

Predictors of Intention to Leave a Job for Employees of Casual Dining Restaurant in Klang Valley, Malaysia

Nur Nadirah Mohd Nasir, Hazrina Ghazali

Faculty of Food Science and Technology, Universiti Putra Malaysia, Malaysia

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Abstract

The growing of restaurant industry in Malaysia is huge and this scenario leads to employment opportunities for job seekers. With huge job opportunities, managers play an important role to manage employees at workplace in order to increase employee's productivity, performance and loyalty. On the other perspective, having many employees at workplace very challenging as it is difficult to retain them and evident from previous studies stated that Malaysian's restaurant industry was placed third with the highest annual average turnover rate compare to other industries. Despite many researches uncover predictors behind employee turnover, scholars found that intention to leave is the best predictor of actual turnover. Hence, the aim of this study is to investigate the possible factors that influence intention to leave a job among casual dining restaurant employees. In this study, job stressor (JST), job satisfaction (JS) and organizational commitment (OC) were used to predict an employee's intention to leave a job. The primary data of this study was derived from quantitative approach which distributed to those employees who were currently working in the casual dining restaurant in Klang Valley, Malaysia. A total of 560 questionnaires were usable for data analysis and data was analysed by using Statistical Package for the Social Science (SPSS) version 22. Results showed that job stressor was the most influential factor that contribute to employee's intention to leave a job which its value (Beta = .554, p-value < .05) followed by organizational commitment variable. This result implied that employees of casual dining restaurants with a higher level of job stressor tend to have a higher intention leaving a job which can lead to actual turnover. The findings obtained from this study hoped to provide useful information about factor on employee's intention to leave a job and it is hoped to help the restaurant managers to plan strategic approach to reduce employees' intention to leave a job.

Keywords: Job Stressor, Job Satisfaction, Organizational Commitment, Casual Dining Restaurant, Klang Valley

Introduction

The restaurant industry is known to be one of the most competitive industries as its continuous flux, in terms of new entrants, expansion and closing of businesses. Besides, restaurant industry is growing in Malaysia due to willingness of the customers to spend more of their household income at restaurants which offers variety of foods and offer good services. As preferred by the rapid growth of the high income population in the urban area as well as time constraints for food preparation, it has contributed to the successfulness of the food-based service industry in Malaysia. Moreover, food and beverages establishments in Malaysia rapidly growth in 2015 representing an annual growth rate at 5.1% since 2010 (The Star Online, 2017). The economic consists of food and beverages indicated that gross output generated by the services within this establishments was RM66.4bil which representing an annual growth of 12.2% since 2010 (The Star Online, 2017). Besides, there is also annual increasing about 11.2% in 2015 (The Star Online, 2017). According to Department of Statistics Malaysia (2017), food and beverage services growing at 6.7% annually where 891,616 persons engaged with the more number of people employed within this sector. This phenomenon leads to huge opportunities as increasing demand of food and beverages from variety of dining establishments.

Therefore, this situation also might increase possibilities of employee turnover as well. Annual surveys by Malaysian Employers Federation (2011), reports that the annual labor turnover rates in Malaysia for 2010 and 2011 were extremely high which approximately between 9.6% and 74% respectively. The survey shows that the turnover rates for restaurant industry is 32.4% which ranked second highest among all the sectors. In 2015, Malaysia recorded the second highest involuntary turnover rate at 6.0% and third highest voluntary turnover rate at 9.5% in South East Asia countries (Hewitt, 2015). The high rate of employee turnover has become a serious issue to the establishments due to several concrete reasons. First, high turnover rate has financial consequences to the establishments itself. For instance, when employees leave their organization, the management of the establishments necessarily needs to take actions like recruiting, selecting and training new employees in order to cover up the leaving employees. Hay (2002) mentioned that costs of turnover could involve direct replacement expenses like advertising, head-hunter fees, and employee development and indirect opportunity costs like lost sales, lower productivity, and customer defections. Second, when employee leaves their organization, it would bring destruction to the organization's productivity and work performance especially when it involves with critical positions in the organization. Last but not least, high employee turnover will jeopardize the progress of the organization on achieving their objectives and goals.

On top of that, employees encounter various stressor like role overload, role conflict, and role ambiguity shows differential relationship with an intention to leave (Podsakoff, 2007). All these factors in the working environment have caused stress to some employees which influence them to quit their present job. Rose (1993) stated major restaurant industry stressors were co-workers, pressure, working condition and staff interaction. Also, employee's dissatisfaction will affect their commitment while working and would lead to intention to leave from the establishment physically and mentally (Pathak, 2012). Due to these detrimental consequences, it is therefore crucial for the establishment to better understand the possible factors that is contributing to employee's intention to leave a job. Therefore, academicians found that intention to leave is the best predictor of actual turnover

and will examine the relationship of job stressor, job satisfaction and organizational commitment with an intention to leave a job.

Literature Review

Job Stressor

Job stressor can be defined as the factor that may be influencing one's stress. All factors in the work environment caused stress to some employee at some time. Many activities which are intended or unintentionally change the work situation have the power to rise and reduce stress. Besides that, different environment will come out with the different job stressors. Therefore, the accurate identification of the prevailing job stressors in a particular job is the key to reduce the disease's effect of stress. The variables that come from job stressors such as role overload, role conflict and role ambiguity were the sources of job stress that predicted in this study to be the consequences that can influence the employee to quit their current job in the organization.

Job stressor may be focused by role overload, role conflict and role ambiguity which arises from the working environment and personnel characteristics. According to Kahn (1980), quantitative overload refers to the physical demands of the job exceed the worker's capacity. Therefore, researchers supported a positive relationship between role overload with intention to leave (Dianne Brannon, 2007). Also, Glaser (1999) found that significant relationship between job stressor with an intention to leave a job. Spector (1997) stated that role conflict exists when an individual in a particular work role is torn by conflicting job demands or doing thing he or she really does not want to do or does not think are part of their job specification. Kemery (1985) indicated that role conflict was significantly correlated with an intention to leave. Spector (1997) stated that role ambiguity is the degree has lack of clarity information of individual about his or her job's responsibility and expectation that supervisors and coworkers have regarding an individual's responsibility in achieving objectives. Besides, role ambiguity is commonly associated with employees work performance. Previous study by Bauer and Simon (2000) stated that role ambiguity was the most important factor leads to employees leave their job.

Job Satisfaction

Spector (1997) stated job satisfaction is how the employee feels about the enterprise or about determined aspects of it. It is how much the person satisfaction or dissatisfaction his or her work (Siqueira and Gomide Junior, 2004). The expression job satisfaction represents how much an individual experiences pleasures in the organization. Baotham et al., (2010) stated that it is the reflection of the convergence between individual personal interests with what is given by the organization. Siqueira and Gomide Junior (2004) affirmed that persons with the highest levels of contentment with the job are also the ones who less plan on leaving the organization, which in turn results in lower absence, better performance and increased productivity in the organization.

Organization Commitment

Mowday (1984) stated that a high level of commitment of employees may be one of the ways to minimize the consequences of the turnover. For this reason, this construct to be considered as one of the causes of the turnover and was chosen to analyze the commitment of the employee with the organization. By definition, Siqueira and Júnior (2004) indicated that the organizational commitment is a relation at a psychological state maintained between an

employee and organization. According to Baotham et al., (2010), it is the degree of loyalty and support that the employees show to the organization. Robbins (2005) stated a positive correlation between the commitment and the will to remain in the organization.

Intention to leave

Intention to leave can define as employee's intention of leaving the organization they are currently employed (Cho, Johanson & Guchait, 2009). Intention to leave is said to be a significant indicator of turnover of an employee in the future (Ghiselli, Lopa & Bai, 2001; Tuzun & Kalemci, 2012). It is a conscious and deliberate desire to leave an organization within the future and considered the last part of a sequence in the withdrawal cognition process (Mobley et al., 1978). Hence, employee turnover is troubling and continues to cause problems to hospitality establishment (Ryan *et al.*, 2011). Park et al., (2011), employee's intention to leave an organization involve that they only feel and think of leaving the present organization and the employees that desire and hope to leave the organization (intention to quit). Thus, Khatri *et al.*, (2001) pointed out that turnover intention is higher than actual turnover due to the increasing of unemployment in the industry. Also, study from Firth *et al.*, (2004) concluded that intention to leave is an effective tool which is used for pre-estimate the quitting behaviour towards the employees.

Methodology

This study employed quantitative approach and convenience sampling was carried out in this study. This is due to the fact that it is the most common sampling method that is used for behavioural science research (Gravetter and Forzano, 2011). By using convenience sampling research method, the sample data is able to obtain a larger number of respondents efficiently and less resource (money, manpower and each other) is needed since respondents were easy to get and selected based on their availability and willingness to participate in this research (Bougie and Sekaran, 2010). The questionnaire is adapted and modified based on pilot study and scenario of casual dining restaurant industry in Malaysia. The questionnaire provided both in Malay and English languages. The target for this study involved those currently working employee of the casual dining restaurant in Klang Valley area. Questionnaires were distributed to the entire employees those working in the casual dining restaurant such as managerial or non-managerial level so all had an equal chance to participate in this study. The questionnaire was design to several sections based on the objective stated above by asking narrow questions. It consists of five sections. The first, second, third and fourth section were instruments of variables in 7-points Likert scale a range from 1 =very strongly disagree to 7 =very strongly agree. The last section was constructive questions of demographic profile. The total of 560 respondents from casual dining restaurants was collected and available for the analysis. Data collected was analysed by using the Statistical Package Social Science (SPSS) version 22. Result and discussion will be discussed in the next section.

Results and Findings

Demographic characteristics of respondents

Overall, the percentage of gender between male and female where male made up of 57.9%, while female comprised of 42.1% from the total respondents. A great number of them were married (53.9%) and the rest of the percentage were single (46.1%). Majority of respondents were age between 20 to 29 years old (63.8) followed by those aged 30 to 39 years old (28.9%).

Of the 560 respondents, only 2.8% were aged between 40 to 49 years old. From the analysis above, it clearly shows that this study yielded a larger number of generation Y.

In the demographic section as well, the employees were asked on how many hours they work in a day. For that, a slightly more than half of the employees which accounted for 51.8% had worked for 10 hours, 31.6% worked for 8 hours and lastly only a small number about 0.9% of the employees had worked for 6 hours in a day.

Table 1

Demographic profile of respondents

Variables	Category	Frequency (N)	Percentage (%)
Gender	Male	324	57.9
	Female	236	42.1
Age	Below 20 years old	25	4.5
	20 to 29 years old	357	63.8
	30 to 39 years old	162	28.9
	40 to 49 years old	16	2.8
Marital status	Single	258	46.1
	Married	302	53.9
Hours of working in the outlet per day	6 hours	5	0.9
	8 hours	177	31.6
	10 hours	290	51.8
	More than 10 hours	88	15.7
Working experience	Less than 6 months	5	0.9
	6-12 months	100	17.9
	1-2 years	170	30.3
	2-3 years	150	26.8
	More than 3 years	135	24.1

Multiple linear regressions

Table 2 shows the summary of regression analysis of the study. The analysis of multiple regression technique with significant level of 0.05 was used to determine the main factor that influences intention to leave a job among employees. Based on result of multiple linear regression analysis, the R value of this regression model was 0.492. It means there was positive and moderate relationship of employee's job stress. On top of that, the R² value was 0.242 which meant 24.2% of variance being explained from the three (3) variables that are job stressor, job satisfaction and organizational commitment. These variables might influence the employee's intention to leave a job. The high proportion of variance shows that high probability of this factor as a predictor towards the employee's intention to leave a job. The

highest variance value may be the most probable influencing factor on the employee's job stress.

Table 2

Summary of regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.492 ^a	0.242	0.238	0.604

R square = 0.24; meaning that only 24.2% of variance in intention to leave was explained by job stressor, job satisfaction and organizational commitment

- a. Predictors: (Constant), Job stressor, Job satisfaction, Organizational commitment
- b. Dependent variable: Intention to leave

Table 3 shows the result of multiple linear regression analysis. From the result, it could be summarized that the possible factors that affecting the employee's intention to leave a job in casual dining restaurants in Klang Valley area were the job stressor and organizational commitment. There were three independent variables in explaining the employee's intention to leave. Additionally, the effect of job stressor and organizational commitment were significant because of the p value was 0.000 which was less than significant level, 0.05. It indicated that job stressor and organizational commitment were significant in predicting the employee's intention to leave a job. However, other variable which is job satisfaction was not significant and unrelated to the dependent variable (employee's intention to leave a job). Employee's intention to leave a job is equal to $2.367 + 0.533 (\text{Job Stressor}) + 0.045 (\text{Job Satisfaction}) + (-0.201) (\text{Organizational Commitment})$. The employee's intention to leave a job increases by 0.533 units of job stressor, 0.045 units of job satisfaction and -0.201 of organizational commitment. Moreover, the Standard Coefficients are used to determine the level of factors which influence employee's intention to leave a job. Results show the job stressor ($\beta = 0.554$, $p = 0.000$) has the highest value as compared to organizational commitment ($\beta = -0.191$, $p = 0.000$) which influenced the employee's intention to leave a job. However, job satisfaction is not predicting to influence the employee's intention to leave a job since the p value was more than significant level, 0.05. From the results, it can be concluded that job stressor is the key factor of employee's intention to leave a job among casual dining restaurant employees in Klang Valley. Therefore, it could be concluded that when job stressor is increasing, the employee's intention to leave a job will increase too.

Table 3

*Result of Multiple Linear Regression Analysis***Discussion**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.367	0.187		12.631	.000
Job Stressor	.533	.047	.554	11.299	.000
Job Satisfaction	.045	.054	.041	0.827	.409
Organizational Commitment	-.201	.051	-.191	-3.927	.000

a. Dependent Variable: Intention to Leave

Predictors: Job Stressor (t = 11.299, p = 0.000) Job Satisfaction (t = 0.827, p = 0.409)

Organizational Commitment (t = -3.927, p = 0.000)

Based on the analysis result, it is found that job stressor would cause the employee's intention to leave a job. Also, the result from this study indicated that casual dining restaurant employees relate their intention to leave directly with job stressor. When an employee felt burden and too much works that need to be done within the time given, they intend to leave their job. This result reflects the real life of working in the restaurant industry which requires high commitments from employee. Employees are expected to work in shifts, long working hours, to have little or no weekend time, do repetitive work, to face with difficult customers, also to work within inefficient management (Amran, Ghazali and Mohammad, 2018).

Based on multiple linear regression results analysis, the dominant factor of intention to leave a job was job stressor where its value of standardized coefficient was the highest beta at 0.554. This variable cause the employee's intention to leave a job in the restaurant industry. Besides, the study of Iverson and Kuruvilla, (1995) found that employees have the problem of job stressor which due to the lack of skills while handling the task which assigned by managers or supervisors. Moreover, the finding of the present study was supported by the previous study done by Repetti (1994) found that the job stressor which comprises of role overload is a potential source which can lead to high level of job stress and high potential to leave a job. For the degree of job stressors, increase in employees themselves will increase the level of intention to leave their current job in the restaurant industry. This study result was found that similar to the result from the previous study done by Jamal (1999) as he stated that the job stressors were statistically significant correlation to employee's intention to leave a job. Furthermore, another same result obtained from the previous study done by Lang et al., (2005), it showed a positive relationship between the role overload and turnover intention on foodservice industry. In order to retain the employees, restaurant operator should be more concern about these variables which definitely will influence the employee's intention to leave their current job in order to control the increasing of the employee's intention to leave job. Moreover, restaurant manager should improve more and develop potentially effective strategies depending on the individual and circumstances so that employees do not intent to leave their current job and reduce the turnover rate of employees.

Limitations and Recommendations

There were a few of limitations in the study. One of the limitations was the accessibility during data collection. Due to tight regulations and policies of the organization the third party was not allowed to conduct research at the restaurant even though the researcher has shown the proper documents to the managers on duty. Besides that, not all casual dining restaurants were willing to participate in the study as the nature of working environment in this industry requires commitment where employees expected to prepare foods and served to customers. Lastly, financial and budget were also contributed to limitation in this study. Due to lack of budget, this study was only carried out within Klang Valley area. This limitation limits the wider sample size and generalization possibility.

As a recommendation, the future studies could extend more for the sample size throughout entire restaurant population in Malaysia. Furthermore, a qualitative research method such as interviews and observation could be used for future research in order to get more details and rich data. Apart from that, future research also can examine other type of variables such as job autonomy, working place relationship and others factor which related to the possible factors towards the employee's intention to leave a job in the casual dining restaurant.

Corresponding Author

Hazrina Ghazali

Department of Food Service Management,

Faculty of Food Science and Technology,

Universiti Putra Malaysia,

Selangor, Malaysia.

Email: hazrina@upm.edu.my

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