

# MODERATING WORK EFFICIENCY AND PERFORMANCE THROUGH BEST-PRACTICE CERTIFICATION: MANAGEMENT'S PERSPECTIVE

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**Abstract** This paper examines the urgent need to successfully implement best -practice certification when determining an effective economic mechanism for the foodservice industry from the management perspective. The study involved 73 managers of targeted food service companies (at a response rate of 92%) who participated in a survey. The 33 best-practice compliant companies and 40 companies still undergoing the certification process formed the sample. The Partial Least Squares Structural Modeling (PLSSEM) indicates that best-practices had a significant influence on work efficiency and performance in the context of the full sample. The Measurement Invariance Assessment of Composite Model (MICOM) analysis also indicates that the best-practice certification adoption group moderated this relationship between best-practices and work efficiency and performance. However, the results show that the best-practice certified group demonstrated a stronger relationship between food relevant best -practices and work efficiency and performance compared to the group undergoing certification. The outcome reveals that embracing best-practice management can lead to a strong systematic approach in enhancing a business operation.

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