

A RELATIONSHIP BETWEEN JOB STRESSOR TOWARDS EMPLOYEE'S INTENTION TO LEAVE A JOB: A CASE OF CASUAL DINING RESTAURANT IN KLANG VALLEY, MALAYSIA

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Abstract: *The restaurant industry is growing in Malaysia due to willingness of customers to spend more of their household income at restaurants. Over half of the population belongs to the middle to high income group with growing purchase power and increasingly sophisticated and modern lifestyles. Besides, this phenomenon leads to greater consumption of food and beverages at the wide variety of dining establishments. This trends will boost demand in the food service sector. One of the advantages of this scenario offers huge employment opportunities. Unfortunately, the condition also might increase possibilities of employee turnover. The high rate of employee turnover has become a concern since it troubles the managements due to the high cost that accompanies the turnover. Moreover, evident from previous data stated that Malaysian's restaurant industry was placed third as the industry with the highest annual average turnover rate. With the interest to uncover the antecedents behind employee turnover, academicians found that intention to leave is the best predictor of actual turnover. Therefore, the main objective of this study was to investigate the role of job stressor towards employee's intention to leave a job. In this study, role overload (RO), role conflict (RC) and role ambiguity (RA) 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 employees who were currently working in the casual dining restaurant in Klang Valley area, Malaysia. A total of 560 questionnaires was usable for data analysis. Descriptive and inferential analysis was done by using Statistical Package for the Social Science (SPSS) version 22. The statistical analyses used in this study were Multiple Linear Regression analysis and Pearson Correlation analysis. Analysis from the three factors (role overload, role conflict and*

role ambiguity) indicated that role overload had the most influential factor that contribute to employee's intention to leave a job which its value (Beta = .258, p-value < .05). Additionally, result found that role overload, role conflict and role ambiguity had statistically significant correlation with an intention to leave a job which role overload had the most positive correlation at significance level 0.01 at (r = .435). 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 turnover intention of the organization. The findings that obtained of this study hoped to provide useful information about the employee's intention to leave a job and it is hoped to help the restaurant managers to better monitor their employees before they leave a job.

Keywords: *Job Stressor, Role Overload, Role Conflict, Role Ambiguity, Casual Dining Restaurant, Intention to Leave*

Introduction

The restaurant industry is growing in Malaysia due to willingness of customers to spend more of their household income at restaurants which offers huge employment opportunities. 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% or a total of RM29.1bil since 2010 (The Star Online, 2017). Besides, there is also annual increasing about 11.2% in value which added up to RM28bil in 2015 (The Star Online, 2017). According to Department of Statistics Malaysia (2017), food and beverage services growing at 6.7% annually to 891,616 persons engaged with the more number of people employed in this sector. This phenomenon leads to golden opportunities as increasing demand of food and beverages from variety of dining establishments.

Therefore, the situation also might increase possibilities of employee turnover as well. Annual surveys by Malaysian Employers Federation (2011), reports reveal that the annual labor turnover rates in Malaysia for 2010 and 2011 were extremely high which approximately between 9.6% and 74% respectively. In addition, the survey shows that the turnover rates for restaurant industry are 32.4% which ranked second highest among all the sectors. A part from that, 66% employees in Malaysia plan to leave their job in the next 12 months in order to advance their career in 2013/2014 (HR in Asia, 2014). Moreover, 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 (Aon Hewitt, 2015). The high rate of employee turnover has become a serious issue to the establishments due to several reasons. Firstly, high turnover rate has financial consequences to the establishments. For example, when employees leave, management of the establishments necessarily need to take actions like recruiting, selecting and training new employees in order to cover the leaving employees. According to Hay (2002) 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. Secondly, employee turnover would bring destruction to the establishment's productivity and thus performance especially when it involves with critical positions in the establishment. In addition, high employee turnover will jeopardize the progress of the establishment 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 employee which influence them to quit their present job. Besides, major restaurant industry stressors were co-workers, pressure, working condition and staff interaction (Rose, 1993) Also, employee's dissatisfaction will affect their commitment while working and 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 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 such as role overload, role conflict and role ambiguity with an intention to leave a job.

Literature review

Role Overload

At work, job stressor may be focused by role overload, role conflict and role ambiguity which arises from the working environment and personnel characteristics. Kahn (1980) stated that quantitative overload refers to the physical demands of the job exceed the worker's capacity. It means that employee is assigned to do many works in a short time. Some jobs may require physical strength beyond the worker's capacity or set unreasonably high quotas. The incompatibility among task requirements, time constraints and lack of resources related to work available to meet these requirements known as work load (Rizzo JR, 1970). Role overload is a challenging task for them as they need to perform their task efficiently and effectively (Pelletier, 1992) (Rahim, 1992) (Jamal, 1999). Therefore, a number of researchers have supported a positive relationship between role overload with intention to leave (Dianne Brannon, 2007). Also studied done by Glaser (1999), found that significant relationship between role overload with an intention to leave a job.

Role Conflict

According to Spector (1997), 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. As role conflict arise when an individual's job-related role interferes with his or her family or personal life. People who are involved in excessive role resulted in role conflicts and lead to negative impacts on mental and physical health (O'Neil, 2010). Role conflict happens when an antagonistic condition of disagreement, opposition or incompatibility between two or more groups (Merriam, 2007). For instance, conceptual differences among the subordinates and supervisors regarding the work place tasks and activities throughout working life. Therefore, this situation possibly creates conflict between the commitment to a number of supervisors and individual's requirements (Kahn, 1992). Therefore, Kemery (1985) stated that role conflict was significantly correlated with an intention to leave.

Role Ambiguity

Spector (1997) defined 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. Thus, role ambiguity occurs when management gives a higher expectation to the employee but provides limited and inadequate information about what they have to do and what is their role in the organization. Besides, role ambiguity is commonly associated with employee work performance. Previous study by Bauer and Simon (2000) indicated that role ambiguity was the most important factor lead to employees leave their job.

Intention to Leave

According to Cho, Johanson & Guchait (2009), intention to leave can define as employee's intention of leaving the organization they are currently employed). It is a conscious and deliberate desire to leave an organization within the near future and considered the last part of a sequence in the withdrawal cognition process (Mobley et al., 1978). Intention to leave is said to be a significant indicator of turnover action of an employee in the future (Ghiselli, Lopa & Bai, 2001; Tuzun & Kalemci, 2012). Employee turnover is troubling and continues to cause problems to hospitality establishment (Ryan *et al.*, 2011). According to 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 they desire and hope to leave the organization (intention to quit). Khatri *et al.*, (2001) pointed out that turnover intention is higher than actual turnover due to 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 toward the employee.

Relationship between Job Stressor with Employee's Intention to Leave a Job

Job stressor among employees and their intention to leave a job have always been important issues for managers especially in the casual dining restaurant. This is because employees are the golden key in order to keep the restaurant in high place. Studies have attempted to answer the question of what determines employee's intention to quit a job by investigating possible antecedents of employees' intention to quit. Firth (2007) identified that experience of job related stress: the range factors that lead to job related stress (stressors) which make employees to quit their job. Therefore, an unstable, unsecured work environment which includes job security, continuity and procedural justice deviate the employees satisfaction level. This phenomenon could induce stress at work. Hence, this would increase their intention to leave a job. Job stressors also lead to employees' turnover. Kevin (2004) stated that this condition can be a result of misunderstanding what is expected from both employees and managers. Besides, the way of their thinking could be different for example, how to meet the expectations of the organisations. Other than that, Vance (2006) pointed out that insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, extensive job pressure and lack of consensus on job functions or duties may cause employees to feel involved and less satisfied with their jobs and careers, less committed to their organisations, undergo stress and eventually display a propensity to leave the organisations. According to Andrew (2008), lack of job security and status dissimilarity among employees and the same level also cause stress which may lead their intention to leave the organisation.

Methodology of Research

The sampling method used in this research study is quantitative method by questionnaire. 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 Farzano, 2011). By using the 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 target for this study involved currently working employee of the casual dining restaurant in Klang Valley area. Questionnaires were distributed to the entire employees who were 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 consist of four sections. The first, second and third 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 analysis. All the data that was collected through the questionnaire were directly key in into the Statistical Package Social Science (SPSS) version 22. Result and discussion will be discussed in the next section.

Findings and Result

Demographic Characteristics of Respondents

In general, about 57.9% of the 560 respondents were males, with females 42.1%, mostly Malay top in the job with 82.0%, Chinese at 12.0%, and Indian at 6.0% of the samples. About 46.1% % of the respondents were singles and 63.8% of them were in between of 20 to 29 years of age. 53.0% of the respondents were from managerial and 47.0% of them were from non- managerial.

Correlations

Table 1 shows the correlations between constructs. Based on the correlation, the relationship between role overload and an intention to leave is positively related and significant in a moderate level but the highest level as compared to other variables ($r=0.435$; $p<0.01$). Correlation between role conflict and an intention to leave is significant in moderate level ($r=0.374$; $p<0.01$) and correlation between role ambiguity with an intention to leave is significant in moderate level but lowest from other variables ($r=0.339$; $p<0.01$). Thus, role overload predicts an intention to leave and the relationship is significant at the highest level.

Table 1: Correlations between constructs

Variables	1	2	3	4
1. ITL	1.00			
2. RO	.435**	1.00		
3. RC	.374**	.615**	1.00	
4. RA	.339**	.523**	.357**	1.00

Note: * $p<.05$, ** $p<.01$

Regression

Table 2: Regression analysis between RO, RC, RA and ITL

Model	R	R Square	Square	the Estimate
1	.472 ^a	.223	.219	.611

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	2.088	.152	.258	13.780	.000
RO	.198	.040	.164	4.957	.000
RC	.126	.036	.146	3.446	.001
RA	.121	.036		3.316	.001

a. Predictors: (Constant), RA, RC, RO

b. Dependent variable: Intention to leave

As shown in Table 2, the influence of the role overload, role conflict and role ambiguity as an independent variable on the employee's intention to leave are statistically significant and

positive. The job stressor explains the 22.3 % of the change over the intention to leave. According to the multiple linear regression analysis, it has been determined that role overload has the most positive significant, where $\beta = .258$, influence on the employee's intention to leave a job. Therefore, it could be concluded that the increase of role overload, increase the employee's intention to leave a job.

Discussion

Based on the analysis results, all the independent variables of job stressor which role overload were, role conflict and role ambiguity would cause the employees leave their job. Also, the result from this study indicated that casual dining restaurants employees relate their intention to leave was directly related towards job stressor, with the influence of their role overload. When an employee felt that job stressor induces in themselves, they tend to leave their job.

Based on multiple linear regression results analysis, the dominant factor of intention to leave a job was role overload where its value of standardized coefficient was the highest β at .258. 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 role overload due to 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 role overload is a potential source which can lead to high level of job stress and high potential to leave a job.

Based on the Pearson correlation results analysis, this study indicated that all the variables have a positive relationship towards intention to leave a job. For the degree of job stressor (role overload, role conflict and role ambiguity) increase in employees themselves that 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 which are role overload, role conflict and role ambiguity were statistically significant correlation to employee's intention to leave a job. Furthermore, another same result obtained from the previous study that done by Lang et al., (2005), it showed a positive relationship between the role overload and turnover intention on foodservice industry.

Restaurant operator should be more concern about these variables which definitely will influence the employee's intention to leave their 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 job.

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