**ADDITIONAL FILES**

Appendix. Examples of interview transcripts and coding of competency constructs

Table 1 gives summary of the research findings from the perspectives of culinary educators and high performers’ chefs.

**Table 1:** Summary of Interview Feedback for Technical Construct

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Sub constructs**  | **Culinary Educators** | **High Performers Chef** |
| **CE****01** | **CE 02** | **CE 03** | **CE 04** | **HPC 01** | **HPC 02** | **HPC****03** | **HPC 04** | **HPC 05** |
| 1 | Kitchen Operations | **/** | **/** | **/** | **/** | **/** | **/** | **/** |  | **/** |
| 2 | Kitchen & Catering Service  | **/** | **/** |  |  | **/** | **/** |  | **/** |  |
| 3 | Technology  |  | **/** |  |  | **/** |  |  |  | **/** |
| 4 | Science |  |  | **/** |  | **/** |  |  | **/** | **/** |
| 5 | Nutrition |  |  | **/** |  | **/** |  | **/** |  | **/** |
| 6 | Research |  |  |  |  | **/** | **/** |  |  | **/** |
| 7 | Creativity | **/** |  |  | **/** | **/** | **/** |  |  | **/** |
| 8 | Innovative | **/** |  |  |  |  |  | **/** | **/** | **/** |
| 9 | Aesthetic |  |  |  |  |  |  | **/** |  | **/** |
| 10 | Culture | **/** |  |  |  | **/** | **/** |  | **/** |  |
| 11 | Quality |  |  |  |  | **/** | **/** | **/** | **/** |  |
| 12 | Safety |  |  |  |  | **/** |  |  | **/** | **/** |
| 13 | Hygiene |  |  |  |  | **/** | **/** |  | **/** | **/** |
| 14 | Costing | **/** | **/** | **/** | **/** | **/** | **/** |  |  | **/** |

**Table 2:** Interview Findings for Technical Construct

|  |  |  |  |
| --- | --- | --- | --- |
| **Examples of Supporting Datum** | **Respondents** | **Codes** | **Themes** |
| …You need to know the knife. The types of knives and its function. You cannot use butcher knife for vegetables cutting…  | CE01CE03 CE04 HPC01 HPC03 HPC05 | Mastery of culinary tecniques | Kitchen operations |
| …Most of the times, you need to know the taste of the products then you can prepare and cook. You need to know and visualize the product, only then you can prepare and cook… | CE01 CE04 HPC02 HPC01 HPC03 | Culinary products knowledge-wise |
| When problems occur such as customer complaint – how you treat them? How you cool down the unhappy customer? This is very subjective. Sometimes your services were a bit late. Sometimes, your food is tasteless, sometimes the food is salty or even spicier, there are times our food does meet the customer’s expectation. How are we going to fit every single taste buds of the customers?  | CE01 HPC01 HPC02 HPC04 | Customer service orientation | Kitchen and catering services |
| …At the beginning of my duty in the kitchen, the oven uses gas. No timing, no temperature. You just imagine. You came to work in the morning, you switch on the gas so that you could light the fire. The fire is on the right and left of the oven. Now we use electric, it is different because now you can see inside the oven… | CE02 HPC01 HPC05 | Technology acceptance | Technology |
| …Our hotel, we got compound, we got lands whatever, so there is a garden over there. So we come out with the idea. So the product is now…like, normally they will supply to my coffee house… | CE01 HPC03 HPC04 HPC05 | Culinary innovation | Innovative |
| …Meaning is that, creativity… justifying yourself…  | CE01 CE04 HPC01 HPC02 HPC05 | Creative culinary | Creativity |
| …For example, sekarang ni banyak new cooking. Souvelles, and then sekarang ada yang menggunakan molecular cuisine… itu semua new thing. That does consider high level. Create a new cooking… | CE03 HPC01 HPC04 HPC05 | Scientific culinary | Science |
| …Yeah, we have our own organic garden. This is because, our hotel, we have a screening center, GHSS Golden Health Screen Sanctuary. Our owner is very into this kind of health keeping. So he asked me whether I can come out with healthy menu… | CE03 HPC01 HPC03 HPC05 | Nutrition-wise | Nutrition |
| …And then the consistency, I mean the presentation. When you saw something you are familiar with, if it is different you can feel it straight away… | HPC03 HPC05 | Culinary aesthetics | Aesthetic |
| …For example, in KL Hilton yang tengah-tengah tu ada Indian foods, chapatti…. Belah sini Japanese, belah sini desserts dia… cold cut dia… tengah-tengah tu ada sup ada ni. Bila ada yang baru punya menu ni, ada nan, ada tempayan, semua tu kat situ. Kari kambing everything… | CE01 HPC01 HPC04 | Culinary culture diversity | Culture |
| …A chef, he or she must know account, at least a bit calculating. Must know good keeping, costing. Example, food costing in menu planning… | CE01 CE02 CE03 CE04 HPC01 HPC02 HPC05 | Costing management | Costing |
| …Yes, we need to be familiar with the ISO, these kind of systems… first thing first, these sorts of things. ..…Have to maintain product quality, consistency…  | HPC01 HPC02 HPC03 HPC04 | Quality commitment | Quality |
| …Dulu saya nak masuk competition, 3-4 bulan sebelum tu dah fikir dah. Apa nak buat? So buat 3-4 jenis kemudian bagi kat Chef. Chef, which one is better? Macam cooking, you mesti ada secret. You letak cream last, you mesti ada secret. That’s your secret to become successful | HPC01 HPC02 HPC05  | Design mindset | Research |
| …Yang paling utama kena ada knowledge. Hygiene and sanitation. Itu dua kena ada lah. Cleanliness in the area… in the kitchen. Makanan you bagus, cantik tapi tempat preparation you kotor. Saya tak boleh terimalah keadaan tu. Kalau makanan you tak berapa, tapi area you bersih. Yes, you serve a quality food… | HPC01 HPC02 HPC04 HPC05 | Hygiene compliance | Hygiene |
| …How to handle seafood? Very dangerous. In terms of hygiene, food safety in the kitchen, hazard, HACCP….  | HPC01 HPC04 HPC05 | Safety management | Safety |

Table 3 provides the findings summary regarding sub constructs for non-technical competencies.

**Table 3:** Summary of Interview Feedback for Non-Technical Construct

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Sub constructs**  | **Culinary Educators** | **High Performers Chef** |
| **CE** **01** | **CE 02** | **CE 03** | **CE****04** | **HPC****01** | **HPC 02** | **HPC 03** | **HPC 04** | **HPC05** |
| 1 | Emotional intelligence |  |  |  |  | **/** | **/** | **/** | **/** | **/** |
| 2 | Social intelligence | **/** | **/** | **/** | **/** |  | **/** | **/** | **/** | **/** |
| 3 | Cognitive intelligence | **/** | **/** | **/** | **/** | **/** | **/** | **/** |  |  |
| 4 | Professionalism & moral ethics | **/** |  | **/** | **/** |  | **/** | **/** | **/** | **/** |
| 5 | Management | **/** | **/** |  |  | **/** |  | **/** | **/** |  |
| 6 | Leadership | **/** | **/** |  | **/** | **/** |  | **/** | **/** | **/** |
| 7 | Entrepreneurship |  |  |  | **/** |  |  |  |  |  |
| 8 | Lifelong learning | **/** |  | **/** |  | **/** | **/** | **/** |  | **/** |
| 9 | Career | **/** | **/** | **/** | **/** | **/** | **/** | **/** | **/** | **/** |

**Table 4:** Interview Findings for Non-Technical Construct

|  |  |  |  |
| --- | --- | --- | --- |
| **Examples of Supporting Datum** | **Respondent** | **Codes** | **Themes** |
| …Of course, you need to maintain a good PR (public relations) in every level……Being a chef is… how good are you in communicating, and influencing people? To convince people is not an easy things… | CE01 CE02 CE04 HPC02 HPC03 HPC05 | Effective communication | Social intelligence |
| …You build up the teamwork. For example, Ok… we have jobs to do. Siapa yang tak siap lagi – back up……Like my assistant, they mainly involve in operations. All paperwork coming out from my office to them. Filing, everything. There are a lot of things…  | CE03 CE04 HPC03 HPC04 HPC05 | Teamwork and cooperation | Social intelligence |
| …I would say, analyzing skills. What will happen? Positive outcome or negative outcome? If positive, what will I do? If negative, what will I do? …In a hotel, we talked about F&B level, why not? Because you plan, you purchase, you forecast, you can see things, plan more in future… | CE01 CE03 CE04 HPC01 HPC02 HPC03 | Analytical thinking | Cognitive intelligence |
| …Planning could look very beautiful on paper. Can you actually execute? …Before things go wrong, you already has alternative plans… | CE01 CE02 CE04 HPC01 HPC02 HPC03 | Conceptual thinking | Cognitive intelligence |
| …I have to say that ours is quite big and huge. Our banquet is very heavy. That’s why I have a big team. When you have that people around you, I think you require all-rounded skills. Everything, not only in technical skills, but also the communications, leadership, a lot… | HPC01 HPC02 HPC03HPC04 | Responsiveness | Emotional intelligence |
| …You have to sauté the vege and then reduce. Let it stay until certain consistency. I do not want that they… They cut all the vege together with the tomato then stir inside the pot. That is the example of shortcut. You have to follow step by step. The method of cooking, you have to follow exactly… | HPC01 HPC02 HPC03 HPC05 | Decisive judgment | Emotional intelligence |
| ..Being a Chef is… how you convey yourself to people? How you carry yourself? …You have to accept criticism, take negative things and learn from it. It is important. You cannot be defensive all the times. We learn from mistakes… | CE01 CE03 CE04 HPC02 HPC03 HPC04 HPC05 | Professional expertise | Professionalism and moral ethics |
| …You have to show your leadership and show you can do the job. Again, you must show you can be a good leader, people can trust you, and people can rely on you to do something. When people give you an assignment make sure it is done perfectly… | CE01 CE02 HPC01 HPC03 HPC04 HPC05 | Impact and influence | Leadership |
| …You can develop someone, the staffs. People could easily follow you, have the characteristic as a leader……Every day… sometimes when I am free I will walk around. I will see how they do the training. Training is very important… | CE01 CE02 CE04 HPC01 HPC03 HPC04 HPC05 | Developing others | Leadership |
| …As a Chef, you are a manager. Must know how to organize, how to manage. A Chef must know all of this. Must know human resource or at least, personnel management… | CE01 CE02 HPC01 HPC03 HPC04 | Organizational management | Management |
| …You plan… shows how good are you. You supposed to compete……You need to manage your time well in order to be a good Chef……and always self-disciplined in the kitchen very important… | CE01 CE02 CE03 HPC03 HPC04) | Interpersonal management | Management |
| …Macam method of cooking tu you boleh acquire or learn through experience. You look at one thing, you observe you boleh buat dah……The second stage was your loyalty and willingness to learn… | CE01 CE03 CE04 HPC01 HPC02 HPC03 HPC05 | Learning orientation | Lifelong learning |
| …I was in China, in Beijing for two years.. it has to be industry-based person. Must know how to position yourself…  | CE01 CE04HPC01 HPC03HPC02 HPC05 | Strategic positioner | Career |
| …Long hours is… you have to be tough. You have to yakin diri boleh buat. So you have to carry on with that midset. By hook or by crook, that’s how you will survive in the hotel….  | CE01 CE02 CE03 CE04 HPC03 HPC02HPC05 | Situational adaptability | Career |
| …Setiap country ada PAM. Kita ada Pastry Cup Tournament. Saya joined the Committee, mana-mana ada competition saya akan pergilah, jadi judge... …we go for seminars, then we keep in touch with other counterparts in other hotels, normally we have like one month one gatherings, talk to each other… | HPC01 HPC03HPC04 HPC05 | Virtual collaboration | Career |
| …Tengok cermin, ask yourself, next five years, what is your weak point? My weak point my English very bad. During my rehat I pergi Housekeeping, ambil The Star paper, duduk kat locker room……My main specialties are Italian Food. I follow a few the so-called Mat Salleh Chefs. I follow them… | CE01 HPC01HPC03 HPC05 | Self-development | Career |
| …Bila di Sheraton Labuan, saya ada buat kelas untuk pekerja-pekerja bank. Saya buat pizza, cheesecake. Kalau ada sapa-sapa yang suka nak invite, you sediakan barang then I conduct the class… | CE01 HPC01 HPC04 HPC02HPC05 | Opportunity alertness | Entrepreneurship |
| …Let’s say you want to run a business, you must be a good cook. And then you got sales every day. You cannot take the money from the drawer and simply buy this and that. The business will be gone……Semasa saya bekerja di Le Meridian, saya bukak restoran Laman Grill Shah Alam, 2010. Kira macam off site punya. Saya bukak, saya running tapi saya bagi orang lain jaga… | CE01 CE04 CE02 HPC01 HPC04 HPC05 | Business acumen | Entrepreneurship |

Table 5 shows the summary of the interview findings regarding personal quality construct.

**Table 5:** Summary of Interview Feedback for Personal Quality Construct

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Sub constructs**  | **Culinary Educators** | **High Performers Chef** |
| **CE 01** | **CE 02** | **CE 03** | **CE****04** | **HPC01** | **HPC02** | **HPC03** | **HPC04** | **HPC05** |
| 1 | Openness | **/** | **/** | **/** |  | **/** | **/** | **/** | **/** | **/** |
| 2 | Extroversion |  |  | **/** |  | **/** | **/** |  |  | **/** |
| 3 | Agreeableness |  | **/** |  |  | **/** | **/** |  | **/** |  |
| 4 | Conscientiousness | **/** |  |  | **/** | **/** |  |  | **/** |  |
| 5 | Emotional stability |  |  |  |  | **/** | **/** |  |  | **/** |

**Table 6:** Interview Findings for Personal Quality Construct

|  |  |  |  |
| --- | --- | --- | --- |
| **Examples of Supporting Datum** | **Respondent** | **Codes** | **Themes** |
| …Dia pergi World Cup. Tapi dia masih respect kita because we gave encouragement. Eventhough you had reach the top, you have to respect others… | CE01 CE04 HPC01 HPC04 | Conscientiousness | Occupational Personality |
| …The traits... “can do” nothing is impossible, we as a human beings has the limitation but you will never know your limit until you try…kena tough, you are willing, sentiasa boleh ditegur. Kalau buat silap memang kena marah | CE02 CE03HPC02HPC03 HPC04 HPC05 | Openness | Occupational Personality |
| …The way they accept you…the way they listen to you, the way they understand you……Recipe saya memang standard. Ada yang saya buat sendiri, ada juga mana staff ada recipe yang lagi bagus kita gunakan because kita nak puaskan hati pelanggan… | CE02 HPC01 HPC04HPC02 | Agreeableness | Occupational Personality |
| …saya cakap kat dia... You know, Chef, I am not good. Everything I do is wrong. And then you always scold me. Sometimes I don’t have any confident to talk and to work with you. It’s a very-very pain to me. Cakap directla pasal dia lagi paham……A chef must be aggressive… | CE03 HPC01HPC02HPC05 | Extrovert | Occupational Personality |
| …Kerja chef ni, maki hamun tu macam hiburan dapur… | HPC01HPC02 HPC05 | Emotional Stability | Occupational Personality |

Table 7 shows the summary of the interview findings regarding physical state construct. There are six interview participants out of nine whom mentioned about the importance of physical fitness while performing job task in the kitchen.

**Table 7:** Summary of Interview Feedback for Physical State Construct

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Sub constructs**  | **Culinary Educators** | **High Performers Chef** |
| **CE01** | **CE02** | **CE03** | **CE04** | **HPC01** | **HPC02** | **HPC03** | **HPC 04** | **HPC05** |
| 1 | Fitness | **/** | **/** | **/** |  | **/** |  |  | **/** | **/** |

**Table 8:** Interview Findings for Physical State Construct

|  |  |  |  |
| --- | --- | --- | --- |
| **Examples of Supporting Datum** | **Respondent** | **Codes**  | **Themes** |
| …Some people tak tahan. It is not an 8 hours job. Sometimes 14-16 hours. Larat ke you? Most Chefs dia masuk kerja 6.30pg dia balik 6.30pg esok ataupun dia tak balik. That’s what it is……Of course, you have to work extra time, kena tahan penat…You must be tough in the kitchen. Maknanya you must stand working long hours. That’s the most important. Kebanyakan budak, long hours tu dia tak tahan. Can be 10 hours, 12 hours straight……Bakery very tough. At that time kita takda dough shifter. Kita buat croissant Danish 4 dough by hands, manual. Satu dough 3.5kg plus 1kg butter, you have to roll that……Kerja long hour, pressure, masak non-stop…  | CE01 CE02 CE03 HPC01 HPC02 HPC04 HPC05 | Fitness | Physical fitness |

Table 9 shows the summary of the interview feedback regarding Self-Concept construct.

**Table 9:** Summary of Interview Feedback for Self-Concept Construct

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Sub constructs**  | **Culinary Educators** | **High Performers Chef** |
| **CE01** | **CE02** | **CE03** | **CE04** | **HPC01** | **HPC02** | **HPC03** | **HPC04** | **HPC05** |
| 1 | Attitude | **/** | **/** |  | **/** | **/** | **/** | **/** | **/** | **/** |
| 2 | Values | **/** |  | **/** | **/** | **/** | **/** |  |  |  |

**Table 10:** Interview Findings for Self-Concept Construct

|  |  |  |  |
| --- | --- | --- | --- |
| **Examples of Supporting Datum** | **Respondent** | **Codes**  | **Themes** |
| …One, saya rasa dia punya interest. Very important because some people they just work for the money. Some people they have that dalam badan, dia suka the work…  | CE01 CE03 CE04 HPC01 HPC02 | Value: Interest | Occupational Preferences |
| …I nampak dia ni very dedicated. Pukul 7 dah sampai dah. Kalau saya pergi breakfast saya nampak dia. Saya pergi malam, pergi dinner dia baru nak balik ……You do more… Katakanlah you tengah break. Usually dalam pukul 2-5pm tu, adakah you akan makan? Tidur? Atau pun you akan buat kerja?... | CE01 CE02 CE04 HPC01HPC02 | Attitude: Dedication |
| …Masa saya habis macamni. Fulltime kat tempat kerja. Saya jaga, tu tanggungjawab saya. Saya akan masuk kerja pukul 7 pagi, balik 10 malam. Orang lain tak boleh ikut……I won’t follow step by step what they cook. But sometimes, ya lah, randomly I will go and check how they do the things, spot check…  | HPC01 HPC02 HPC03 HPC04 HPC05 | Attitude: Responsibility |

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 Table 11 shows the summary of the interview findings.

**Table 11:** Summary of Interview Feedback for Motives Construct

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Sub constructs**  | **Culinary Educators** | **High Performers Chef** |
| **CE01** | **CE02** | **CE03** | **CE04** | **HPC 01** | **HPC 02** | **HPC03** | **HPC 04** | **HPC05** |
| 1 | Sense of worth | **/** | **/** |  |  | **/** | **/** |  | **/** | **/** |
| 2 | Achievement motivation | **/** |  | **/** | **/** | **/** | **/** | **/** | **/** | **/** |
| 3 | Relationship management | **/** |  |  | **/** | **/** | **/** |  | **/** | **/** |

**Table 12:** Interview Findings for Motives Construct

|  |  |  |  |
| --- | --- | --- | --- |
| **Examples of Supporting Datum** | **Respondent** | **Codes**  | **Themes** |
| …Sometimes you just call yourself a chef. Most people want to be this one – the Executive Chef……When people know you, know you for what you doing best, its shows your achievement… | CE01 CE02HPC01 HPC02HPC04HPC05 | Recognition | Sense of Worth |
| …Saya happy dengan kerjaya saya sekarang kerana jadi Chef tidak semua orang boleh …Pangkat bukan apa-apa tau. Tapi kepuasan. Saya ni pun sekarang dah puas. Saya boleh buat menu. Saya boleh ambil orang, buang orang. Saya boleh motivate orang. Saya boleh buat apa saja… | HPC01 HPC02HPC04 HPC05 | Satisfaction |
| …Walaupun saya pastry ....semua dalam kitchen saya belajar. Because impian saya nak jadi Executive Chef yang gaji tinggi. Responsibility, working long hours, then future dia… initiative to become somebody……Pangkat ni pada saya dah puas. Sebab tu saya punya target The Best Chef in Asia Pacific……Because I have a target, I have vision, I have passion. You have to lead your team, all good Chefs selected from various backgrounds… | CE03HPC01HPC02HPC03HPC04HPC05 | Dreams | Achievement motivation |
| …Able to exceed people’s expectations, that is the level……Sentiasa buat lebih daripada apa yang orang expects. Macam dia expect A, kita akan buat lebih daripada A. Saya ni, next month’s punya planning saya dah buat. Dan akan buat sesuatu yang orang tak expect… | CE04HPC01HPC02 HPC03 | Job-task fulfilment |  |
| …Kat sini mula-mula ada Executive Chef, a local Chef. Baru je resign. So sekarang saya dapat taskforce dari Bangkok. Mat Salleh Italy. Dia dengan saya lah sekarang ni. Kalau saya cuti, dia handle. Kalau dia cuti, saya. Kita rotate dua orang……Sebelum nak sampai ke situ, people need to recognize you first, especially the culinary industry. Bila you dah ada benda tu, you dah solid kat situ. Then orang nak approach you, nak offer you something they feel confident. When you have the name, the skills, you have the reputation…  | CE04HPC01HPC02HPC04HPC05 | Relationship with others | Relationship management |