happiness (Bibi et al., 2022; Demirdelen; Alrawadieh and Alrawadieh, 2022).

On this issue, some scientific studies point out that companies should undertake an organisational culture where organisational support and happiness at work become the intangible elements that lead

employees to have positive emotional attitudes that allow them to see the successes and failures of their companies as their own in the era of Industry 4.0 (e.g. Rasool et al., 2021; Kurtessis et al., 2017).

Against this backdrop, it is not surprising that there is a body of academic work that empirically analyses the relationships between perceived organisational support and other psychological and sociological dimensions, including job satisfaction (Al-Hakim et al., 2022; Mascarenhas et al., 2022). These studies show that internal customers with high organisational support feel delighted with their daily job performance (Rhoades and Eisenberger, 2002).

Parallel to this line of research, other scholars have recently focused on demonstrating that organisational support positively influences employees' happiness or subjective well-being (Haar and Brougham, 2022; Galván-Vela et al., 2022a). This type of work is rare in the hospitality and fine dining industries (Wen et al., 2019). However, it is well known that both sectors require restaurants to implement human resource policies to actively reduce the daily psychological stress and physical exhaustion experienced by chefs in the kitchen (Tongchaiprasit and Ariyabuddhiphongs, 2016). This phenomenon has multiple complex causes, including the lack of culinary entities that do not provide organisational support to employees to enhance their creativity and well-being at work (Kusluvan et al., 2010). From the perspective of happiness management theories, this scientific study considers that service excellence and quality are born from the seeds of organisational justice, intrapreneurship, happiness at work and organisational support of employees (Ravina-Ripoll et al., 2021).

Based on this literature review, the following research hypothesis is addressed by the theoretical model proposed in this paper (see Fig. 1).

**H1.** Organisational support positively influences the happiness at work of future chefs.

2.2. Intrapreneurship

Today's business dynamics represent a challenge for any company (Galván-Vela et al., 2021a) as they face ongoing problems threatening their survival and sustainability (Hernández-Perlines et al., 2022). Therefore, it is necessary to search for sound business practices that guarantee the company's development, growth and subsistence (Galván-Vela et al., 2022b) and an enabling environment that con-

tributes to a harmonious state of work (Aminyan, 2019). A legitimate way to ensure the success of enterprises is intrapreneurship. Over the last five decades, this term has been coined to refer to entrepreneurship that arises within organisations (Perlines et al., 2022).

In this sense, Galván-Vela et al. (2018), after an analysis of 23 concepts, define the intrapreneurship dimension as a business practice that encompasses a philosophy of openness to change and the exploitation of environmental opportunities by the effective combination of internal resources and capabilities and the development of proactive and innovative activities that enable internal reorganisation and the opening of new businesses.

At the formal level, intrapreneurship can analyse on an individual or organisational basis. On an organisational level, the efforts of top management to promote behaviours related to the dimensions of innovation, risk-taking, venturing, proactivity and strategic renewal are considered (Alpkan et al., 2010). At the individual level, the workforce's proactive attitude and innovative behaviour examine the development of initiatives that lead to the developing of new products or businesses within the company (Zubair et al., 2020).

The literature shows that this construct provides knowledge that allows it to be recognised as an element that plays a very relevant role in work performance, success and entrepreneurial skills (Audretsch et al., 2021). As is well known, such qualities are present in haute cuisine. From this perspective, chefs are critical players in restaurant intrapreneurial activity. There need to be more empirical studies exploring this variable in the hospitality industry (Morrison, 2007) when knowing that chefs are essential sources of proactivity, culinary innovation and creativity (Elbasha and Baruch, 2022; Leung and Lin, 2022; Mrusek et al., 2021).

Recent research also examines the relationship of this parameter with psycho-directive factors, including organisational climate (Galván-Vela et al., 2023). Through the lens of happiness management, a small amount of work demonstrates the strong influence of intrapreneurship on happiness at work in the era of Industry 4.0 (Ravina-Ripoll et al., 2022b). Therefore, exploring this link in the haute cuisine sector seems particularly attractive through the figure of chefs. It is motivated by the fact that these professionals, as leaders in the kitchen, can revive the intrapreneurship work happiness link. In this way, they can help reduce organisational cynicism, job instability and emotional exhaustion within their professional competencies (Atalay et al., 2022).

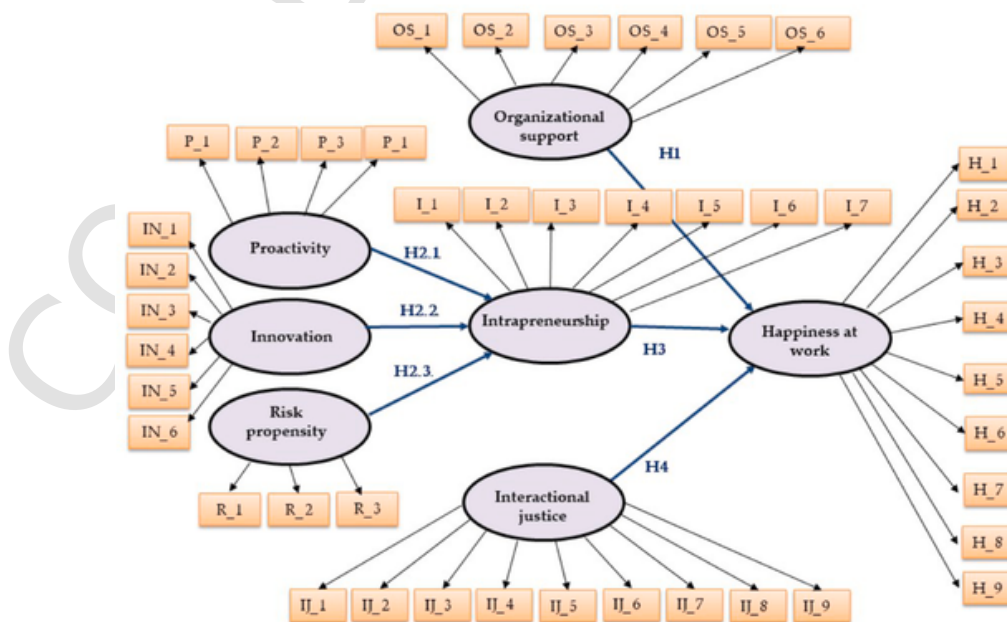


Fig. 1. Conceptual model.

In line with the literature consulted for the development of this work, the following research hypothesis proposes.

**H21.** Proactivity positively influences intrapreneurial characteristics

**H22.** Innovation positively influences intrapreneurial characteristics

**H23.** The propensity to irrigate positively influences intrapreneurial characteristics

**H3.** Intrapreneurial characteristics positively influence the happiness at work of future chefs.

### 2.3. Interactional justice

Interactional justice is one of the scientifically recognised dimensions of organisational justice (Novitasari et al., 2020). It is necessary to start from the conception of organisational justice, which refers to the employee's perceptions of fairness concerning conduct, treatment or compensation by the company or their superiors (Galván-Vela et al., 2021b).

The study of organisational justice has an approach from the equity, humanistic and motivational theories, and currently, from the field of organisational psychology, about analysing employee behaviour (Galván-Vela et al., 2022c). In its beginnings, it attributes to the distributive and procedural dimensions (Sun et al., 2022); the former refers to the employee's perception of the degree of fairness in their compensation, and the latter to the perception of fairness in the decision-making processes of senior management (Bakeer et al., 2021).

Organisational justice later attributes to the interpersonal and informational dimensions, which segregate by Colquitt (2001) from the dimension called interactional justice (conceived initially by Niehoff and Moorman, 1993), which explains the perception of the degree of respect, ownership and appropriateness of communication that the company or top management exercises with employees; in other words, the fairness of company-employee interactions (Sun et al., 2022).

Interactional justice, as part of organisational justice, is a relevant aspect of work psychology, organisational behaviour and human resource management (Sheeraz et al., 2021). Empirical results point to a positive dependence relationship of interactional justice on issues such as job satisfaction (Sun et al., 2022), engagement (Onyango et al., 2022) and subjective well-being (Majumdar and Kumar, 2022), to name a few beneficial outcomes on job performance.

However, the literature on the influence of interactional justice on chefs' happiness is null. Recent research has surveyed workers in various roles in the haute cuisine sector and found a relationship between organisational justice and top management support in the decision to continue working (Norizan et al., 2022). Under this assertion, it is necessary to contribute to the generation of new theories and empirical evidence on the influence that the dimension of justice has on chefs' happiness at work. Given the above, it is considered of interest to propose the following research hypothesis.

**H4.** Perception of interactional justice positively influences future chefs' happiness at work.

### 3. Research methodology

The research design involved an exploratory study using a literature review, followed by a cross-sectional descriptive study using a questionnaire aimed at trainee catering workers, obtaining a sample size of 136 trainees of the Basque Culinary of both sexes. The fieldwork will be conducted from December 1, 2022 to May 1, 2023. The questionnaires were applied using Google Forms, and the software used for model estimation and hypothesis testing was SmartPLS 4.

The questionnaire includes multiple-item measurement scales for all constructs of the proposed model (Tables 1 and 2): nine items for "happiness at work", nine items for "Interactional justice", six items for "Or-

**Table 1**  
Reflective measurement model. Constructs, items, factor loading.

Construct	Items	Code	Loading Factor
Happiness at work	Indicate your degree of agreement about your happiness: During the training placements ....		
	I receive a just reward.	H_1	0,759
	The working climate is good.	H_2	0,866
	The tutors of my traineeship in the restaurant manage my internship well.	H_3	0,802
	The working atmosphere in the kitchen where I do my training is good.	H_4	0,831
	My internal motivation for my internship is high.	H_5	0,746
	My tasks during the traineeship are well designed.	H_6	0,841
	I like my internships	H_7	0,920
	I feel objectively good	H_8	0,903
Organisational support	I enjoy doing my internships well	H_9	0,794
	Please indicate your agreement about the organisational support: The entity where I train.		
	He is proud of my achievements	OS_1	0,793
	Cares about my well-being	OS_2	0,895
	Value my contributions to your well-being	OS_3	0,916
	Strongly consider my goals and values	OS_4	0,908
Intrapreneurship	She is concerned about me	OS_5	0,884
	She is willing to help me if I need a special favour.	OS_6	0,858
	I carry out activities to bring about some changes	I_1	0,804
	I carry out activities to improve the products or services in the restaurant.	I_2	0,782
	I contribute ideas to improve the image that customers have of the restaurant.	I_3	0,844
	The traineeship tutor takes my opinion into account in order to change any aspect related to the restaurant.	I_4	0,768
Proactivity	I can carry out activities to create new dishes.	I_5	0,776
	I can carry out activities to internationalise the menus that are carried out inside the restaurant.	I_6	0,792
	I bring new ideas to the dishes I make.	I_7	0,775
	I deal proactively with problems that may arise.	P_1	0,889
	Whenever something goes wrong, I look for a solution immediately.	P_2	0,854
	Whenever there is an opportunity to get actively involved, I take it.	P_3	0,845
Innovation	I take the initiative immediately.	P_4	0,803
	I am good at coming up with new ideas for difficult issues.	IN_1	0,806
	I am good at finding new working methods, techniques or tools.	IN_2	0,816
	I am known for getting approval for innovative ideas.	IN_3	0,854
	I get my traineeship tutor excited about new ideas from other trainees.	IN_4	0,777
	I transform innovative ideas into valuable applications.	IN_5	0,795
Risk propensity	I introduce innovative ideas.	IN_6	0,803
	I take risks.	R_1	0,936
	If I have an opportunity, I take it, even if the consequences can be profound.	R_2	0,927
Interactional justice	I want to open a hotel business when I finish my education.	R_3	0,754
	Trainees are allowed to discuss such decisions.	IJ_1	0,704
	My traineeship tutor considers my opinions.	IJ_2	0,840

(continued on next page)

Table 1 (continued)

Construct	Items	Code	Loading Factor
	My trainee tutor at the restaurant is sensitive to my needs.	IJ_3	0,782
	My traineeship tutor is honest with me.	IJ_4	0,873
	My traineeship tutor is concerned about my rights as an employee.	IJ_5	0,878
	My internship tutor discusses them with me.	IJ_6	0,943
	My traineeship tutor provides adequate justification for the decisions made about my work.	IJ_7	0,912
	My traineeship tutor offers explanations that make sense to me.	IJ_8	0,899
	The tutor of my traineeship explains it to me very clearly.	IJ_9	0,882

organisational support", seven items for "Intrapreneurship", four items for "Proactivity", six items for "Innovation", three items for "Risk propensity". The scale used for these items has been a seven-point Likert-type response format, in which respondents could rate the items from 0 "completely disagree" to 7 "completely agree" (see Table 3).

#### 4. Results of the research

The latent variables in this study are composed of reflective items. Assess each indicator's factor loadings or reliability; all items must achieve a reliability level above 0.707 (Hair et al., 2011). These results support the reliability of the reflective measures (Núñez-Barriopedro et al., 2020).

##### 4.1. Measurement model: reliability and validity

The latent variables in this study are composed of reflective items. To assess the factor loadings or reliability of each indicator, all items must achieve a reliability level above 0.707 (Hair et al., 2011). These results support the reliability of the reflective measures (Núñez-Barriopedro et al., 2020).

To assess convergent validity is used the average variance extracted (AVE) and a value at least equal to 0.5 is recommended, meaning that a construct explains more than half of the variance of its indicators (Hu and Bentler, 1999). This recommendation meets for all constructs (Table 2).

**Table 2**  
Reliability and validity.

	Cronbach's alpha	Compositereliability (rho_a)	Compositereliability (rho_c)	The veragevarianceextracted (AVE)
Happiness at work	0,943	0945	0,952	0691
Innovation	0,895	0898	0,919	0654
Interactionaljustice	0,955	0956	0,962	0739
Intrapreneurship	0,902	0909	0,922	0627
Organisationalsupport	0,939	0942	0,952	0768
Proactivity	0,871	0896	0,911	0719
Riskpropension	0,849	0904	0,908	0768

**Table 3**  
Heterotrait-monotrait ratio (HTMT).

	Happiness at work	Innovation	Interactionaljustice	Intrapreneurship
Happiness at work				
Innovation	0,648			
Interactionaljustice	0,723	0499		
Intrapreneurship	0,540	0630	0,413	
Organisationalsupport	0,694	0465	0,549	0684
Proactivity	0,564	0748	0,550	0562
Riskpropension	0,417	0750	0,392	0498

To measure internal consistency reliability (Table 2), Cronbach's alpha, and composite reliability ( $\rho_a$  and  $\rho_c$ ), all reflective variables also exceed the threshold of 0.7 (Nunnally and Bernstein, 1994).

The assessment of discriminant validity traditionally uses the Fornell-Larcker criterion (1981). Additionally, Henseler et al. (2015) propose to assess the heterotrait-monotrait ratio of correlations (HTMT), which estimates the actual correlation between two constructs if they measure perfectly. If the HTMT value is less than 0.90, discriminant validity between two reflective constructs has been established. All HTMT coefficients in the study are below 0.9, and the square root of the AVE is greater than the correlation between the constructs (Fornell and Larcker, 1981). Thus, both conditions are fulfilled for all items.

##### 4.2. Structural model: goodness of fit statistics

To evaluate the structural model, Henseler et al. (2015) introduce the standardised root mean square residual (SRMR) as a goodness-of-fit measure for the PLS-SEM. For this model, the SRMR is 0.091, so it meets that it is a value below 0.10, indicating an excellent fit to the data (Hu and Bentler, 1999). The model results also suggest that the dimensions explain a significant variance in the endogenous variables Happiness at work and Intrapreneurship with R<sup>2</sup> values of 0.607 and 0.389, respectively.

##### 4.3. Results of SEM

The conceptual model results (see Fig. 2) show how happiness at work is related to each of its antecedents.

With a coefficient of 0.469, the results show that Interactional justice positively and significantly influences happiness at work. Likewise, with a coefficient of 0.346, Organisational support positively and significantly influences happiness at work. Thus, hypotheses H1 and H4 are accepted (see Tables 4 and 5).

However, intrapreneurial characteristics do not influence future chefs' job happiness, so hypothesis H3 is rejected (see Tables 4 and 5).

Regarding the variables affecting intrapreneurial characteristics, the results show that proactivity and innovativeness positively and significantly influence intrapreneurial characteristics, so hypotheses H2.1 and H2.2 are accepted (see Tables 4 and 5). In contrast, risk propensity does not influence intrapreneurial characteristics, so H2.3 is rejected.

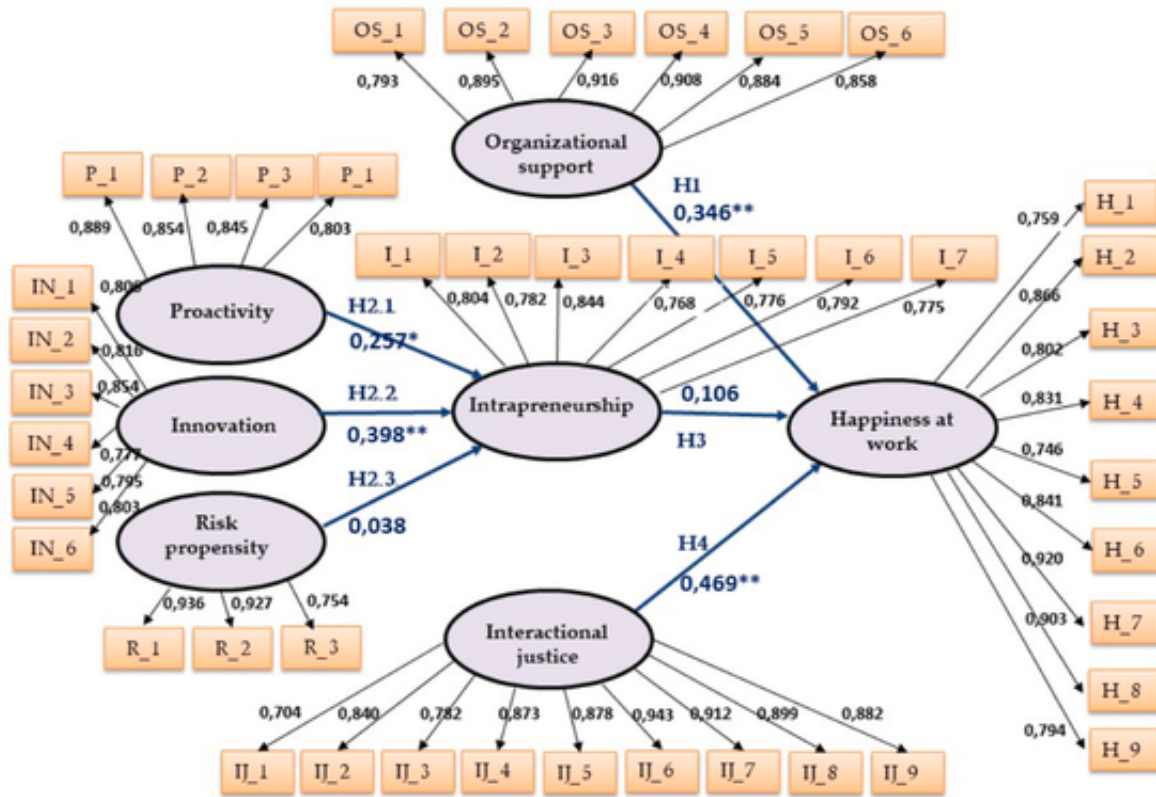


Fig. 2. Results.  
Note: \*p < 0.05 \*\*p < 0.01.

Table 4  
Total effect.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Innovation	0,398	0407	0,103	3863	0,
- > Intrapreneurship					000
Interactionaljustice	0,469	0471	0,087	5406	0,
- > Happiness at Work					000
Intrapreneurship	0,106	0106	0,086	1226	0,
- > Happiness at Work					220
Organisationsupport	0,346	0345	0,070	4945	0,
- > Happiness at work					000
Proactivity	0,257	0253	0,112	2302	0,
- > Intrapreneurship					021
Riskpropensity	0,038	0044	0,094	0406	0,
- > Intrapreneurship					685

Table 5  
Summary of hypothesis verification.

Hypothesis	Content	Verification
H1	Organisational support positively influences the happiness at work of future chefs.	Supported
H2.1	Proactivity positively influences intrapreneurial characteristics.	Supported
H2.2	Innovation positively influences intrapreneurial characteristics.	Supported
H2.3	Irrigation propensity positively influences intrapreneurial characteristics.	Rejected
H3	Intrapreneurial characteristics positively influence the happiness at work of future chefs.	Rejected
H4	The perception of interactional justice positively influences future chefs' happiness at work.	Supported

### 5. Conclusions

This scientific contribution to the social science literature fills the current research gap on happiness at work in the haute cuisine gastronomic sector. Through this lens, the authors of this academic study quantitatively examine how the happiness at work of people working in fine dining restaurants can improve through a corporate culture that stimulates organisational justice, intrapreneurship and organisational support. Two main conclusions emerge from the empirical analysis.

First, there are strong relationships between the dimensions of organisational support and organisational justice and happiness at work. The positive relationship between interactional justice and chefs' happiness at work supports the notion that equitable and respectful interactions in the workplace can impact individuals' perceptions of well-being. In haute cuisine, where collaboration and communication are essential, how colleagues and superiors treat chefs can influence their satisfaction and overall work experience. The findings suggest that promoting labour relations based on fairness and respect can contribute to a more positive work environment and, therefore, higher happiness at work. It is in line with the most recent research on the analysis of this topic (Tjahjono et al., 2019). Hence, it is not surprising that restaurants that stimulate the happiness at work of their human capital based on the two variables above show, among other things, a superior capacity to offer excellent and quality services to their customers. Such a finding is significant under the happiness management approach because this paper is one of the few to explore such a link in the fine dining industry (Rando-Cueto et al., 2023).

Second, the null influence of intrapreneurship on happiness at work. Although previous literature hints at a possible relationship between intrapreneurship and job satisfaction, the results of this study could not confirm this association in the context of haute chefs. It could be due to the complexity and particular nature of the culinary environment,

where innovation and creativity may be more complexly related to happiness at work. In addition, specific individual and organisational factors could influence chefs' perception of how intrapreneurship relates to their job well-being.

This result was surprising in light of other research showing that intrapreneurship influences work happiness (Ravina-Ripoll et al., 2023). Another reason why this phenomenon could have arisen is that innovation and culinary creativity must come exclusively from chefs. This ego entails the absence of entrepreneurial activities in the kitchen by the rest of his colleagues. As a possible explanation for this result, it is worth noting that Spanish chefs have shown a higher level of individualisation in generating their ideas. 90% of them work on developing their ideas and tend not to share them for a long time (Ottenbacher and Harrington, 2009). It may also be because these people are less happy in their professional roles, starting as early as their apprenticeship. In this sense, an essential contribution of this research is to demonstrate that intrapreneurship does not stimulate happiness at work for all types of professions. This fact and other elements not measured in this research, such as stress or emotional exhaustion, may be due to the lack of a leadership style that cultivates the new philosophy of happiness management. (Biggadike et al., 2023).

Finally, the results achieved in this paper lead us to propose future lines of research. The first is to demonstrate that enhancing the occupational well-being of human capital in the gastronomy sector proactively flourishes their optimistic, creative and innovative hearts (Ariza-Montes et al., 2018). The second is to examine whether a culinary education grounded in academic satisfaction positively affects the homeostatic integration of future chefs in haute cuisine establishments in the post-Covid-19 era (Ravina-Ripoll et al., 2022b). The third is to analyse other behavioural variables such as stress, workload and other aspects related to the perception of the work climate in restaurants and its effect on the happiness of chefs and their collaborators. Moreover, the last one is to explore the inclusion of the happiness management philosophy in the future curricula of culinary schools. In this way, future research will show that social dining is a strong driver of hospitality and happiness of diners in restaurants. Many of their customers demand to taste food that promotes sustainability and respect for the environment (Navarro-Dols et al., 2022). In this line, we would like future research to validate this pioneering conceptual model in the emerging literature on happiness management in other culinary cultures. On the other hand, we also propose the inclusion of new variables that affect our model, which are not analysed due to limited resources. These include stress, pay and occupational health.

### Implications for gastronomy

The results obtained in this research, which sought to analyse the influence of organisational support, interactional justice and intrapreneurship on the happiness at work of Spanish haute cuisine chefs, present several practical implications relevant to the management of restaurants and gastronomic establishments, as well as for the industry in general.

First, the findings highlight the importance of establishing a solid organisational support system for haute cuisine chefs. Gastronomic organisations should implement policies and practices that promote effective communication between management and kitchen staff. It could include the creation of open channels of communication, constant feedback and a willingness to listen to chefs' concerns and suggestions. A supportive environment can significantly improve the subjective well-being of those involved in this profession.

Secondly, interactional justice emerges as a crucial factor for the motivation and satisfaction of chefs. Leaders and managers must ensure that decision-making processes are transparent and considerate and that individual and collective efforts are recognised. Implementing fair and equitable evaluations and recognition of hard work can improve

chef morale and motivation, which is likely to translate into greater creativity and quality in the dishes offered.

Third, although the results do not suggest that encouraging intrapreneurship among chefs can positively impact their happiness at work, culinary organisations can promote the exploration of new culinary ideas and approaches by allowing chefs to innovate and experiment. Creating spaces where chefs can propose and develop new gastronomic proposals could increase their job satisfaction and enrich the establishment's culinary offer.

Finally, this research underlines the importance of creating a working environment that promotes organisational support, interactional justice and intrapreneurship in the Spanish haute cuisine industry. By implementing these managerial implications, gastronomic organisations have the opportunity to improve their chefs' occupational happiness and raise the quality of the culinary experience offered to their diners.

### Limitations

This work has its corresponding study limitations. First, the theoretical model proposed in this paper consists of three dimensions. The authors made this decision to avoid making the model too complex. It makes it challenging to know the effects of other variables on work happiness. Secondly, the results obtained in this research refer to trainees at the Basque Culinary. Therefore, the generalisability of the results is limited. The third refers to the data collection and, more specifically, the lack of longitudinal data. This fact makes it difficult to make solid and sequential causal inferences about the respondents' happiness at work. Fourth, the theoretical model of this research has not been studied so far in the recent happiness management literature (Robina-Ramírez et al., 2023). Hence, the empirical findings of this research should be taken with the necessary caution by the academic world. Lastly, this study has focused on the perception of happiness at work of future chefs without considering the organisation's environment and culture. This circumstance limits the causal relationship between all the variables in this study. However, the results indicate an excellent internal consistency of the variables and a good fit of the theoretical model to the data.

### Uncited references

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### Declaration of competing interest

None.

### Data availability

The data that has been used is confidential.

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