

The Influence of Perceived Organizational Support (POS), Perceived Supervisory Support (PSS) and Organizational Commitment (OC) towards Intention to Leave or Intention to Stay: A case of Casual Dining Restaurants in Klang Valley, Malaysia

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Abstract:

Restaurant industry in Malaysia is continuing to grow positively and considered as one of sector that deal with number of employees. Due to this scenario, it can be said that managing employees in this industry very challenging especially in retaining them. Employees may quit due to many reasons. Hence, the management needs to monitor their employees before they have the intention to leave the organization. This study aims to examine the relationship between perceived organizational support (POS), perceived supervisor support (PSS), and organizational commitment (OC) and employees' intention to leave or stay in the casual dining restaurant in Klang Valley area. A total of 855 questionnaires have been distributed among employees working in the casual dining restaurant in Klang Valley area. This study employed convenient sampling and a total of 717 usable questionnaires gathered which gave an 84% response rate. This study was analyzed by using structural equation modeling and results from research findings indicated that organizational commitment (OC) was found to be the most influential for both intention to leave $\beta = -0.31$ ($p < 0.001$) and intention to stay $\beta = 0.75$, $p < 0.001$. The finding is expected to help management to highlight this factor and plan strategies to retain their staff and minimize actual turnover from occur.

Keywords: Perceived Organisational Support, Perceived Supervisor Support, Organizational Commitment, Intention to Leave, Intention to Stay, Structural Equation Modeling

Introduction

Malaysians' love for their variety of food has encouraged the growth of food establishments across the nation. In order to satisfy the different taste buds, new establishment emerged one after another and resulted in the annual growth rate of 6.5% for food and beverage (F&B) services from 2001 toward 2010. In particular, food service establishments that comprised restaurants and restaurant cum night club services, cafeterias/canteens services, fast food restaurants services, and food stall services, integrated to make up 81.4% of total number of F&B establishments in Malaysia for the year 2010 (Department of Statistics, 2011). As a highly populated area in Malaysia, Klang Valley became a favorite spot for food companies to set up their outlets and test the local market. Moreover, the popular trend of eating out among its residents also encouraged the move (Euromonitor International, 2012a).

One of the most popular dining outlets among Klang Valley residents is casual dining restaurant. It is considered as a favorite for customers to dine in and spend time with their families and friends due to the affordable prices, numerous menu items, clean environment, and full service that are offered (Euromonitor International, 2013a, 2013b). In Malaysia, casual dining restaurants can fall into two groups; the higher price range outlets and the lower price range outlets. The former usually received guest check average from RM40 to RM50 (approximately US\$10 to US\$13) while the latter averages at RM10-20 (approximately US\$3-5) per person (Euromonitor International, 2013b).

In studying the factors that lead to employee turnover and retention, scholars found that intention to leave and intention to stay are among the best determinants of actual turnovers and retentions (Nazari & Emami, 2012; Tuzun & Kalemci, 2012; Kahumuza & Schlechter, 2008; Ghiselli, Lopa, & Bai, 2001). On the one hand, intention to leave is the employee's intention of leaving the organization they are currently employed. On the other hand, intention to stay is the staff's conscious and deliberate willingness to stay with the organization (Cho, Johanson, & Guchait, 2009). It was suggested that if an antecedent decreases the intention to leave, it does not necessarily will increase intention to stay. Four possibilities were proposed; (1) antecedents that influence intention to leave but may not have any influence on intention to stay (disengagers), (2) antecedents that influence intention to stay but may not influence intention to leave (retainers), (3) antecedents that might influence both intention to leave and intention to stay (criticals), and (4) antecedents that might not influence either intention to leave or intention to stay (neutrals) (Cho et al., 2009).

Literature Review

Employee turnover

Food service is one of the industries with the most unstable workforce (Dermody et al., 2004). The turnover rate is very high and the companies have to suffer from the high costs that come with it. By definition, turnover is the movement of people in and out of employment within an organization (Denvir & McMahan, 1992). In a survey conducted by Malaysian Employers Federation (MEF) on executive positions between June 2010 and July 2011, Hotel/Restaurant industry had the third highest annual average turnover rate at 32.4% only behind IT/Communication (75.72%) and Association/Societies (33%) (Goh, 2012). One of the reasons

for departure is the low average monthly salary compared to other industries, urging the employees to look for alternatives in industries that pay higher (Suleiman AlBattat & Mat Som, 2013).

The costs that follow every turnover became a huge concern for organizations. In general, the costs are divided into tangible and intangible. Tangible costs usually involve expenses like lost sales when employees left as well as recruitment and training of new staff (Guchait, 2007; Wildes, 2005; Hay, 2002). It was reported that the average cost for turnover ranged from US\$3,000 to US\$10,000 per hourly employee to over US\$50,000 for managers (Moncarz, Zhao, & Kay, 2009). On the other hand, intangible costs include but not limited to productivity loss, talent loss, and morale decrement of current employees (Cho et al., 2009; Guchait, 2007; Mansfield, 2007; Hay, 2002; Hinkin & Tracey, 2000). Loss of productivity affects the duties completion of other employees for it requires new staff to learn the job tasks first. Morale of the staying staff could decrease when employees with better skills and abilities get the opportunities to leave while the others stay possibly due to the lack of job alternatives (Nadiri & Tanova, 2010).

An organization has every reason for wanting to keep their talented and skillful employees around because to be successful and dominate the industry they are in, attraction and retention of the talents and the skills are the fundamental (Dawley, Houghton, & Bucklew, 2010; Nadiri & Tanova, 2010; Hay, 2002). Without engagement and investment in their employees, the possibility of turnover risen (Goh, 2012). With successful retention programs coordinated by the company, the number of tenured workforces can be increased and it will eventually aided in higher competitiveness and profitability (Moncarz et al., 2009). Among the factors that influence employee retention are financial rewards and employee benefits, job enrichment, training and development opportunities, work environment, and work-life balance (Ghosh, Satyawadi, Joshi, Shadman, 2013).

Perceived organizational support and intention to leave

Perceived organizational support (POS) suggested that to determine the organization's readiness to reward increased work effort and to meet needs for praise and approval, employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-beings (Eisenberger, Huntington, Hutchison, & Sowa, 1986). To reciprocate the perceived support, employees would increase their efforts, performances, loyalties, and commitments in helping the company to achieve their objectives and targets (Kahumuza & Schlechter, 2008; Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). POS is considered as a key predictor of turnover intention. As POS increases, intention to leave decreases because POS creates feeling of obligation toward the organization (Tuzun & Kalemci, 2012; Allen, Shore, & Griffeth, 2003). In contrast, employees with low POS are likely to leave the organization (Jawahar & Hemmasi, 2006). Other researchers also agreed on the negative relationships between POS and intention to leave (Blomme, Van Rheede, & Tromp, 2010; Cho et al., 2009; Wayne, Shore, & Liden, 1997). Thus, the following hypothesis is proposed:

Hypothesis 1 (H1): POS will have a negative relationship on intention to leave a job.

Perceived supervisor support and intention to leave

From employees' point of view, supervisors act as an agent of the organization, thus any decision made by a supervisor is believed to represent the organization's decision. Moreover, since supervisors would report evaluations on the subordinates to the upper management, it

strengthen the association of supervisor support and POS (Eisenberger, Stringlhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Rhoades & Eisenberger, 2002). However, employees do differentiate organization from their immediate supervisor as both sides have different influences on employees' perception of being supported (Kahumuza & Schlechter, 2008; Maertz, Griffeth, Campbell, & Allen, 2007; Kottke & Sharafinski, 1988). This is due to the fact that employees work closer to their supervisors compared to the upper management of the organization, hence the relationship can get more personal especially regarding job performances and salaries (Shanock & Eisenberger, 2006). Perceived supervisor support, or PSS, is the global perception that the employees have regarding to the extent to which supervisors value employees' contributions and care about their well-being (Eisenberger et al., 2002). Supportive supervisor is effective in managing the subordinates' emotions, which is essential in managing organizational commitment (Dawley, Andrews, & Bucklew, 2008). Among the advantages that accompanied supportive leaders are the reduced stress among the subordinates, increased satisfaction in leaders and jobs, and enhanced follower performance like increased motivations to do extra work (Basford, Offermann, & Wirtz, 2012). Studies of PSS and intention to leave showed negative relationship between the variables (Newman, Thanacoody, & Hui, 2012; Tuzun & Kalemci, 2012). Therefore, the following hypothesis is proposed:

Hypothesis 2 (H2): PSS will have a negative relationship on intention to leave a job.

Organizational commitment and intention to leave

Organizational commitment (OC) is the relative strength of an individual's identification with and involvement in a particular organization (Mowday, Steers, & Porter, 1979). Commitment toward work and organization is a win-win situation for both the employees and the organization. For instance, having commitment toward their employers indicates positive relationship and that could add meaning to life like perceived self-worth. Likewise, organization also favored commitment because it helps in increasing performance while reducing turnover and absenteeism (Mowday, 1998). Organization favored OC in achieving long-term organizational goal because of the broader reaching implications it possessed and is also a driving force behind an organization's performance (Perryer, Jordan, Firms, & Travaglione, 2010; Cross & Travaglione, 2004). In regards of the relationship with turnover intention, studies found that they are negatively related Chan, Yeoh, Lim, & Osman, 2010; Kahumuza & Schlechter, 2008; Labatmediene, Endriulaitiene, & Gustainiene, 2007; Meyer & Allen, 1991) for employees with higher OC suggests lower desire to leave an organization thus lowering the intention to leave. Therefore, the following hypothesis is proposed:

Hypothesis 3 (H3): OC will have a negative relationship on intention to leave a job.

Perceived organizational support and intention to stay

Employees are more committed and likely to stay with the organization if they feel that the organization acted positively toward them and less likely to remain with the organization if they do not feel the positive act from the organization (Perryer et al., 2010). One of the significant consequences of POS found by Rhoades and Eisenberger (2002) in their meta-analysis was desire to remain or intention to stay in the organization. Cho et al. (2009) found that the increase of POS also increases the employees' intention to stay. In fact, they discovered that the effect of POS on intention to stay is twice as much as the effect of POS on intention to leave. Unfortunately, there were not many studies done to find the relationship between POS and intention to stay. Therefore, this study will investigate more on the direct

relationship between these variables. By following the same logic of the effect of POS on leaving intention, the following hypothesis is proposed:

Hypothesis 4 (H4): POS will have a positive relationship on intention to stay with a job.

Perceived supervisor support and intention to stay

Cho et al. (2009), who focused their studies on hospitality industry, discovered that there was no increment in employees' intent to stay as PSS increased. Unfortunately, we could not find other studies of PSS-intention to stay in hospitality that can be used as comparison. Therefore, hypothesis will be proposed based on studies done in other industries. Studies found that low level of supervisor support were related to turnover. In a study done among child welfare workers, the role of supervisor support is important to employee turnover. Poor supervision was found to contribute to the decision of leaving the workplace and supportive supervision helps to retain the employee. Thus, supervisor support is positively related to intention to stay (Smith, 2005). In another study among a service sector organization, intention to stay exerts a positive outcome when being correlated with perception of being supported by immediate supervisors and senior management respectively (Basford et al., 2012). Hence: Hypothesis 5 (H5): PSS will have a positive relationship on intention to stay with a job.

Organizational commitment and intention to stay

The high commitment is achieved when employees feel that they are being accepted and supported by the supervisors and co-workers, thus increasing their intentions to stay and become part of the organization's brand (Crick & Spencer, 2011). Currivan (1999) stated that numbers of empirical evidence proposed that with greater OC, employee's intention to stay is higher and thus lowers the turnover. Cho et al. (2009) proposed in their studies that if the employees possess high OC, it will motivate them to be more attached toward the organization and thus increasing the employees' intention to stay. Therefore, the following hypothesis is proposed:

Hypothesis 6 (H6): OC will have a positive relationship on intention to stay with a job.

This research is conducted by following the conceptual framework below. POS, PSS, and OC are listed as independent variables whereas intention to leave and intention to stay made up the dependent variables.

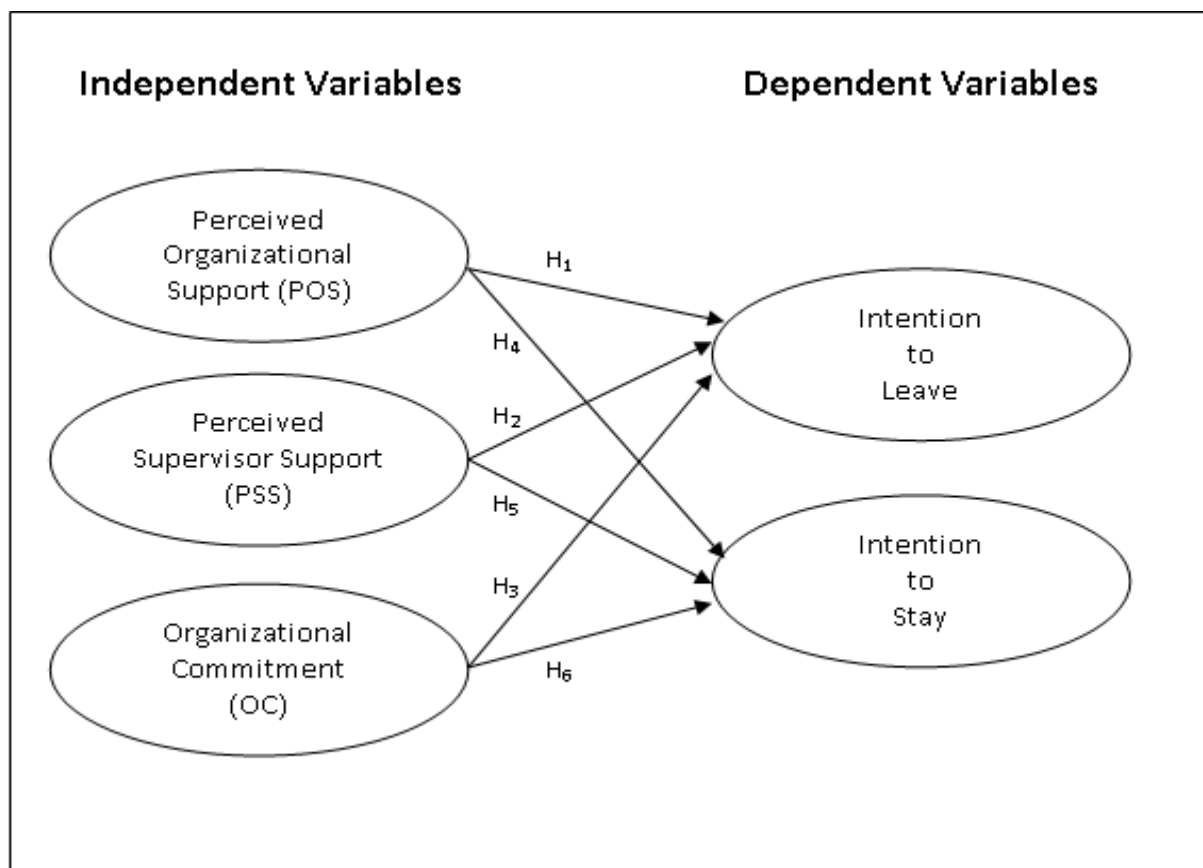


Figure 1. Conceptual framework

Methodology

Sample

The population for this study is the employees of casual dining restaurant in Malaysia. The sampling frame comprised of employees of casual dining restaurants in Klang Valley, Malaysia, with selection of sample being done on the basis of convenience sampling. A total of 106 casual dining restaurants in Klang Valley agreed to participate with a total of 855 questionnaires have been distributed. The selection of restaurants is based on Euromonitor International (2012b) that reported a total of 603 casual dining full-service restaurants outlets have existed in 2011. The report also listed the companies and brands which were involved in such business. Since the specific number of outlets in Klang Valley was not available, the selection of outlets was done by referring to the store locations provided on the companies and brands' official websites.

Data Collection

Upon permission, the self-administered questionnaires were handed to the managers or supervisors in charge during the time of approach. To lessen the chance of being rejected, the approaches were only done during the non-peak hours where the number of customers was usually at the least. Depending on time availability, some of the managers and supervisors let the questionnaires to be answered right away while others agreed to return the completed sets on other available time. The employees were advised that their participations are voluntarily and their identities would be kept anonymous. Out of 855 questionnaires

distributed, the collection yielded a total of 717 usable questionnaires, which gave an 84% response rate, and the data collected was used for further analyses.

All constructs were adopted from previous researches; (i) POS was measured using 16-item version of Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986); (ii) PSS was measured using 16-item construct of Survey of Perceived Supervisor Support developed by Kottke and Sharafinski (1988); (iii) OC was measured using 18-item construct developed by Meyer, Allen, and Smith (1993); (iv) intention to leave used 5-item measurement by Wayne et al. (1997); and (v) intention to stay used 4-item measurement by Ma (2010). The responses to all items were indicated on 7-point Likert scale (1=strongly disagree to 7=strongly agree). Table 1 showed all items for every constructs and the Cronbach's.

Results

Demographic characteristics of respondents

The results of demographic characteristics of the respondents are presented in Table 1. The respondents were mostly male employees where they made up 62.5% of total respondents while the female staff constituted another 37.5%. The staff who took part in the survey were mostly non-managerial staff (72.4%) while the 23.4% of them were in managerial positions. The average age was 24.1 years old and the majority of the respondents were single (81.3%) compared to the married staff (18.7%). In regards of educational level, more than half of the staff were secondary school students or leavers (54.4%) while 41.1% of them enrolled in higher education institutions, from A-level and its equivalents (e.g.: STPM, Matriculation and Diploma) until postgraduate studies. Finally, average working hours per week for the respondents were 54.3 hours, working experience in the current restaurant averaged at 17.4 months while average working experience in restaurant industry was 35.5 months.

Table 1

Demographic characteristics of respondents

Demographic characteristics	Frequency (n)	Percentage (%)
Gender		
Male	448	62.5
Female	269	37.5
Marital Status		
Single	583	81.3
Married	134	18.7
Educational Level		
Primary School	23	3.2
Secondary School/SPM	390	54.4
STPM/Matriculation/A-level/Diploma	157	21.9
Bachelor Degree	135	18.8
Master Degree/PhD	3	0.4
Undetermined	9	1.3

Work Position

Managerial	168	23.4
Non-managerial	519	72.4
Others	25	3.5
Undetermined	5	0.7

Average age : 24.1

Average working hours per week : 54.3

Average working experience in current restaurant (months) : 17.4

Average working experience in restaurant industry (months) : 35.3

Measurement model

Following CFA, the overall fit for the initial measurement model was poor, where RMSEA = 0.079, CFI = 0.845, GFI = 0.864, IFI = 0.845, $\chi^2 = 1538.5$ (d.f. = 281, $p < 0.001$), $\chi^2/\text{d.f.} = 5.475$. Modification indices suggested that measurement errors can be correlated to improve the fit. After correlations, the final model showed good fit (RMSEA = 0.070, CFI = 0.900, GFI = 0.903, IFI = 0.901, $\chi^2 = 903.4$, [d.f. = 202, $p < 0.001$], $\chi^2/\text{d.f.} = 4.472$). Factor loadings of scale items for every constructs as the result from CFA are presented in Table 3. A total of 23 observed variables from the five constructs remained after CFA. The items' loadings met the minimum threshold of 0.6 and were significant ($p < 0.001$) except for four items (POS8 [0.591], OC15 [0.571], IS1 [0.496], and IS3 [0.559]). Since the factor loadings for items POS8, OC15, and IS3 were close to 0.6, they were kept in the model. Although item IS1 showed low factor loading, it has to be kept in the intention to stay construct as latent constructs are required to have a minimum of four observed variables in SEM.

Table 2

Confirmatory Factor Analysis: Items and standardised loadings

Constructs and scale items	Standardised loadings
Perceived organizational support	
POS8 The company really cares about my well-being.	0.591
POS11 The company cares about my general satisfaction at work.	0.622
POS14 The company cares about my opinions.	0.783
POS15 The company takes pride in my accomplishments at work.	0.694
POS16 The company tries to make my job as interesting as possible.	0.652
Perceived supervisor support	
PSS8 My supervisor really cares about my well-being.	0.681
PSS10 My supervisor is willing to help me when I need a special favour.	0.651
PSS11 My supervisor cares about my general satisfaction at work.	0.711
PSS14 My supervisor cares about my opinions.	0.723
PSS15 My supervisor takes pride in my accomplishments at work.	0.772
PSS16 My supervisor tries to make my job as interesting as possible.	0.694

Organizational commitment

OC8 It would be very hard for me to leave my organization right now, even if I wanted to.	0.674
OC15 I would feel guilty if I left my organization now.	0.571
OC16 This organization deserves my loyalty.	0.641
OC18 I owe a great deal to my organization.	0.709

Intention to leave

IL1 As soon as I can find a better job, I'll leave this company.	0.706
IL2 I am actively looking for a job outside this company.	0.641
IL3 I am seriously thinking of quitting my job.	0.780
IL4 I often think of quitting my job at this company.	0.925

Intention to stay

IS1 I would turn down a job offer from another company if it came tomorrow.	0.496
IS2 As far as I can see, I intend to stay with my current company.	0.833
IS3 It is very important for me to spend the rest of my career in this company.	0.569
IS4 I will stay at this company even if other companies offer me higher pay and position.	0.665

Table 3 presented the results of descriptive analysis, Cronbach's α , AVE, CR, and R^2 of the constructs. The results showed that all of the α are above 0.6, ranging between 0.747 and 0.892. On the other hand, internal consistency of the variables was measured by composite reliability (CR). With all of the CR values exceed the cutoff point of 0.7, the constructs are said to have achieve the composite reliability. The cutoff point for average variance extracted (AVE) is 0.5. For this study, only intention to leave achieved AVE more than 0.5, at 0.593, whilst the AVE for POS, PSS, OC, and intention to stay are 0.451, 0.499, 0.423, and 0.426 respectively. However, since AVE is considered as more conservative measure than CR, if the values of CR exceeded the minimum level of 0.7, the convergent validity of the constructs is adequate (Fornell & Larcker, 1981). With high factor loadings and the adequate AVE, convergent validity is achieved.

Discriminant validity is achieved when the R^2 of a pair of construct is less than AVE for each corresponding construct. From Table 4, it can be seen that all of the pairs met the requirement except for POS and PSS pair which has R^2 higher than AVE. Therefore, the chi square differences test was conducted. For this purpose, the POS and PSS constructs were combined to create a one-factor model. A second model, a two-factor model, were comprised of distinguishing POS and PSS. The fit for both models were compared. The result showed that the two-factor model, $\chi^2(33) = 132.389$, $p < 0.001$ has model fit of the following: $\chi^2/df = 4.012$, GFI = 0.969, IFI = 0.970, CFI = 0.970, RMSEA = 0.065. As comparison, the one-factor model, $\chi^2(32) = 307.347$, $p < 0.001$ has the model fit of $\chi^2/df = 9.040$, GFI = 0.923, IFI = 0.918, CFI = 0.917, and RMSEA = 0.106. Since the two-factor model showed better fit compared to one-factor model, it indicated that POS and PSS were not perfectly correlated.

Table 3

Descriptive statistics, Cronbach's alpha (α), average variance extracted (AVE), composite reliabilities (CR), and squared correlations (R^2)

Variables	Mean (SD)	Reliability (Cronbach's alpha, α)	AVE	POS	PSS	OC	Intention to Leave	Intention to Stay
POS	4.70 (0.943)	0.875	0.451	0.803^a				
PSS	4.82 (0.970)	0.892	0.499	0.537 ^b	0.856			
OC	4.39 (0.778)	0.771	0.423	0.230	0.141	0.745		
Intention to Leave	4.12 (1.444)	0.806	0.593	0.190	0.085	0.096	0.851	
Intention to Stay	3.95 (1.419)	0.747	0.426	0.232	0.170	0.415	0.327	0.741

Structural model

In structural modeling, the causal and hypothesised relationships are on the focus. To recall the hypotheses as devised in literature review:

- H1: POS will have a negative relationship on intention to leave a job;
- H2: PSS will have a negative relationship on intention to leave a job;
- H3: OC will have a negative relationship on intention to leave a job;
- H4: POS will have a positive relationship on intention to stay with a job;
- H5: PSS will have a positive relationship on intention to stay with a job; and
- H6: OC will have a positive relationship on intention to stay with a job.

The initial model of structural model had the overall fit of RMSEA = 0.074, CFI = 0.887, GFI = 0.895, IFI = 0.888, $\chi^2 = 994.120$ (d.f. = 208, $p < 0.001$), $\chi^2/d.f. = 4.897$. It was found that the paths from POS to intention to stay, PSS to intention to leave, and PSS to intention to stay were not significant. Thus, the path between POS and intention to stay was removed as well as the PSS construct. The final model fit is as followed; RMSEA = 0.079, CFI = 0.898, GFI = 0.916, IFI = 0.916, $\chi^2 = 559.352$ [d.f. = 103, $p < 0.001$], $\chi^2/d.f. = 5.432$. Table 5 summarises the results of structural model.

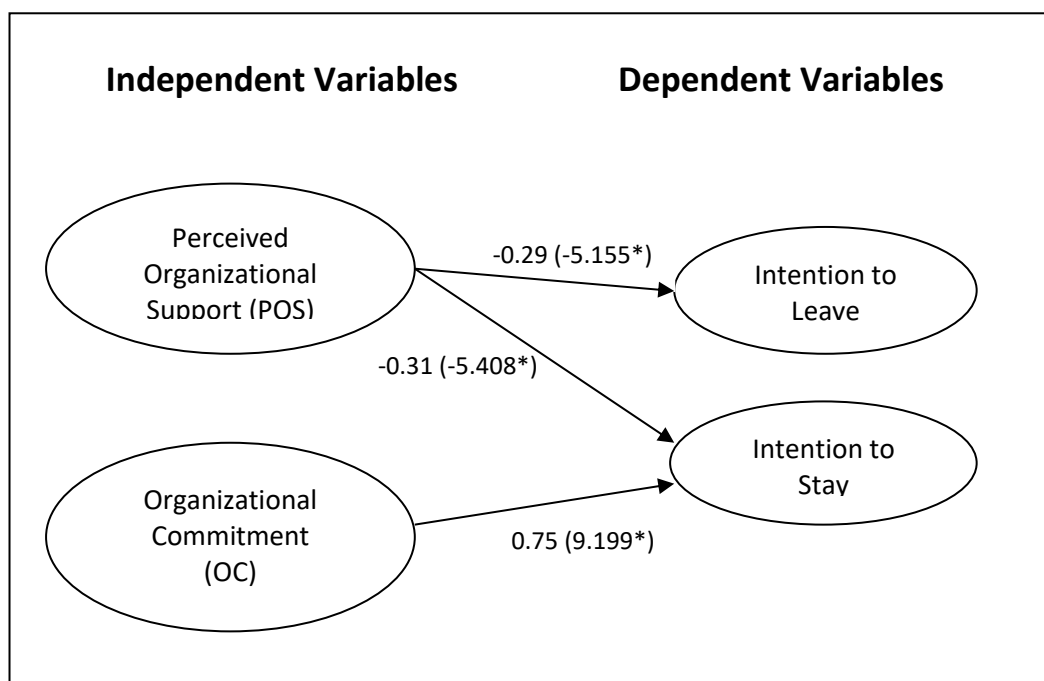
Table 4

Result of structural equation analysis

Path	Path estimate	t-value
POS → Intention to leave	-0.29	-5.155*
OC → Intention to leave	-0.31	-5.408*
OC → Intention to stay	0.75	9.199*
Structural model statistics		Results
χ^2		559.352
d.f.		103
$\chi^2/d.f.$		5.432
CFI		0.898

GFI	0.916
IFI	0.916
RMSEA	0.079

This study is intended to examine the relationships of POS, PSS, and OC on employees' intention to leave and intention to stay. As proposed in H1, POS was found to have negative significant relationship with intention to leave, where $\beta = -0.29$, $p < 0.001$. Thus, H1 is supported. Since PSS construct was deleted from the final model, PSS and intention to leave were left to no relation with each other and therefore, H2 is rejected. With $\beta = -0.31$ ($p < 0.001$), the relationship of OC and intention to leave supported H3 that proposed OC to have negative relationship with intention to leave. As stated previously, the path between POS and intention to stay was removed due to the insignificance of the two variables resulted in the rejection of H4 that suggested POS to have a positive relationship with intention to stay with a job. PSS is again showed no relation to dependent variable, this time toward intention to stay, thus causing the rejection of H5. Among the variables, OC and intention to stay had the strongest relationship with $\beta = 0.75$, $p < 0.001$. Therefore, H6 that proposed OC to have a positive relationship with intention to stay with a job is supported. Figure 2 shared the revised model.



Discussion and Conclusion

Hypothesis 1 (H₁): POS will have a negative relationship on intention to leave a job

Structural Equation Modelling (SEM) results revealed the relationships between the latent variables used in the current research. The measurement model stage allowed the construction of fit model while the structural model disclosed the effects that exogenous constructs had on endogenous constructs. In studying the effect that POS has on intention to leave, it was found that the relationship worked in negative manner. It confirms the findings from previous studies that agreed with POS and intention to leave were negatively related (Blomme et al., 2010; Cho et al., 2009; Jawahar & Hemmasi, 2006; Wayne et al., 1997). This denotes that with the increase of POS, employees will have lower leaving intention and so

will the intention heighten as POS increases. It was reported that employees tend to leave if they believe that their employers have lack of clear direction on where they are going (Hay, 2002). In the case of Malaysian restaurant industry, the employees may consider leaving if they feel like they were not provided with sufficient benefits from the organizations as they expected. Some of the benefits include the provision of uniforms, trainings, basic payment, over-time payment, Employment Provident Fund (EPF) membership, and Social Security Organization (SOCSO) membership. These benefits would help the employees work with a sense of security and easiness for they feel like the organization value them and care about their well-being.

Hypothesis 2 (H₂): PSS will have a negative relationship on intention to leave a job

This study suggested that there was no significant relationship between PSS and employee's intention to leave a job. This is due to the insignificant path coefficients between the two constructs. Thus, H₂ was rejected. However, the R² of PSS and POS that was higher than AVE for PSS in discriminant validity test suggested a possible redundancy of both variables although chi square difference test proved that they were not perfectly correlated. It was discussed in previous studies that employees consider the treatment they received from their immediate supervisors as the treatment from the organization itself (Kahumuza & Schlechter, 2008; Eisenberger et al., 2002; Rhoades & Eisenberger, 2002). With PSS and POS showed possible redundancy with each other, the result of this study might suggest that the employees of the casual dining restaurants do not differentiate their organization to their immediate supervisors. A possible explanation to this circumstance is because the employees worked in an outlet under the supervision of their supervisors and rarely interact with the upper management on their own. The supervisors acted as the connector between the employees and the higher office, as they were assigned to handle their subordinates, and primarily seen as the one who makes the final call in matters concerning the employees' fate within their employment period.

Hypothesis 3 (H₃): OC will have a negative relationship on intention to leave a job

Negative relationship was found between OC and intention to leave ($\beta = -0.31$, $p < 0.001$). Therefore, H₃ is accepted and it paralleled with findings from previous studies (Chan et al., 2010; Kahumuza & Schlechter, 2008; Labadmediene et al., 2007; Meyer & Allen, 1991). It suggests that employees who have better OC are less likely to leave their current job. Committed employees who are emotionally attached to the organization might found the pleasure of working at the place and the thought of leaving might have not crossed their minds.

Hypothesis 4 (H₄): POS will have a positive relationship on intention to stay with a job

In this research, no significant relationship between POS and intention to stay was found. Thus, H₄ has to be rejected. PSS has yet again showed no significant relationship with dependent variable for this study.

Hypothesis 5 (H₅): PSS will have a positive relationship on intention to stay with a job

The path coefficient between PSS and intention to stay is not significant and therefore H₅ has to be rejected. Eventually, the PSS construct was removed from the revised model after structural modeling, leaving only POS and OC as the exogenous variables.

Hypothesis 6 (H₆): OC will have a positive relationship on intention to stay with a job

The path analysis resulted in OC-intention to stay relationship to have the highest estimate, where $\beta = 0.75$ ($p < 0.001$). The relationship is also positively related, thus supporting H₆. It indicates that employees with higher OC has higher tendency in staying with the organization they are currently employed. OC creates a sense of loyalty toward an organization. Employees

felt that it is an obligation for them to stick with employers who treat them well especially when they believe that their skills and knowledge are well utilised and appreciated. For example, an employee would become more committed to their work if they are assigned to help train new staff as it is an indication of trust and acknowledgement of their experience. Not only that it boosts their confidence level, the employees would feel that they are playing important roles in assuring the smoothness of the outlets' operations.

Another objective of this study is to compare if POS, PSS, and OC have negative relationship with intention to leave, does that necessarily mean that they will have positive relationship with intention to stay. The result of this study suggested that if an antecedent relate negatively with intention to leave, it is not necessarily true that it relates positively to intention to stay. In fact, a variable may have effect on one consequence and has no relation at all with the other. POS was found to have negative relationship with intention to leave while no relation to intention to stay. On the other hand, no effect was found for PSS with both of the dependent variables. Only OC proved to have relations to both consequences. Interestingly, the effect of OC on intention to stay is more than twice the effect of OC on intention to leave. This could indicate that in the case of employees of casual dining restaurants in Klang Valley, committed employees did not put much thought on leaving their job and considering on staying for as long as they can.

A few implications can be derived from the findings of this study. Firstly, this research provides understanding and awareness among managements of restaurant industry in Malaysia on the importance of appreciating employees' values and well-beings. To stay competitive in the industry, an organization should be able to retain employees with talent for the work. Employees with the desire to stay would benefit the organization as it reduces the cost of turnover. As the findings in this study suggest that OC has the biggest influence in both intention to leave and intention to quit, the management should focus on increasing the level of OC to retain the staff. OC level can be increased through several efforts from the management – clearly defines organization values in order to lead the employees to work in align with the organization's culture, assigning different tasks to avoid boredom from doing repetitive works, encouraging healthy competitions between the staff to improve their performance, and organising special events like company's Family Day to strengthen social ties between staff among many others. Interactions between individuals in the organization could improve their sense of belonging. The more staff that identify themselves with the company's goals, the more benefits gained by the organization as a result of the committed employees' positive working attitude. The background location of this study also provides new findings and perspectives of turnover intention in the context of Malaysian restaurant industry. With the scarcity of information and literatures in Malaysian setting, this study is hoped to provide a new set of findings for reference in the future studies.

In conclusion, this study provides linkages between intention to leave and its antecedents as well as intention to stay and its antecedents. The roles of the antecedents were also exhibited and OC was found to be the most influential for both intention to leave and intention to stay. The management should put extra concern on increasing the level of OC among their employees as suggested previously because committed employees not only have higher tendency to remain with the organization, the positive attributes they possessed in working environment are also favoured by the employers. With the retention of committed employees, the organization could rely on them to achieve the company's goals and targets and stay competitive within the industry.

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