



UNIVERSITI PUTRA MALAYSIA

***INFLUENCE OF PERCEIVED ORGANISATIONAL SUPPORT AND
SUPERVISOR SUPPORT, AND ORGANISATIONAL COMMITMENT
ON CASUAL DINING RESTAURANT EMPLOYEES'
INTENTION TO LEAVE OR STAY***

NASYIRA BINTI MOHAMAD NASHUKI

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By

NASYIRA BINTI MOHAMAD NASHUKI

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in
Fulfilment of the Requirements for the Degree of Master of Science**

October 2015

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the Degree of Master of Science

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October 2015

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The continuous growth of food and beverage services activities in Malaysia has been verified by the annual reports of the nation's economy. Predictions of growth indicate that profit will continue in the growing pattern in the near future. As a huge industry per se, it became a host to numerous types of food and beverage services establishments with one of them being casual dining restaurants. Due to the labour-intensive nature, food and beverage services offer huge employment opportunities. Unfortunately, the condition also allows for the increasing possibilities of employee turnover. The high rate of employee turnover has become a concern as it troubles the managements due to the high cost that accompanies the turnover. With the interest to uncover the antecedents behind employee turnover and retention, academicians found that intention to leave is the best predictor of actual turnover while intention to stay may predict actual retention within a current workplace. In this study, perceived organisational support (POS), perceived supervisor support (PSS), and organisational commitment (OC) have been examined to determine their relationships with both intention to leave and intention to stay. The main objective is to investigate whether the key determinant that increases (or decreases) employees' intention to leave will also decrease (or increase) employees' intention to stay with the focus on employees of casual dining restaurants around Klang Valley. A total of 855 questionnaires were distributed to the respondents who were employed during data collection. After data screening, 428 data were used for further analysis. Descriptive analysis and structural equation modeling (SEM) were applied for data analysis. In descriptive analysis, descriptive results of respondents' socio-demographic profiles were calculated using SPSS Statistics version 21. SEM is analysed using AMOS version 21. There were two main stages involved in SEM, which were confirmatory factor analysis (CFA) in measurement model and path analysis in structural model. The result showed that OC was an influential factor in determining both employees' leaving intention and retention intention while POS had no significant relationship with either dependent variable. OC was negatively related to intention to leave and had positive relationship with intention to stay. On the other hand, PSS showed significant relationship only with intention to leave where they were negatively related. It was also determined that the factors that decreased (or increased) intention to leave did not necessarily increased (or

decreased) intention to stay. In conclusion, the managements need to put extra effort in increasing employees' level of OC because committed employees who has high tendency of staying with the establishment would not only reduce costs, they would also help to meet the establishment's goals and targets.

Keywords: perceived organisational support; perceived supervisor support; organisational commitment; intention to leave; intention to stay; food and beverage services



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk Ijazah Master Sains

**PENGARUH TANGGAPAN SOKONGAN ORGANISASI DAN SOKONGAN
PENYELIA, DAN KETERIKATAN ORGANISASI KE ATAS HASRAT
MENINGGALKAN SYARIKAT ATAU KEKAL BERSAMA SYARIKAT DI
KALANGAN PEKERJA RESTORAN KASUAL**

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Pertumbuhan berterusan dalam aktiviti perkhidmatan makanan dan minuman di Malaysia telah dibuktikan melalui laporan tahunan ekonomi negara. Jangkaan pertumbuhan menunjukkan keuntungan akan terus berada dalam corak pertumbuhan positif dalam masa akan datang. Perkhidmatan makanan dan minuman merupakan industri yang besar dan meliputi pelbagai jenis perusahaan makanan termasuklah restoran kasual. Akibat terlalu bergantung kepada tenaga kerja, industri makanan dan minuman menawarkan peluang pekerjaan yang besar. Namun begitu, ia meningkatkan kebarangkalian pusing ganti pekerja. Kadar pusing ganti pekerja yang tinggi membimbangkan pihak pengurusan berikutan kosnya yang tinggi. Lantaran itu, ia menarik minat ahli akademik untuk mengetahui faktor yang membawa kepada kadar pusing ganti. Mereka mendapati bahawa hasrat meninggalkan syarikat adalah peramal terbaik kepada pusing ganti pekerja yang sebenar and hasrat kekal bersama syarikat sebagai peramal kepada pengekalan sebenar. Dalam kajian ini, tanggapan sokongan organisasi (POS), tanggapan sokongan penyelia (PSS), dan keterikatan organisasi (OC) telah diselidik untuk menentukan hubungan faktor-faktor tersebut dengan hasrat meninggalkan syarikat dan hasrat kekal bersama syarikat. Objektif utama kajian ini adalah untuk menyelidik sama ada penentu utama yang meningkatkan (atau mengurangkan) hasrat meninggalkan syarikat juga akan mengurangkan (atau meningkatkan) hasrat untuk kekal bersama syarikat dengan menjadikan pekerja restoran kasual di Lembah Klang sebagai fokus. Sebanyak 855 borang soal selidik diedarkan kepada responden yang masih bekerja sewaktu pengumpulan data. Selepas pemeriksaan data, sebanyak 428 data digunapakai untuk analisis. Analisis deskriptif dan pemodelan persamaan struktur (SEM) telah digunakan untuk menganalisis data. Dalam analisis deskriptif, keputusan deskriptif untuk profil sosio-demografik telah dikira menggunakan perisian SPSS Statistics versi 21. SEM dianalisa menggunakan perisian AMOS versi 21. Terdapat dua peringkat utama dalam SEM, iaitu analisis faktor pengukuh (CFA) dalam model pengukuran dan analisis laluan dalam model struktural. Keputusan menunjukkan bahawa OC merupakan faktor yang dapat mempengaruhi hasrat meninggalkan syarikat dan hasrat kekal bersama syarikat antara pekerja sementara POS tidak signifikan dengan kedua-dua pembolehubah bersandar. OC mempunyai hubungan negatif dengan hasrat meninggalkan syarikat dan hubungan

positif dengan hasrat kekal bersama syarikat. Sementara itu, PSS hanya signifikan dengan hasrat meninggalkan syarikat di mana ia mempunyai hubungan negatif. Kajian ini juga telah menentukan bahawa faktor yang mengurangkan (atau meningkatkan) hasrat meninggalkan syarikat tidak semestinya meningkatkan (atau mengurangkan) kadar hasrat kekal bersama syarikat. Kesimpulannya, pihak pengurusan perlu meletakkan usaha yang lebih untuk meningkatkan tahap OC pekerja kerana pekerja yang komited dan mempunyai kecenderungan untuk kekal bersama organisasi bukan sahaja dapat membantu untuk mengurangkan kos, malah mereka juga akan membantu untuk mencapai matlamat dan sasaran syarikat.

Kata kunci: tanggapan sokongan organisasi; tanggapan sokongan penyelia; keterikatan organisasi; hasrat meninggalkan syarikat; hasrat kekal bersama syarikat; perkhidmatan makanan dan minuman

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I certify that a Thesis Examination Committee has met on 20 October 2015 to conduct the final examination of Nasyira binti Mohamad Nashuki on her thesis entitled “Influence of Perceived Organisational Support and Supervisor Support, and Organisational Commitment on Casual Dining Restaurant Employees’ Intention to Leave or Stay” in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Master of Science.

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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
EPP	Entry Point Project
ETP	Economic Transformation Programme
GFI	Goodness of Fit index
GNI	Gross National Income
GST	Goods and Service Tax
GVATI	Gross Value Added of Tourism Industries
MEF	Malaysians Employers Federation
NKEA	National Key Economic Area
RMSEA	Root Mean Square of Error Approximation
SEM	Structural equation modeling

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter starts with the introduction of food and beverage services scene in Malaysia. The beginning of this chapter highlights the prominent role of food and beverage services and its contributions in Malaysian economy. Consequently, the discussion provides figures on growth rate, gross output, and the size of the industry to further support its role and contributions. Following the introduction of the industry, the discussion focuses on casual dining restaurant which has become the subject of interest for this study. It continues with the definition of casual dining restaurant in order to make clear on what distinguishes it from other establishments. In addition to that, a brief introduction of Klang Valley and the restaurant scenario in the area are given.

The later parts of the chapter segments into problem statement, objectives, research questions, significance of study, and definitions of terms. Following the introduction of food and beverage services in Malaysia, problem statement uncovers one of the primary problems the industry has to face – high rate of employee turnover – backs with statistical reports and the factors associated to the problem. This is later lead towards determination of variables involved in this study. Next, the main objective is stated and follows by three specific objectives. In addition to that, three research questions are developed. Significance of study justifies the need to conduct the research in wider context especially on its contribution for the nation. The chapter concludes with the explanation of important terms used throughout this study.

1.2 Background of Study

Under the Economic Transformation Programme (ETP), Malaysian government has listed tourism sector as one of the 12 National Key Economic Areas (NKEAs), placing it as an area of priority in driving the nation towards high-income status. Although food and beverage services is not one of the NKEAs, it is added under the tourism NKEA with the Government stressing that business opportunities of food and beverage outlets are available in most of the tourism Entry Point Projects (EPPs) (PEMANDU, 2014). This denotes that food and beverage outlets are widely available throughout the nation especially in tourist attraction sites which helps contribute to the gross national income (GNI). In fact, in 2012, food and beverage services added RM17.4 billion to a total of RM117.6 billion of Gross Value Added of Tourism Industries (GVATI), constituted 14.8% for itself. Together with retail trade industry and accommodation services, food and beverage services led the growth of tourism industry for the year (Department of Statistics, 2013a).

Food and beverage services witnessed a 6.5% annual growth rate from 2001 towards 2010 with food services incorporated 81.4% of the total number of food and beverage

establishments in 2010 (Department of Statistics, 2011b). From RM38.3 billion of gross output accumulated by food and beverage services in 2010, the number went up to RM42.6 billion in 2012. Food services dominated the contribution to the gross output in 2012 with RM34.6 billion (81.2%) leaving another RM4.2 billion (9.8%) and RM3.8 billion (9.0%) to beverage services and event catering services respectively. With the rapid average rate growing pattern, it is expected that the food and beverage services will grow up to 10% per annum by the year 2017 (Malaysian-German Chamber of Commerce and Industry, 2012). Food and beverage services is a labour-intensive industry with 38.7% employments of tourism sector belonged to food and beverage services in 2012 (Department of Statistics, 2013a). A total of 803,433 registered employees and total salaries and wages of RM6.8 billion were paid in that year alone. From the total of registered employees, 644,267 or 80.2% worked in food services (Department of Statistics, 2013b).

Casual dining restaurant is a moderate-upscale dining that put focus on themes in menu, service, and décor (Rivera, DiPietro, Murphy, & Muller, 2008). As a seated and full service restaurant (Boakye, Kwon, Blankson, & Prybutok, 2012), the staff are required to be professional and attentive towards their customers (Canny, 2014) as well as being knowledgeable about the menu items and products (Rivera et al., 2008). In this restaurant segment, the staff would provide food service to the seated customers and deliver the food to the table in dining area from the kitchen and the meal is paid after eating (Whang, Koutroumanis, & Brownlee, 2013; Boakye et al., 2012). With the intention of attracting middle-income customers to dine in casual atmosphere, the food are priced moderately and less expensive than fine dining restaurants (Canny, 2014; Arora, 2012). In Malaysia, casual dining restaurants are divided according to their price range. In higher price range outlets, the guest cheque averaged at RM40-50 whereas lower price range outlets usually charged the customers RM10-20 per person (Euromonitor International, 2012b). They offered variety of food items, from appetizers and salads to main dishes and desserts prepared from high quality and branded raw food products (Whang et al., 2013; Brizek, 2003).

A great number of casual dining restaurants in Malaysia concentrated in the area of Klang Valley. Klang Valley covered the area of the capital city of Malaysia, Kuala Lumpur, alongside other satellite cities, namely Klang, Shah Alam, Petaling Jaya, Subang Jaya, Selayang, Ampang Jaya, Kajang, Putrajaya, and Sepang. Total population as of 2010 was 5.7 million, which made up about 20% of 28.3 million of national populations in that year (Ministry of Federal Territories, 2013; Department of Statistics, 2011a). In addition to the high number of population, Klang Valley is home to people of variety of ethnic groups as well. With popular trend of eating out among the residents, restaurant operators took the advantage for market testing (Euromonitor International, 2012a). It is the combination of these factors that helped contribute to the high number of restaurant outlets in the local area.

1.3 Problem Statement

Food and beverage services is often associated to having meagre salary, long or inconvenient hours, menial work, lack of benefits, hard work, physically exhausting,

lack of career opportunities for frontline jobs, and underappreciated thus reflecting poor image to the public (DiPietro & Pizam, 2008; Wildes, 2005; Ingram & Jones, 1998). Wildes (2005) elaborated that psychologically, the job image that restaurant industry suffered from is known as 'servitude' perception, where in the industry it is pointed to the social stigma or stereotype attached to the job of serving others. The image contributed to the negative view of food and beverage services works. Consequently, restaurants faced difficulties in attracting new employees as well as retaining their current staff (Dermody, Young, & Taylor, 2004; Ingram & Jones, 1998).

Employee turnover rate within food and beverage services have experienced proliferation throughout the years. For example, in 1983, employee turnover rate for food and beverage department in 20 hotels located in North America and Europe were above the average of 60% (Hinkin & Tracey, 2000). Within three decades, the annual turnover rate of restaurant industry increased up to 300% (Rahman et al., 2010; Moncarz, Zhao, & Kay, 2009; Wildes, 2005). Malaysia experienced its own high rate of employee turnover in general and in hospitality industry specifically. Aon Hewitt, a human capital consulting and outsourcing firm, conducted a study which shared that Malaysia is placed sixth in the Asia-Pacific in 2011 for staff turnover at 15.9% (Goh, 2012). In a more recent finding, a report by 2013/2014 Randstad World of Work revealed that seven in 10 employees in Malaysia, or 66%, were considering on leaving their job in the next 12 months for career advancement (Bernama, 2014). Moreover, based on a survey done by Malaysian Employers Federation (MEF) on executive positions between June 2010 and July 2011, Hotel/Restaurant industry was placed third as the industry with the highest annual average turnover rate at 32.4% behind IT/Communication (75.72%) and Association/Societies (33%) (Goh, 2012). In another finding, managers of fast food outlets in Malaysia enumerated a 100% turnover rate among their non-managerial staff (Ryan, Ghazali, & Mohsin, 2011).

The aforementioned Randstad World of Work report specified uncompetitive salary (55%), lack of recognition at the workplace (35%), and lack of trust in senior leaders (21%) as common causes for employee turnover among Malaysian workforces. Based on these causes, this study looked for common factors related to the causes in the literature. The factors would eventually be used as variables in this study, particularly as the antecedents to assess intention to leave and intention to stay. While job satisfaction is among the most studied variable within hospitality industry (Zopiatis, Constanti, & Theocharous, 2014; Suleiman AlBattat & Mat Som, 2013; Tnay, Abg Othman, Heng, & Omar Lim, 2013; Jang & George, 2012; Jang & George, 2012; Kim & Jogaratnam, 2010; Van Breukelen, Van Der Vlist, & Steensma, 2004), studies on perceived organisational support (POS), perceived supervisor support (PSS), and organisational commitment (OC) within food and beverage services were not as wide. Eventually, it has drawn the interest of studying their relationships with intention to leave and intention to stay as significant relationships were found in other industries. It includes industries like manufacturing (Ghosh, Satyawadi, Joshi, & Shadman, 2013), banking (Kahumuza & Schlechter, 2008), and navy (Van Breukelen et al., 2004). Significant relationships were also found in several studies within hospitality industry (Zopiatis et al., 2014; Nadiri & Tanova, 2010; Cho, Johanson, & Guchait, 2009). Therefore, to add more studies of POS, PSS, and OC into food and beverage services studies in Malaysian setting, this study was conducted with the aim to fill such gap.

In hospitality and tourism industry, salary has been found to be a significant factor in determining employee turnover (Mohsin, Lengler, & Kumar, 2013). It was agreed by the executives, managers, and employees that salary could cause negative turnover (Kim & Jugaratnam, 2010). Employees has higher tendency of leaving the organisation if they received lower pay than elsewhere and this resulted in higher turnover rate (Ghost et al., 2013). As an industry where the employees received lower pay than other industries, food and beverage services is highly affected by this situation. Hence, it is crucial to recognise counter factors of employee turnover caused by uncompetitive salary. For instance, Dawley and colleagues (2010) mentioned that with high level of POS, employees would be able to stand the risk of losing their salaries. It is an interesting and important finding where it revealed that employees would consider an intangible care like POS as more important than a tangible benefit like salary. Salary levels also had significant relationship with OC where they were found to be positively related and the increment of salary level would improve OC level (Nei, 2011; Chan, Yeoh, Lim, & Syuhaily, 2010; Guchait, 2007). Additionally, when an employee believed that salary raises procedures were done fairly, their level of OC and trust in their supervisors increased (Ponnu & Chuah, 2010).

The second most popular factor to leave their job accumulated among Malaysian employees was the lack of recognition at workplace. In academic studies, lack of recognition was identified as one of the reason for employee turnover (Ghosh et al., 2013; Johari, Tan, Zurina, Khulida Kirana, & Mohamad Nassruddin, 2012). While monetary reward was highly related to intention to leave, studies found that employees looked for respect, recognition, appreciation in public, and commitment from establishment (Bhatnagar, 2014; Ghosh et al., 2013; Perez, 2010; Rahman et al., 2010; Chew & Chan, 2008; Wilson, 2007). Companies within hospitality industry around the globe has emphasized on employee recognition as a way to enhance employee retention and reduce employee turnover and eventually providing better service to their customers (Perez, 2010; Rahman et al., 2010; Shinnar, 1998). Dealing with customers sometimes caused emotional exhaustion to the employees and affected the service recovery performance. To counteract this, researchers studied the internal service recovery strategies which include recognition (Guchait, Paşamehmetoğlu, & Dawson, 2014). Moreover, to recognise employees' capabilities and performance contributions is to encourage employee retention within the establishment (Govaerts, Kyndt, Dochy, & Baert, 2011; D. Nei, 2011; Perez, 2010; Chew & Chan, 2008). Praise and recognition was found to be a positive predictor of intention to stay (Cowden, 2011; Rahman et al., 2010; Chew & Chan, 2008) and negatively related to intention to leave (Nei, 2011). Employee recognition is a key for POS and OC theories as employees who perceived fair treatment including the provision of rewards and recognition would motivate the employees to perform better and eventually improving the establishment's employee retention (Riegal, 2012). With fairness of reward and recognition, POS could be increased (Cho et al., 2009; Allen, Shore, & Griffeth, 2003; Rhoades & Eisenberger, 2002). On the other hand, PSS was found to be an antecedent of rewards and recognition (Bhatnagar, 2014) while satisfaction with rewards and recognition was shown to have significant correlation with OC where it acted as a predictor of OC (Shinnar, 1998). To improve OC, the employers could do so by improving the establishment's policy on rewards and recognition (Chew & Chan, 2008; Shinnar, 1998).

Lack of trust in senior leader was identified as the third common cause for Malaysian employee turnover. The concept of trust in social relationships can be understood through the social exchange (Cheng, Jiang, Cheng, Riley, & Jen, 2014). With trust, an establishment had the opportunity to show positive actions towards the employees which in turn would allow the employees to reciprocate in a positive way (Perryer, Jordan, Firms, & Travaglione, 2010). Trust in leaders would help reducing turnover (Gibson & Petrosko, 2014; Peck, 2003) and encouraged retention intention (Qiu, Haobin Ye, Hung, & York, 2014). High level of POS developed trust (Jawahar & Hemmasi, 2006). On the other hand, PSS would trigger positivity in trust (Tuzun & Kalemci, 2012). Trust in leader also encouraged OC among employees which eventually would reduce turnover intention (Goh & Low, 2014; Qiu et al., 2014; Martin, 2011; Perryer et al., 2010). As literature has shown the relations between POS, PSS, and OC with the main factors of employee turnover Malaysia, this study would adopt the variables as the antecedents to assess intention to leave and intention to stay.

This study also acknowledged the lack of studies of PSS in any industries and it had drawn the interest of finding out its relationship with turnover and retention intention. Since non-managerial employees of food and beverage services establishments worked directly with their supervisors, it developed connections between the supervisors and their employees where assessing the connection would be necessary. Prior studies of PSS and turnover and retention intention includes (Tnay et al., 2013; Newman, Thanacoody, & Hui, 2012; Tuzun & Kalemci, 2012; Cho et al., 2009) where significant relationships exists. With the lack of studies and significant findings in literature in regards of the study of PSS, this study employed PSS as an antecedent to fill the gap. On the other hand, within the context of food and beverage services in Malaysia, there have been minimal researches done on intention to stay although successfully retaining employees with desired attributes and skills would contribute to the domination of the business in the industry. Therefore this study would be done to cater the gap in intention to stay in food and beverage services studies.

Although the nature of food and beverage services is widely understood and accepted, there will be occasions where the issues on problems within the industry are raised. Issues like public perception, turnover rate, and minimum salary are only some of the popular topics related to employee turnover. The main problem itself, employee turnover, is troubling and continues to complicate the flow of food and beverage services establishments (Ryan et al., 2011) as agreed by managers in the industry (Wildes, 2005). With the intention of understanding the problem, academicians has been studying turnover of employees within food and beverage services. However, despite the studies done, little is known on why is it hard to predict which staff have the tendency to leave the establishment and who would stay (Dermody et al., 2004). Even in Malaysia, the number of studies on turnover intention in general are limited (Ponnu & Chuah, 2010) as well as academic studies relate to human resources in hospitality industry in spite of the growing of the industry over the years (Ahmad & Zainol, 2011) let alone in food and beverage services.

1.4 Objectives

As employee turnover is a major concern for food and beverage services establishments, identifying potential leavers and potential stayers would be an added bonus to managers of the establishments. This is because by identifying the potential leavers, managers would be able to monitor them before they actually leave. From there, they can figure out solutions to fix the factors that are most problematic that would cause them to lose their workforce. Understanding the driving force behind employee turnover could assist policy makers to formulate pertinent strategies in order to minimise the establishment's turnover rate. Hence, it is hoped that the results of this study would not only determine the factors of employees' behavioural intention but also would prompt the employers to plan effective strategies in retaining employees.

As this study focused on two opposite intentions of behavioural intention, it is done with the interest of discovering whether intention to leave and intention to stay would yield opposite results when being assessed by the same variables. By having POS, PSS, and OC as the determinants of intention to leave and intention to stay, the main objective of this study is to examine whether the key determinant that increases (or decreases) employees' intention to leave will also decrease (or increase) employees' intention to stay. For example, if POS relate negatively with intention to leave, would it also related positively with intention to stay? Alternatively, would POS possessed relationship with only one dependent variable while not having any relations at all towards the other dependent variable?

The specific objectives are as followed:

- 1) To examine the role of perceived organisational support (POS), perceived supervisor support (PSS), and organisational commitment (OC) on employees' intention to leave an establishment.
- 2) To examine the role of POS, PSS, and OC on employees' intention to stay in an establishment.
- 3) To compare the influence of POS, PSS, and OC on intention to leave and intention to stay in an establishment.

1.5 Research Questions

In order to attain the research objectives, this study asks three research questions concerning the effects of the determinants towards employees' intentions of leaving or staying in an establishment. The questions are as followed:

- 1) What are the roles of POS, PSS, and OC on employees' intention to leave an establishment?
- 2) What are the roles of POS, PSS, and OC on employees' intention to stay in an establishment?

- 3) What are the differences between the influence of POS, PSS, and OC in the employees' intention to leave and to stay in an establishment?

1.6 Significance of Study

1.6.1 Managerial Significance

As this study would help to gather information on employees' behavioural intention, it would benefit establishments and employers on understanding the employees' turnover tendencies. Employees are considered as an establishment's most valuable asset. The failure of taking care of their employees' well-beings could cost them not only monetary-wise but it could also jeopardise the establishment's image to the public. For instance, due to dissatisfaction of minimum wage paid by McDonald's in the US, employees of the fast food company took the street to protest (Rushe, 2014). The protest was also triggered by the income inequality between CEO and employee where fast food companies was recorded to have the largest gap in any industry. Although protest of such scale is yet to be recorded in Malaysia, it is very important for the establishments to continue on keeping track with the latest issues concerning food and beverage services and act on them. The actions could be translated as care from the employers side by the employees and once trust is developed between the two parties, a stronger workforce can be created hence promoting a better image of the industry to the public.

1.6.2 Theoretical Significance

Studies of employee turnover were covered in diverse fields in different nations around the globe. Diversification suggests that sometimes two studies cannot be compared fairly due to different target backgrounds. With most of the literature under employee turnover were covered in industries outside hospitality, the findings from such studies may not be applicable to employees of hospitality industry (Stalcup & Pearson, 2001) for they may have different driving forces behind their efforts in work. In addition to that, these studies were mostly done in the West, especially in the US (Park, Phillips, Canter & Abbott, 2011), bringing back the similar idea of application to the question whether the Western theories can be valid in non-Western settings. While some may be valid, differences were also found (Labatmediene, Endriulaitiene & Gustainiene, 2007). Therefore, with focus on food and beverage services in Malaysian setting, it is hoped that the findings of current research would come handy as well as beneficial to future researches that have similar study subjects.

1.7 Definitions of the Terms

The following represents the definitions of terms used in this study:

Casual dining restaurant: Moderate-upscale dining that that put focus on themes in menu, service, and décor, while providing relaxed atmosphere and food items with reasonable price that appeal to various group of people (Barrows & Powers, 2009; Lynn, 2009; Rivera et al., 2008).

Employee turnover: Movement of people in and out of employment within an organisation (Denvir & McMahon, 1992).

Intention to leave: Employee's intention of leaving the organisation they are currently employed (Cho, Johanson, & Guchait, 2009).

Intention to stay: Employee's conscious and deliberate willingness to stay with the organisation (Cho et al., 2009).

Organisational commitment (OC): Relative strength of an individual's identification with and involvement in a particular organisation (Mowday, Steers, & Porter, 1979).

Perceived organisational support (POS): Employees' perception concerning the extent to which the organisation values their contributions and cares about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Perceived supervisor support (PSS): Employees' perception regarding the extent to which supervisors value employees' contributions and care about their well-being (Eisenberger, Stringlhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

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