A STUDY OF EMPLOYEES' TURNOVER INTENTION AMONG GENERATION Y IN FAST-FOOD INDUSTRY

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DECLARATION

We hereby declare that:

(1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

(2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) Equal contribution has been made by each group member in completing the research project.

(4) The word count of this research report is _____.

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List of Abbreviations

APA   American Psychological Association

ANOVA   Analysis of Variance

e.g.   exempli gratia (for example)

etc   et cetera

DV   Dependent Variable

HRM   Human Resource Management

i.e.   id est (that is)

IT   Information Technology

IV   Independent Variable

PhD   Doctor of Philosophy

Sig.   Significant

SPSS   Statistical Package for Social Science

UTAR   University Tunku Abdul Rahman

Exp.   Example

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PREFACE

This research study is constructed based on a compulsory subject for all final year students, namely UBMZ 3016 Research Project.

We have stipulated our topic as "A study of Employees' Turnover Intention among Generation Y in Fast-food Industry." The primary objective of this research is to explore and investigate the core factors that influence turnover rate among Generation Y of the fast-food industry, especially in the local context nowadays.

Since statistical reports have shown a progressive line on the employees' turnover intention in fast-food industry, this research will come in handy for those fast-food entrepreneurs in developing their own business strategy up against the threats anticipated.

Upon completion of our literature review, we have indentified five major independent variables. Hence, a more in-depth study on these dimensions has been performed to provide a better insight about their correlation.

ABSTRACT

Turnover intention among Generation Y in fast-food industry has been found increasing over the change of time. Therefore, the purpose of this research is to investigate the factors (job satisfaction, job stress, organization commitment, organization culture and person-organization fit) that affect turnover intention among Generation Y in fast food organization. Based on the previous studies that were conducted by other researchers, they found that there is a significant relationship between these five variables and employees' turnover intention.

The primary data of this study was gathered by distributing 380 survey questionnaires to respective respondents in Malaysia fast-food organization. The Cronbach's Alpha Reliability test was conducted on every constructs which displayed high reliability results.

We have used Pearson Correlation Coefficient to analyses 380 responses from the questionnaires that we have obtained. In addition, Multiple Linear Regressions Analysis revealed that five independent variables (job satisfaction, job stress, organization commitment, organization culture and person-organization fit) had significant relationship with employees' turnover intention.

The discussion of the findings, implications of the study, limitations for the study, and recommendation for future research are discussed in the end of this study.

CHAPTER 1: INTRODUCTION

1.0 Introduction

This research is aimed to study the factors of turnover intention towards Generation Y employees in fast-food industry. In depth, this chapter presents an outline of the scenario with problem statement, followed by research objectives, research questions, hypotheses of the study, significance of the study, chapter layout, and finally conclusion.

1.1 Research Background

Fast-food restaurant is one of the popular franchise markets growing most rapidly in Malaysia. In general, the basic concept of fast-food restaurant or industry is convenience and prompt service that the food prepared in the shortest time and served as fast as possible to customers. Therefore, they provide standardized menu and consistent quality in order to minimal the time for the customer to obtain product information (Jekanowski et al., 2001). The restaurants provide food and drinks for dine-in as well as "take away". Examples of food sold include hamburgers, fried chickens, French fries, hot dogs, pizza, sandwiches and spaghetti. They normally operate mainly on a self-service basis for customers. The top international fast-food chains in U.S are Subway, McDonald's, Pizza Hut, Burger King, Dunkin' Donuts, Domino's Pizza, and Wendy's.

There is a growth and development of fast-food industries for the office workers who live in big cities because they only have shortened lunch hour for their break (Hanson, 2002). The elasticity of demand for those who eating from outside is equal to 0.75 which is higher than eating at home (Chris et al., 2011). This has indicated franchised fast-food chains have estimated annual sales of more than

$342 million (Chris et al., 2011). This is also supported by the research of Tracy (2009), she stated the Government of Malaysia (GOM) has allocated about US$5.7 million/ RM20 million for franchise development programs to establish new franchises in the country during the 9th Malaysian Economic Plan (9MP). Hence, this growth will ultimately create many employment opportunities for fresh graduates and managerial positions.

Moreover, according to Malaysia Economic Statistics – Time Series (2011), the wholesale and retail trade, hotels and restaurants were the second largest contributor to the GDP which contributed of 20.85% from the total in year 2010. Besides, the GDP of the wholesale and retail trade, hotels and restaurants have increased significantly from 2009 to 2010 which is 10.46%. According to the Malaysian Employers Federation (2011), its survey specified that non-manufacturing sector has the highest annual average turnover. The non-manufacturing sectors include IT/Communication (75.72%), Associations/Societies (33%), and Hotel/Restaurant (32.4%). In Asia, employee turnover is facing the same issues especially in hotels and restaurants industry which involves turnover rates of more than 40 percents (Khatri et al., 2001).

Employee turnover is costly and will have a direct impact to the organization productivity and performance (Hinkin & Tracey, 2000; Kacmar et al., 2006). The highest cost incurred is to invest training for new employees because it spends about $4.3 billion annually on the training (Zuber, 2001). Other expenses also include recruitment costs, advertising, disruption to work flow, etc. The front-line employees are the most valuable assets for food service industry because they are the ones who everyday provide the best service to increase customer's satisfaction.

Moreover, most of the employees in fast-food industry are young people which belong to age group 16-24 and also known as Generation Y (Reynolds, 2002). According to Sheahan (2009), Generation Y represents individuals who were born between 1978 and 1994. This generation's attitudes, values and perspective are different from the early and late generational stages (Francese, 2003). They more emphasize on autonomy and work-life balance that the job provides freedom or

empowerment in the organization (Smola & Sutton, 2002). Based on Appendix C, the young labour force participation rates in the age group between 15-24 and 25-34 were 39.3% and 80.3% respectively in year 2010 which account for the first and second contribution in Malaysia. Generation Y comprises largest percentage of employment and thus has a significant influence on the organization performance within Malaysia.

However, there are very narrow studies on factors of Generation Y employees' turnover intention in Malaysia fast-food industry. Hence, the gap is identified and this study is to examine the factors of job satisfaction, job stress, organizational commitment, organizational culture and person-organization fit towards Generation Y employees' turnover intention in the fast food industry. This paper provides the readers with an insight into the research area.

1.2 Problem Statement

The general problem of employee turnover in the fast-food industry has been documented as a serious issue for over fifty years and cost the industry over $7 billion a year (Shankar & Bhatnagar, 2010). Frederick (2012) stated that supervisor of restaurant measures turnover as a performance requirement in the organization where turnover rate less than 80% is regarded as good performance in a fiscal year.

The specific problem being addressed in this study is job satisfaction has highest impact towards turnover intention. Dissatisfied employees will bring difficulties in improving service quality to the customers. Many studies have proved that low job satisfaction is related to intention of leaving the organization and it is a major indicator to employee turnover. The reasons that contribute to the turnover intention are dissatisfaction with salary and benefits, the working environment, supervision and co-workers. The degree of job satisfaction of employees can lead to behaviours that influence the performance of the organization. For instance, a satisfied employee will have higher productivity and do his or her best for the

organization while dissatisfied employees will establish a negative outcome such as frequent absenteeism in the workplace.

Besides, organizational culture has impact on individual job satisfaction and organizational commitment (Robinson & Barron, 2007). This causes the employee intends to leave because they no longer loyal to the organization. According to Shani and Pizam (2009), they indicated that job stress, work related depression and job burnout will lead to turnover. These syndromes of emotional exhaustion cause job performance of individual and at the same time affecting organization goals. Furthermore, Jung et al. (2010) also emphasized that person-organization fit can reduce employee turnover intention. Otherwise, if the individual characteristic does not coordinate with the organizational culture, they will lack of motivation and commitment to work in the organization.

In addition, employee knowledge could threaten the organization after they transferred to competitor's organization and has a direct impact on the organizational performance and increases competitiveness in the market. On the other hand, when there is high turnover rate in the country, it has a direct impact on Malaysia economy as the temporary unemployment rate is high. When unemployment rate is too high, it will affect the supply and demand of labour force in the country. For example, based on HRM theory, if the demand of labour force is more than supply of labour force, shortage of workers will occur. Thus, it will have a significant impact on the imbalance of economy in the country.

1.3 Research Objectives

The purpose of this research is to identify and examine the relationship between job satisfaction, job stress, organizational commitment, organizational culture and person-organization fit towards turnover intention on Generation Y worker's perception in fast-food industry.

1.3.1 General Objectives

Precisely, the study also investigates the factors affects the Generation Y employees' turnover intention in fast-food industry in Malaysia.

1.3.2 Specific Objectives

The objectives of this proposed study are:

1. To investigate the relationship of job satisfaction and employees' turnover intention among Generation Y in fast-food industry.

2. To investigate the relationship of job stress and employees' turnover intention among Generation Y in fast-food industry.

3. To investigate the relationship of organizational commitment and employees' turnover intention among Generation Y in fast-food industry.

4. To investigate the relationship of organizational culture and employees' turnover intention among Generation Y in fast-food industry.

5. To investigate the relationship of person-organization fit and employees' turnover intention among Generation Y in fast-food industry.

6. To investigate the impact of job satisfaction, job stress, organizational commitment, organizational culture and person-organization fit towards employees' turnover intention among Generation Y in fast-food industry.

7. To investigate which independent variable (job satisfaction, job stress, organizational commitment, organizational culture and person-organization fit) has greater influence on employees' turnover intention.

1.4 Research Questions

Purpose of this research being carried out is to answer a few questions as stated below:

a) Does job satisfaction affect the employees' turnover intention among Generation Y?

b) Does job stress affect employees' turnover intention among Generation Y?

c) Does organizational commitment affect employees' turnover intention among Generation Y?

d) Does organizational culture affect employees' turnover intention among Generation Y?

e) Does person-organization fit affect employees' turnover intention among Generation Y?

1.5 Hypotheses of the study

There are several hypotheses developed to facilitate the objective of this study to investigate employees' turnover intention.

H_1: There is significant relationship between job satisfaction and employees' turnover intention.

H_2: There is significant relationship between job stress and employees' turnover intention.

H_3: There is significant relationship between organizational commitment and employees' turnover intention.

H_4: There is significant relationship between organizational culture and employees' turnover intention.

H_5: There is significant relationship between person-organization fit and employees' turnover intention.

H_6: The five variables (job satisfaction, job stress, organizational commitment, organizational culture, person-organization fit) are significant in explaining the variance in employees' turnover intention.

1.6 Significance of the Study

Fast-food organizations must motivate and retain front-line service employees in order to achieve and retain customer satisfaction. This study may have theoretical significance by exploring a direct relationship between variables (job satisfaction, job stress, organizational commitment, organizational culture and person-organization fit) and Generation Y employees' turnover intention in Malaysia. Thus, it will indicate the main contributor that affects the turnover intention and determine the issues that previous studies did not address out in Malaysia fast-food industry. This turnover phenomenon is epidemic in the industry and this study is designed to fill a gap in the fast-food literature.

Practically, results from this study may enhance some practices of food service management particularly in Malaysia to reduce turnover rate in the fast-food industry. This will also help managers or supervisors of fast-food organization have a better insight regarding the employees' behaviour, desires, attitudes and values that can contribute to employee satisfaction. The results can be used to educate managers and supervisors on retaining employees by implementing specific retention strategies in the fast-food organization. It is also beneficial for the management in term of decision making to reduce the turnover cost. On the other hand, it would help the organization to retain the talented and qualified employees to improve efficiency and effectiveness in the workplace.

By understanding Generation Y employee's perceptions, managers can implement strategies that would enhance employee satisfaction, retention and engagement in the workplace. This research also helps to narrow the research gap regarding perceptions of work environment factors and outcome factors by Generation Y employees in fast-food industry.

1.7 Chapter Layout

Chapter 1:

Introduction in the beginning paragraph will be the overview of the whole research. Research background is presented followed by problem statement then end with research objectives, research question, hypotheses of the study, and significance of the study.

Chapter 2:

Important dependent variable and independent variables in this research will be defined clearly, while theories and previous studies related to the topic will be presented. Furthermore, conceptual framework will be developed based on suitable statistical analysis to examine whether theory formulated is valid.

Chapter 3:

This chapter specifies the research design, data collection methods and sampling design. Besides, research instrument which consists of questionnaire design and pilot test are also presented in this chapter. This is followed by measuring of the instrument or questionnaire, operational definition of constructs measurement scales, ending with data processing and methods of data analysis. 380 sets of questionnaire will be distributed as we are targeting 380 Generation Y employees in fast-food restaurants. 30 sets of the questionnaire will be distributed to respondent as the pilot study.

Chapter 4:

This chapter presents the overall results and findings from the analysis of the questionnaire. Statistical Package for Social Science (SPSS) is widely used to illustrate the chart and tables. The interpretation is further elaborated in-depth of the result.

Chapter 5:

This chapter summarizes the research findings 1and also discusses the major findings. Besides, it also discusses the limitations of the study as well as provided

recommendations for future research. Lastly, overall conclusion of the entire research project is provided.

1.8 Conclusion

In this chapter, it is the introduction about the few variables (job satisfaction, job stress, organizational commitment, organizational culture and person-organization fit) and whether these variables affect the Generation Y employees' turnover intention in fast-food industry. Thus to better understand the concept of employees' turnover intention in fast-food industry, a review of literature and a testing of framework were conducted and will be revealed in the following chapter of this study.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter consists of reviews from secondary data that other researchers have collected from other journals, statistical reports, and primary data. Besides, it also outlines the literature and relevant theoretical model reviews regarding the variables that influence the intention of turnover among Generation Y employees from fast-food industry and defined deeply about the respective independent and dependent variables. Furthermore, a proposed theoretical framework will be attached. Finally, hypothesis will be formulated based on the relationship between dependent variable and independent variables.

2.1 Review of the Literature

2.1.1 Turnover Intention

Turnover intention refers to estimated probability that an individual intent to leave his or her current organization in the future (Brough & Frame, 2004). It was argued that turnover intention is a strong indicator for actual quitting behaviour (Firth et al., 2004). It is important to focus on employees' turnover intention because it affects most organization which will result in negative consequences. The higher of actual turnover rate will lead to high turnover intention of employees who still remain in the organization. Managers become distracted in attracting and hiring of replace employees rather than spending time in supporting employees (Bhal & Gulati, 2006).

Furthermore, Souza-Poza and Sousa-Poza (2003) defined turnover intention is the probability that an individual will change his or her job

within a specific time period and it is an immediate ancestor to actual turnover. However, employees' turnover intention is a big crucial in many organizations especially those organizations hire a number of low income levels such as fast-food industry.

Research has indicated that organization with low employee turnover rate tend to perform better than those with transient or high turnover (Gandolfi, 2008). Fast-food industry encounters both direct and indirect costs when replacing the staff. Direct costs include replacing a staff and training expenses. On the other hand, indirect costs include customer retention, low production, and low satisfaction of employees, reduced organization's performance.

Several studies had explained the concept of turnover intention will impact on negative attitudes such as high absenteeism and thus they decide to voluntarily leave the organization (Mobley et al., 2001). Organization will expose to higher risk due to high voluntary turnover as it can lead to human capital loss and lack of employees expertise for the organization (Yang et al., 2012).

Turnover will cause the loss of high productivity and talented employees and thus negatively affect the relationship between the organization and its customers (Allen et al., 2010). Front-line service employees play a vital role in managing customer relationship in fast-food organizations as they need to contact with different kind of customers in daily basis (Farrell & Oczkowski, 2009). Hence, study on workers' perceptions of turnover intention in fast-food restaurant is vital as they play an important role to increase customer satisfaction and thus improve the organizational performance.

2.1.2 Job Satisfaction

Elton Mayo from the Hawthorne plant of the Western Electric Company in Chicago was the first to develop the concept of job satisfaction through the Hawthorne studies in the late 1920s and early 1930s. The result showed that emotions of employees can influence their working behaviours. The main causes of job satisfaction and productivity of employees are social relationship and psychological factors (Robbins, 2003). Based on the studies by Serrano and Vieira (2005), job satisfaction is a strong medium of overall person well-being and it is a good predictor of intentions or decisions of employees to quit that job (Gazioglu & Tansel, 2002).

According to Gibson et al. (2000), job satisfaction is known as an individual expression of personal well-being associated with doing the job required. Besides, Robbins (2003) defined job satisfaction as a general attitude towards the job, in which it is based on the difference between the rewards received and what they actually expect they should receive. Another studies by Baron and Greenberg (2003) defined job satisfaction as a behaviour towards the job and the affective, cognitive and evaluative reactions towards their job.

Furthermore, job satisfaction is the extent to which a worker is content with the rewards that he or she receives out of his or her job in terms of intrinsic motivation (Statt, 2004). Kaliski (2007) defined job satisfaction as the main indicator that leads to recognition, income, promotion, and achievement of other goals that will lead to a feeling of fulfilment. Besides, another studies by Price (2001) reported that job satisfaction is one of the factors that lead employees to quit their job from the organization.

According to Ganesan (2010), job satisfaction consists of four factors which are pay, promotion, the work itself and supervision. The four variables of job satisfaction were selected because these are the most common variables in the organization that will cause satisfaction of

employees (Ganesan, 2010). Besides, the study also determined the demographic factors on turnover intention. The results of the research summarized that there is a significant and negative relationship between job satisfaction and turnover intention.

According to Rose (2001), job satisfaction has two dimensions which are intrinsic and extrinsic dimension. Intrinsic job satisfaction is defined as how one feels about their job while extrinsic job satisfaction is defined as how one feels about the work situations that are external to the job tasks (Hirschfield, 2000). In terms of intrinsic job satisfaction, it is a person's value concerning his or her inventiveness, job enrichment and evolvement. Extrinsic job satisfaction refers to the promotion and salaries. When an employee faces inequality in terms of lack of recognition and poor pay, it often leads to employee retention (Boggie, 2005). Besides, turnover will occur when staff members compare their salary with other employees and dissatisfied with what they have contributed in their job (Nel et al., 2004). Extrinsic and intrinsic job satisfaction has a significant relationship with turnover intention. When employees have low extrinsic and intrinsic job satisfaction, it would lead to turnover intention.

According to Wubuli (2009), fast-food restaurant employees are younger, mostly single with low level of education and short years of working experience. The researcher found that work condition, pay, fairness and promotion are the factors that affect employees' job satisfaction in fast-food restaurant. At the same time, Wubuli (2009) highlighted that these four factors are most important in determining employees' job satisfaction. In addition, researcher concludes that promotion is the main factor affecting employee job satisfaction in fast-food restaurants. If fast-food restaurants provide promotion opportunities to employees, it can motivate employees to work harder and perform better in their work. However, factors such as gender, age, education level, work experience and marital status have a small contribution job satisfaction in fast-food restaurant employees. The result of the study showed that work condition, pay,

fairness and promotion significantly influence employee job satisfaction in fast-food restaurants.

2.1.3 Job Stress

According to the research done by Mansoor et al. (2011), stress is a situation in which one realizes the pressure on them until they cannot afford to handle the requirements of situation. Job stressors are the workplace factors which cause jobs to be stressful and difficult for service employees. Stressors are the subset of stress. Stranks (2005) described that the causes of stress normally include three aspects which are environmental, occupational and social.

A number of researchers have done some researches about workplace stressors in a variety of industries. Workplace stress includes role ambiguity, role conflict and role overload. Role ambiguity refers to the degree of predictability one's behaviour responses and the clarity of behaviour requirements (Glissmeyer et al., 2008; Shen, 2005). In another words, a person feels that the job obligation is not clear and not stated in a straight forward manner. Meanwhile, Cooper et al. (2001) described role conflict as incompatible demands on the person (either single role or multiple roles occupied by the individual) which can lead to negative emotional reactions due to the perceived inability in handling the job. Role conflict occurs when someone's expectations of roles are different with those of higher management based on the performance of a given task (Ghazali, 2010). Role conflict is a significant problem for fast food employees because they need to interact with customers who have different expectations and demands. With regards to role overload, Cooper et al. (2001) described it as the sheer amount of work required to complete a role. Role overload happens when an employee is pressured to do more and finish the work within normal working hours in a day (Glazer & Beehr, 2005). Besides, work overload can cause errors in products and services.

Work stress is a particular problem especially in customer-oriented industries because employees always deal with conflicting demands of the company, supervisors and customers which can create dissonance for employees (Ruyter et al., 2001). The research done by Sun et al. (2007) has also proved that work pressure, work environment, job stability and working hours are the factors that contribute to employees' turnover in hotel and restaurant industries.

Gill et al. (2006) also mentioned that hospitality or customer-contact service employees are subjected to dynamic and many unforeseen or unplanned peaks in their working condition which can contribute to high level of work-related stress. Kim et al. (2007) reported that the front-line employee frequently encounters demanding and difficult customers, and need to treat customers promptly to gain more competitive advantage. In fast food industry, the frontline employee has to offer fast, efficient and professional service to customers. Therefore, Kim added that it is not surprise that frontline employee job stress can result from frequent customer contact.

In the case of employees at work, they would worry potentially about many things such as too much or too little work, inefficient management, excessive working hours, job security, and pressure on or conflict with job demands (Stranks, 2005). Furthermore, managers often change their shift patterns. Working night shifts is assumed to be affecting their primary family responsibilities, which has become a big concern for female workers (Ukandu & Ukpere, 2011).

2.1.4 Organizational Commitment

Organizational commitment is one of the most vital employee behaviours which are important to attain more talented employees in an organization (Alniacik et al., 2011). It is defined as a person's attitude and strong belief towards the acceptance of the organization's goals and values (Alniacik et al., 2011). The three-component model of organizational commitment is designed by Allen and Meyer (1991). According to them, there are three kinds of organizational commitment namely continuance commitment, affective commitment and normative commitment.

Greenberg and Baron (2003) stated that continuance commitment is the strength of desire to continue working for an organization because the needs to do so and could not afford to leave the job. They also added that people are less likely to leave jobs when there are less alternatives available than when there are many other jobs to be found. For example, a single mother who is working with a foodservice organization that offers variety of benefits will continue to stay in the organization, even though she is forced to work lower volume working shifts is representing the continuance commitment towards the organization (Miller, 2000).

Meanwhile, for affective commitment, it is known as the strength of one's desire to stay with an organization because he or she agrees with its goals and values of the organization (Greenberg and Baron, 2003). For example, a food server that has an outstanding performance in a restaurant that could choose to work in any restaurant in town but chooses to stay with his current employer because he is treated fairly and agrees with values of the organization (Miller, 2000).

As for normative commitment, it represents the strength of a person's desire to continue working for an organization because the feel of obligations from other to remain there (Greenberg and Baron, 2003). For instance, an employee who has been selected as "the employee of the year"

will continue to work with the restaurant after graduating from college because they feel that they indebted to the company for the past rewards (Miller, 2000).

Greenberg and Baron (2003) mentioned that people with high degrees of normative commitment care a lot about what others would think or say about them when they choose to leave the organization. Several studies conducted by Meyer and Allen (1997) stated that employees with strong affective organizational commitment perform better and harder at their jobs compared with those with lower level of commitment.

Employees with strong affective organizational commitment would be motivated to perform to a higher level and contribute more to the organization (Brown, 2003). Once the employee is committed to the organization, he or she will perform to their upmost standard to serve the organization. Besides, Udechukwu (2006) stated that there are several reasons for employees to remain in the same organization. For instance, they agree with the values and goal of the organization, some stay due to the compensation, benefits or other financial reasons and others might perceive there are no viable alternatives that are available at the moment.

A study had conducted by Simon et al., (2010) to investigate the relationship between nurse's turnover intention and organizational commitment. The result is that younger nurses have a lower commitment and thus lead to strong turnover intention compared to their mature and older colleagues (Simon et al, 2010).

Kim et al. (2005) stated that when the individual believes strongly in the organization's values and goals, they will have strong desire to stay in the current organization. Furthermore, the consequences of strong organizational commitment shown by the employees include retention, attendance and job productivity (Kim et al., 2005).

2.1.5 Organizational Culture

Organizational culture can be defined as the shared beliefs, norms and values reflected by employees in the company in order to monitor and coordinate employee's behaviour (Miron et al., 2004; Julia et al., 2011). Several research have been proven that culture is the key factor to stimulate innovation (Higgins and McAllaster, 2002; Jamrog et al., 2006; Jassawalla and Sashittal, 2002; Lau and Ngo, 2004) because it increases their willingness to accept new changes in the organization development and increase employee's loyalty to it (Hartmann, 2006). However, organizational cultural aspects are closely related with management behaviour in terms of decision making and it can be a barrier to change as well. On the other hand, Tyrrell (2000) explained that organizational culture is continuously being negotiated as it is emerging property of interpersonal skills. This is supported by Kusluvan and Karamustafa (2003) that the beliefs and values developed from the enduring compromise and practices among employees become a reference for what is right or wrong behaviour in an organization. Furthermore, organization culture provides unwritten and unspoken guidelines to encourage teamwork and cooperation in a harmony organization (Cameron and Quinn, 1999). The organization's values, beliefs and assumptions may be represented by company artefacts, dress codes, ceremonies, company stories, and how a company deals with crises (Beach, 2006; Rafaeli & Pratt, 2006).

There are four types of cultures: consensual, developmental, hierarchy and rational culture proposed in the Competing Value Approach (CVA) by Quinn and McGrath (1999). First, researchers explained that consensual culture focuses on concern for people. In other words, they value for the teamwork, employee engagement and employee royalty. The organization can be a pleasant place to work where people can share problems with each other and the leaders are considered to be supporters (Jae & Tae, 2009).

The second organizational culture is rational culture which emphasize on result and effectiveness. Thus, people are highly competitive among each other to achieve organizational goals. The leaders are strong-willed and demanding for high achievement as they want their employees to work efficiently and effectiveness. Hence, the organization focused on winning and desire to become industry leader by increasing market share (Jae & Tae, 2009). Third, developmental culture is a flexible and innovative workplace. The leader and employees are risk-takers and emphasize on creativity, enthusiasm and autonomy. Finally, hierarchical culture is a formalized, discipline and structured workplace (Jae & Tae, 2009). People follow procedure and policies to get their job done while the leaders are good coordinators and focus more on efficiency. In this organizational culture, it emphasized more on formal rules and regulations.

Furthermore, organizational culture is able to determine how well a person fits within an organization as good fit people should feel comfortable to adapt with culture. Based on different national organizational cultures, researcher found that one person value and organizational practices need to be cohesive in the demographic variables such as gender, age and education that will influence the degree of person-organization fit (Silverthorne, 2004).

Several empirical studies have illustrated that members' perceptions of the nature and strength of organizational culture are critical components of HRM, change management, leadership, and work-related behaviours and attitudes that can impact task performance (Allen, 2006; Flynn & Chatman, 2001; Kirkman, Lowe, & Gibson, 2006; Lee & Yu, 2004; Lund, 2003). According to Zohar (2000), it is important to distinguish between strong and weak cultures within organization. This is because strong cultures have greater influences on employees' behaviour and have a direct impact on reducing high turnover rate. A strong culture will have a greater impact on the members' behaviour because the consistency of shared values and

beliefs among each other can influence employees to perceive high behavioural control.

2.1.6 Person-Organization Fit

The definition for the person-organization (P-O) fit becomes a problematic issue due to different conceptualization. Most researchers defined P-O fit as the compatibility between individuals and organizations. However, as Kristof (1996) said that compatibility can be conceptualized in a variety of ways with two different perspectives on P-O fit. The first perspective is the supplementary versus complementary while second perspective is the demand-abilities versus needs-supplies. According to Sekiguchi (2004), supplementary fit is a condition in which the characteristics of a person are similar to the environment of an organization or with other people. On the other hand, complementary fit occurs when an individual's characteristics fill up a void or space of the organization thus complementing and making the organization more complete (June & Rosli, 2011).

According to Ramesh (2012), organizational fit consists of few major components, i.e. person organization fit, person environment fit and person job fit. Based on Schneider's study in 2001, person environment fit is known as the "pervasive as to be one of, if not the dominant conceptual forces in the field", which have a sustained interest in the fit between individual and their work environment.

The person job fit consists two conceptualization of demand abilities in terms of employees' skills, abilities and knowledge are match with the job requirements while the second concept is in terms of employees' desires, needs, or preferences which met by the jobs itself that they perform. Thus, P-O fit is achieved when an organization enables to satisfy individuals' needs, desires, and preferences (Kristoff, 1996). Based on Vianen (2000), recruitment and selection process is necessary to achieve a high level of P-

O fit because the process is related to work outcomes such as organizational commitment, identification and retention.

According to Edward (2001), person job fit can defined as the compatibility between individuals abilities and job demand among individuals desires and attributes of a job. The individual's abilities refer to their education level, experience, and employee aptitude such as knowledge, skills and an individual ability (Caldwell & O'Reilly, 2000). This concept provides a better understanding for each employee in the organization to have desire to fulfil and abilities to contribute. Thus, person job fit able to fit perfectly if the organizations enable to fulfil the employees' desires and utilize their abilities in proper way (Philips, 2009).

Besides, Eddy (2004) defined that the person-organization fit is able to help job applicants in the process of finding suitable organization to work for and make final job choice decisions. Meanwhile, P-O fit is an essential of psychological process with daily experience of job applicants, employees and employers. According to Kristof (1996) and Verquer et al., (2003), their researches consistently supports the beneficial results of P-O fit and with poor P-O fit necessarily leads low job satisfaction and therefore leads to intent to leave the job (Wheeler et al., 2005).

Moreover, P-O fit is a challenge for people to make assessments of the compatibility fit in between themselves and the organization with an explanation on how job applicants make their job choice decisions. The P-O fit concept describes the relationships between the people and the entire organizations as an interest on the ideas of organizations have own cultures that are more or less attractive to certain types of activities in organizations. P-O fit defined the relationships of an individual's values and beliefs with the value, cultures and norms of an organization (Handler, 2008). According to Schneider et al. (2002), the compatibility relationships match with participants' personal characteristics and their needs. Thus, the applicant's job choice decision is a central determination of the degree to

which individual can find organizations is to be attractive for them (Eddy, 2004).

2.2 Review of Relevant Theoretical Models

2.2.1 Job Satisfaction

Source: Zheng, Y. M. & Feng, X. S. (2011). The relationship between job satisfaction, burnout, and turnover intention among physicians from urban state-owned medical institutions in Hubei, China: a cross-sectional study.

According to the study conducted by Zheng and Feng (2011), the conceptual framework was created. The variables of job satisfaction are job-itself satisfaction, work environment satisfaction, job rewards, organizational management and medical practicing environment satisfaction. However, the researches indicated that job satisfaction and organizational burnout have interrelated relationship and will lead to turnover intention. Job satisfaction has negative effect on turnover intention while organizational burnout has positive effect on turnover intention. When employees are dissatisfied and facing job burnout, the perception turnover intention will come to their mind. In addition, researchers indicated that employees will look for new job when they have the intention to leave their jobs.

2.2.2 Job Stress
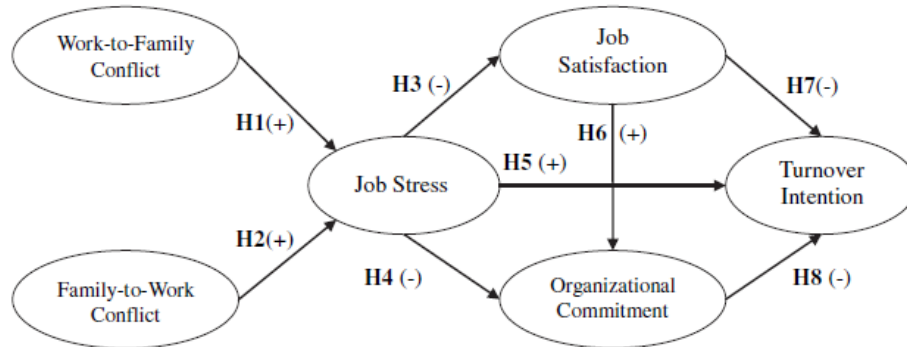
Fig. 1. Conceptual model.

Source: Ching-Fu, C., & Ya-Ling, K. (2011). The antecedents and consequences of job stress of flight attendants. Journal *of Air Transport Management, 17*, 253-255.

According to the research done by Chen and Kao (2011), the conceptual model above was created. Their research emphasised that conflicts between family and work contribute to job stress, which subsequently affect the job outcomes, either directly or indirectly. Job outcomes refer to organizational commitment, job satisfaction, and turnover intention. Both work-to-family conflict and family-to-work conflict have positive relationship with job stress, while job stress has a negative relationship with job satisfaction and organizational commitment. Therefore, job stress has a significant, positive effect on turnover intentions.

2.2.3 Organizational Commitment
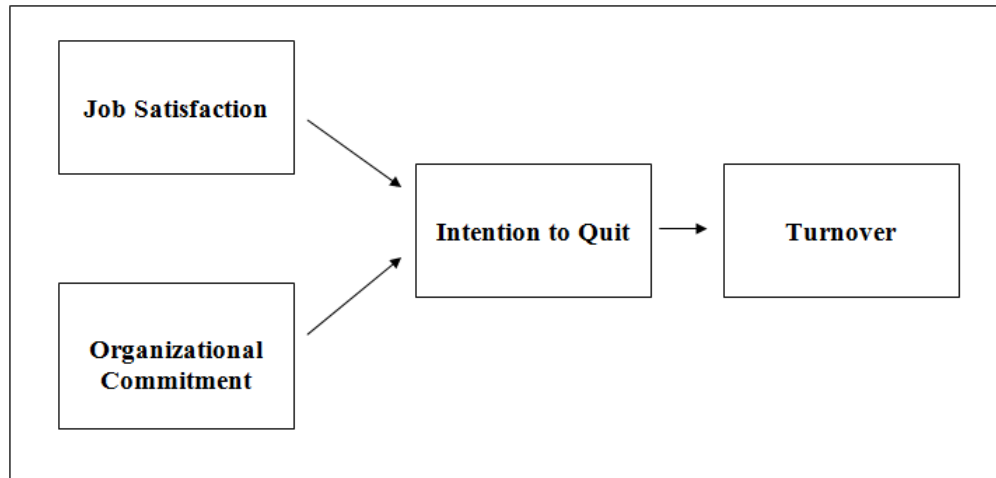
Source: Udechukwu, I, (2006). The Relationship between Job Satisfaction, Organizational Commitment, Intention to quit, and Perceived Alternative Employment in the Assessment of Employee Turnover: A study of Correctional Officers.

The theoretical framework by Udechukwu (2006) showed that organizational commitment has a significant impact towards intention to quit. Intention to quit will then lead to turnover of employees in an organization. There are other variable that has relationship with intention to quit namely job satisfaction. Organizational commitment has a negative relationship with the intention to turnover, whereby the lower the strength of organizational commitment the higher the intention of the employees to quit the job and leave the organization. Thus when one's commitment towards the organization is low, he or she will make the decision to leave the organization.

2.2.4 Organizational Culture
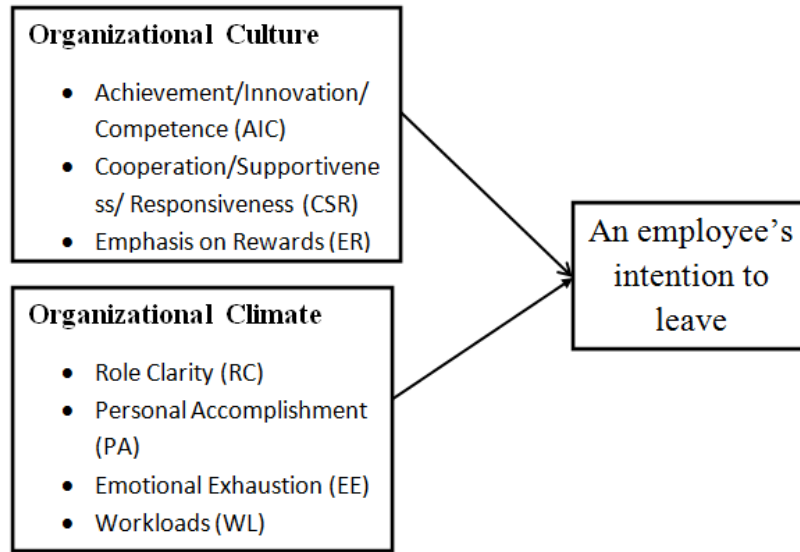
Source: Shim, M. (2010). Factors influencing child welfare employee's turnover: Focusing on organizational culture and climate, *Children and Youth Services Review*, Volume 32, Issue 6, Pages 847-856

According to the research conducted by Shim (2010), organizational culture and organizational climate were used to determine the effects on employee's intention to leave. From the result of this study, it has provided the evidence that the organizational culture has a significant relationship with the employees' turnover intention. In organizational culture, CSR has a strong negative relationship among the three variables (AIC, CSR, ER) and it is statistically significant predictor of an employees' turnover intention. In addition, the result of this study also provided the evidence where organizational culture has a significant negatively related with the employee's intention to leave.

2.2.5 Person-Organization Fit
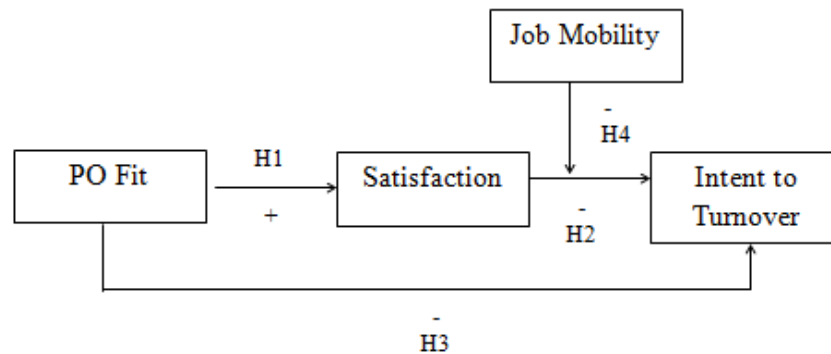
Source: Anthony.R.W & Chris.J.S (2007). When person-organization (mis)fit and (dis)satisfaction lead to turnover: The moderating role of perceived job mobility. *Journal of Managerial Psychology*, Vol.22 No.2, pp.203-219

Anthony and Chris (2007) stated that when person-organization (P-O) fit increases it will cause the job satisfaction increases and as a result, the turnover intention decreases. P-O fit researchers hypothesize the relationship between P-O fit and job satisfaction into the degree to which an individual's and organization's value are overlap in term value-goal congruence. As result, when the employee feels satisfied with his or her job in the organization they will remain in the organization. However, lack of value-goal congruence will lead to employees' job dissatisfaction and causes employees' turnover intention (Kristof et al., 2005; Verquer et al., 2003).

Based on the study of Anthony and Chris (2007), decreased in P-O fit will lead to decrease in job satisfaction. Thus, it will results in increase of intention to turnover if the individual has also perceived alternative job opportunities.

2.3 Proposed Theoretical/ Conceptual Framework

Independent variables   **Dependent variable**

```
┌─────────────────┐
│      Job        │
│  Satisfaction   │ ─────────────┐
└─────────────────┘              │
                                 │
┌─────────────────┐              │
│   Job Stress    │ ───────────┐ │
└─────────────────┘            │ │
                               ↓ ↓
┌─────────────────┐      ┌──────────────────┐
│ Organizational  │      │   Generation Y   │
│   Commitment    │ ────→│    employees'    │
└─────────────────┘      │     turnover     │
                         │    intention     │
┌─────────────────┐      └──────────────────┘
│ Organizational  │              ↑
│     Culture     │ ───────────┘
└─────────────────┘
                               │
┌─────────────────┐            │
│     Person-     │            │
│  Organization   │ ───────────┘
│      Fit        │
└─────────────────┘
```

Source: Developed for research

2.4 Hypotheses Development

2.4.1 Job satisfaction

One of the researches that have been done by Rahman (2008) found that job satisfaction has negative effect on turnover intentions among IT professional. This is further supported by Korunka et al. (2005), they found a significant negative relationship between job satisfaction and turnover intention in IT industry. Similar finding has been proved by Chen et al. (2004) on career management, job satisfaction and turnover intentions reveal a negative relationship between job satisfaction and turnover intention.

According to Harman et al. (2009), the relationship between job satisfaction and intention to leave is significant. However, employees who are satisfied with their job will remain while those who dissatisfied will leave the organization (Egan and Kadushin, 2004). Another research done by Brough and Frame (2004) indicated that job satisfaction has been proven to be a strong negative predictor of turnover intentions. It can be concluded that there is a significant negative relationship between job satisfaction and turnover intention. Considering the previous research evidences, we hypothesize that:

H_0: There is no significant relationship between job satisfaction and employees' turnover intention.

H_1: There is significant relationship between job satisfaction and employees' turnover intention.

2.4.2 Job Stress

According to Williams et al. (2001), increased stress among physicians can result in several forms of withdrawals. The physicians reported higher turnover intentions and also an increased in likelihood to reduce working hours or withdraw from direct patient care. Therefore, it appears that stress is first known indicator that will lead to increase in job dissatisfaction, which may lead to an increase in turnover intention or absenteeism.

According to Walsh (2011), unpleasant work experiences of service employees affect job performance and contribute to high percentage of employee turnover, in which customer unfriendliness is one of the social stressor. Customer unfriendliness poses threat to service employees' resources which causes employees trying to minimize threats to resource loss, which can ultimately prompt quitting intentions.

In addition, Gryna (2004) stated that one of the reasons for work overload is customer expectations. This can be viewed particularly in fast food industry where customers expect faster and faster service. She also further explained the consequences of work overload which are reduced job satisfaction, and which ultimately leads to turnover behaviour. Thus, the following hypothesis was proposed:

H_0: There is no significant relationship between job stress and employees' turnover intention.

H_2: There is significant relationship between job stress and employees' turnover intention

2.4.3 Organizational Commitment

Samad (2006) has conducted a study that indicates the higher the employees score on organizational commitment, the intention of turnover will be lower. Besides, similar to other studies, the results showed that organizational commitment was one of the most vital indicators of employees' turnover intentions (Samad, 2006).

In a research conducted by Fick (2011), he stated that if employees have high organization commitment they are more likely to be more productive, motivated, satisfied and will less likely to leave the organization compared to those with low organization commitment. Besides, Lacity (2008) had also concluded in a study that organization commitment has significant impact on turnover intention. Moreover, a study conducted by Chen and Ching (2000) had pointed out that organizational commitment has a negative relationship with employees' turnover intention. Thus, the following hypothesis was proposed:

H_0: There is no significant relationship between organizational commitment and employees' turnover intention.

H_3: There is significant relationship between organizational commitment and employees' turnover intention.

2.4.4 Organizational Culture

Research has shown that organization must have self-managed teams and empowerment strategies to reduce turnover intention (Crook et al., 2001). The research indicated that less hierarchy and structures of organizational will develop a positive relationship between employees and organizations (Stamper & Dyne, 2003). Besides, MacIntosh and Doherty (2005) indicated that strong organizational culture in one company will reduce the employee's intention to leave and improve the productivity of organizations. Beyer et al. (2000) empirical showed that organisations with strong organisational culture can help to retain talented employees and improve satisfaction and commitment of employees.

There is a relationship between culture and turnover intention as the organization with high power distances will increase employee's intent to quit in hospitality industry (Kumar & Sankaran, 2007). Besides, Gifford at al. (2002) also found that organizational culture that emphasizes on teamwork, moral, leadership and trust has a statistically significant negative relationship with intent to turnover. This is supported by Mulcahy and Betts (2005), they stated that culture emphasizes on respect, team relationship and strong leadership for managers was successful in both increasing employee's satisfaction and reducing turnover intention. Thus, the following hypothesis was proposed:

H_0: There is no significant relationship between organizational culture and employees' turnover intention.

H_4: There is significant relationship between organizational culture and employees' turnover intention.

2.4.5 Person-Organization Fit

Wheeler et al. (2005) proposed a model of person-organization fit with organization to describe possible explanation on how employees will behave when found misfit in organization and turnover is the major option made by employees to choose to leave the organization. It also included perceived job mobility that defined as individual's perception has different available alternative job opportunities and acts as a moderating variable between causes of misfit and the decision to turnover.

In the situation of high job demand environments such as low unemployment or less marketable employees, it is possible for employees to look for new jobs as to improve their status or salary while for highly marketable employees they will begin job search due to prevailing job availability due to the economic conditions (Wheeler et al., 2005). However, it was argued that these highly marketable employees who is the most liable to the P-O misfit, job dissatisfaction and intent to turnover path because highly skilled employees are more perceived greater job mobility than low-skilled employees. Hence, the following hypothesis was developed:

H_0: There is no significant relationship between person-organization fit and employees' turnover intention.

H_5: There is significant relationship between person-organization fit and employees' turnover intention.

2.5 Conclusion

This chapter provides support of plenty past researches on relevant field to provide sufficient insight on the study's variables. Using these insights as references, the study builds a fundamental theoretical framework with strong backups which have been proved empirically. Given a replica of research model through this section, research methods will be formulated to discuss ways of collecting and analyzing data to empirically test the hypothesis.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

Chapter 3 will specify the methods and procedures used to collect accurate and relevant information. This chapter provides assurance that appropriate research procedures are followed. This chapter consists of research design, data collection method, sampling design, research instrument, construct measurement, data processing and data analysis.

3.1 Research Design

This study takes on the quantitative research to test the hypotheses from the questionnaires developed. The way of accumulating quantitative data is through questionnaires. This technique can study large group of people and make generalizations from the samples being studied. An advantage of it would be inexpensive for study as only a smaller group of people is used to represent the large group or the whole population (Swanson and Holton III, 2005).

Malhotra (2007) defined descriptive research as a form of conclusive research which main objective is to describe something that is market characteristics or functions. Thus, this descriptive research is being used to evaluate the effects of job satisfaction, job stress, organizational commitment, organizational culture and person-organization fit on employees' turnover intention among Generation Y in Malaysia fast-food industry.

3.2 Data Collection Method

There are many ways in collecting data. Data can be categorized into two categories, which are primary data and secondary data. For this research, it was conducted mainly on both primary and secondary approaches. Both primary data and secondary data help to find out the relevant information about all the variables that have significant relationship with employees' turnover intention.

3.2.1 Primary Data

Primary data is an original research where the data being collected and designed specifically to answer the research questions. In this research study, we used self-administered questionnaires to gather the information needed. The advantages of questionnaire are it can be collected easily, more quickly and more economically compared to other data collection method.

The questionnaire used for this research was constructed by adopting and modifying the questionnaire of several related research journals. By doing so it could ensure higher validity of the questions used to ask the targeted respondents, compared to constructing own questionnaire.

3.2.2 Secondary Data

Secondary data can be obtained through existing sources such as books, media and census data (Cavana et al., 2000). Secondary data is easier to be obtained in a faster way, and less expensive compared to obtaining primary data. The secondary data in this study was obtained via the Internet Online Journal database consists of ProQuest, Emerald, and Ebscohost which are available in the UTAR library database to support the

literature review. Besides, online articles and magazines are used as proposal references for extra information.

3.3 Sampling Design

3.3.1 Target population

In this study, the target population in our survey is Generation Y employees of fast-food restaurant located in Malaysia. The reasons for choosing this target population because there is a high turnover rate of fast-food restaurant in Malaysia especially for young workers, therefore targeting Generation Y workers would be easier for us to select the most appropriate and relevant respondents group. According to Malaysia Economic Census (2011), the total population of employees who work in fast-food industry is 42,762.

3.3.2 Sampling Frame and Sampling Location

The sampling frame is known as the list of elements from which the samples are use to identify the target population (Zikmund, 2003). Sampling frame may not be relevant to the non-probability techniques. This is due to the name list of the respondents from the fast-food industry cannot be accessed.

In our research, a total of 380 questionnaires are prepared and distributed to the fast-food employees who are working in KFC, PizzaHut, McDonald's, Subway and Domino's Pizza. In terms of number of outlet, as at 2012, the top five leading fast food service chain brands in Malaysia are KFC (552 outlets), Pizza Hut (310 outlets), McDonald's (226 outlets), Subway (126 outlets) and Domino's Pizza (103 outlets). Thus,

questionnaires were distributed to the five top leading fast food organizations in Malaysia.

The sampling location is the fast-food restaurants located in East and West Malaysia. We targeted on those employees who are based in Kuala Lumpur, Selangor, Johor, Pulau Pinang, Perak, Sarawak and Sabah. Based on Appendix D, Kuala Lumpur and Selangor remained as the main contributors in the service sector with a share of 47.9%. Meanwhile, Johor and Pulau Pinang contributed 8.6% and 6.9% respectively. It then followed by Perak (6.4%), Sarawak (6.0%) and Sabah (5.1%).

3.3.3 Sampling Elements

As the questionnaires are distributed, the elements of this survey are those who are working in fast-food restaurants especially Generation Y employees who are employed as cashiers, shift supervisors, and carhops. Besides, questionnaires are distributed to different ranges of respondents based on their age, gender, education levels, income levels and races. As a result, this can help to generate different perspectives among the respondents in order to obtain accurate and reliable results.

3.3.4 Sampling Technique

Basically there are two major categories of sampling techniques namely probability sampling and non-probability sampling (Hair et al, 2007).

In probability sampling, the elements in the population being selected are known chance and usually equal for all cases (Saunders, Lewis & Thornhil, 2009). There are few types of probability sampling techniques: (i) simple random sampling; (ii) stratified sampling; (iii) systematic sampling; (iv) cluster sampling.

A non-probability sample is the probability where each of the elements in the population chosen is unknown (Saunders et al., 2009). There are four types of non-probability sampling techniques which are (i) convenience sampling, (ii) judgment sampling, (iii) snowball sampling and (iv) quota sampling. Convenience sampling is preferred in this study because it is the best way of collecting information more efficiently and able to obtain a large number of completed questionnaires quickly as well as economically (Zikmund et al., 2010).

In this research, non-probability sampling method is employed by using the convenience sampling. Questionnaire will mainly be distributed to the Generation Y employees who work as cashier, shift supervisor, and carhop.

3.3.5 Sampling Size

Sample size is the number of clarification used of a given population. The samples of 380 respondents are taken into this study and will represent the population of the fast-food industry employees in Malaysia. The sample size is determined based on a given population size table from Sekaran (2003). Before the actual survey, a pilot test has been conducted consisting of 30 respondents in order to test on the accuracy and significance of the study.

3.4 Research Instrument

In this study, the research instrument used is the self-administrated questionnaire from several journals. Self-administered questionnaires required respondent to take the responsibility to read and answer all the questions in the questionnaire. Furthermore, questions from several journals are used to ensure higher validity. The questionnaire will be distributed directly to the employees and it took around 10 to 15 minutes for a respondent to complete it.

3.4.1 Questionnaire Survey

Questionnaire survey is the primary instrument used in this study. According to Zikmund et al. (2010), questionnaires play an important role in gathering primary data because it is quick, inexpensive and efficient. Therefore, questionnaires have to be carefully developed, tested and errors need to be corrected before it is mass distributed to all the respective respondents.

3.4.2 Questionnaire Design

The layout of the questionnaire is in simple form so that the respondents will be able to understand and answer them without taking much time. Besides, the questions have been translated into Bahasa Malaysia for easier understanding. The questionnaire of this research was sequenced accordingly into three sections namely Section A, Section B and Section C.

Section A consists of five independent variables to determine the factors that influence your intention to leave the organization. Each variable comprises of five questions that are required to be answered by the respondents.

Section B contains five questions to access the respondent's opinion regarding on turnover intention.

Section C collects the respondent's demographic data which consists of gender, age, ethnicity, marital status, highest education background, monthly income level, working duration and the duration that respondent has worked in that his or her fast-food organization.

3.4.3 Pilot Test

Reliability analysis will be conducted once the questionnaire is ready. This is to ensure that the measurement is reliable for our research. Zikmund (2003) states that pilot test is known as any small scale exploratory research project that uses sampling but does not apply any rigorous standards. Pilot test is used to test the effectiveness of the questionnaire. This helps to make improvement such as questionnaire accuracy and minimize the error in colleting the data.

Thirty sets of questionnaires have been distributed randomly to the employees of fast-food industry around Perak area. Based on the feedback from the 30 sets of questionnaires, the questionnaire is relatively easy to understand. However, there are some comments such as grammar mistakes and amendments were made according to the mistakes that have been pointed out through the pilot test. Reliability of the questionnaire was tested with the help of Statistical Package for Social Science (SPSS) software. The result of the pilot test is shown as below:

Table 3.1: Reliability Statistic (Pilot Test)

No.	Dimensions	Cronbach's Alpha	Number of Items
1	Job Satisfaction	0.750	5
2	Job Stress	0.729	5
3	Organizational Commitment	0.731	5
4	Organizational Culture	0.770	5
5	Person-Organization Fit	0.822	5
6	Turnover Intention	0.864	5

Source: Developed for the research

3.5 Construct Measurement

According to Zikmund (2003), a scale is defined as any series of items that are arranged accordingly to value or magnitude. The measurement of scales such as ordinal scale, nominal scale, ratio scale and interval scale will influence the accuracy of data analysis. However, this questionnaire only consists of nominal scale, ordinal scale and interval scale (i.e Likert Scale).

3.5.1 Nominal Scale

According to Zikmund (2003), nominal scale is the numbers or letters assigned to objects that are served as labels identification or classification. In this research, there are three questions in Section C that are using nominal scale, for example:

```
Gender:
        ❑   Male
        ❑   Female
```

3.5.2 Ordinal Scale

An ordinal scale is a ranking scale that does not tell the value of the internal between rankings. Besides, ordinal scale allows entities to be placed into groups that are in order. In this research, there are five questions in Section C that are using ordinal scale, for example:

```
Highest education qualification:
        ❑   SPM
        ❑   STPM
        ❑   Diploma
        ❑   Bachelor Degree / Advance Diploma
        ❑   Master Degree
        ❑   Others, please specify:_____
```

3.5.3 Likert Scale

Likert scales are often used in psychology questions and typically involved offering a response that ranges from strongly disagrees to strongly agree. There are five responses that may be checked and numerical score in Likert scale questions, there are:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

A1	Job Satisfaction	SD	D	N	A	SA
SA1	I am satisfied with my pay. *Saya berpuas hati dengan gaji saya.*	1	2	3	4	5

Source: Developed for the research.

3.6 Data Processing

After all the questionnaires were collected from the respondents, the next step is to process the data into useful information. Data processing consists of organizing and manipulating data which it is usually in large amounts of numeric data and converting the data into usable information. In data processing, there are generally a few steps which include data checking, data editing, data coding, data transcribing and data cleaning.

3.6.1 Data Checking

The first step is to ensure all the questionnaires are completely constructed. After completing the questionnaires, early detection of problems will be taking into account. Thirty questionnaires were distributed and the data

collected were used as input for reliability tests. The reliability test is to ensure the measurements are reliable and consistent.

3.6.2 Data Editing

The second step is data editing by reviewing the questionnaires to identify the incomplete, inconsistent, ambiguous answers that made by interviewer or respondent. Data editing process is conducted to ensure that the information provided is accurate, complete, and consistent which will be discarded instead of filling in missing value to minimize response bias in the questionnaire.

3.6.3 Data Coding

Data coding is to assign a code with a specific numerical value in response to each question on the survey instrument (Jr et al., 2008).

Section A of the questionnaire is about construct measurement which includes independent variables – job satisfaction, job stress, organizational commitment, organizational culture and person-organization fit and Section B is about employees' turnover intention. The responses will be coded from 1 until 5 according to respondents' level of agreement. For example, "strongly disagree" is coded as "1" and "strongly agree" is coded as "5". Section C of the questionnaire is about respondent's demographic information. For question 1, "male" is coded as "1" and "female" is coded as "2".

For completion of this research, the SPSS software will be used for data coding and for the final step, data transcribing.

3.6.4 Data Transcribing

The final step is where the coded data from the questionnaires are inserted directly into computers and will be transcribed into SPSS software for data analysis.

3.7 Data Analysis

Data analysis is an application where all data that have been collected through questionnaires will be interpreted into useful information (Zikmund, 2003). The data collected from the questionnaire were analyzed statistically using the SPSS Version 16.0.

In this research, SPSS has been used to investigate the relationship between the independent variables and dependent variables using methods such as Pearson Correlation analysis and Multiple Regression analysis. Hypotheses findings of this research can be evaluated using SPSS to determine whether the hypotheses in our research are supported.

3.7.1 Descriptive Analysis

Descriptive analysis is an analysis where raw data are transformed in an easier form for the researchers understanding. Measurements such as mean, mode, standard deviation and range are forms of descriptive analysis that are used in describing the sample data matrix in such a way as to portray the typical respondent and to show the general patterns of responses (Burns & Bush, 2006).

In other words, all the information will be presented in table and pie chart form to ease the researchers to understand the content of the data collected. In this research, the descriptive analysis was conducted to gather the details about the four personal particulars of the respondents such as gender, age, ethnicity and marital status.

3.7.2 Scale Measurement (Reliability Analysis)

Reliability refers to the degree to which measures are without bias and ensure consistency of measurement across time and variable items in the instruments (Sekaran et al., 2010). Reliability and consistency of both independent and dependent variables could be measured by Cronbach's Alpha. The coefficient of reliability test varies from 0 to 1.

According to Sekaran (2003), the weakest value of Cronbach Alpha in a reliability analysis is less than 0.6. Value of more than 0.7 considered acceptable and more than 0.8 is good. Thus, Cronbach's Alpha was computed to assess the internal consistency reliability of the five independent variables (job satisfaction, job stress, organizational commitment, organizational culture and person-organization fit).

3.7.3 Inferential Analysis

All of the six hypotheses in this study will be tested using inferential analysis which are Pearson's Correlation Analysis and Multiple Regression Analysis.

3.7.3.1 Pearson's Correlation Analysis

In Pearson's Correlation analysis, correlation indicates the strength and direction of linear association between two random variables (Sekaran, 2003). A correlation coefficient (r) indicates the strength and direction of the relationship. It ranges from -1.00 to +1.00, with 0 representing absolutely no linear relationship between two variables while -1.00 or +1.00 is possible and represents a perfect association between two variables (Hair et al., 2007).

The larger the correlation coefficient means the stronger the linkage or the level of association. Hair et al. (2007) proposed Rules of thumb about coefficient range and strength of association as table below:

Table 3.2: Rules of Thumb about Correlation Coefficient Size

Coefficient range	Strength of Association
±0.91 to ±1.00	Very strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but definite relationship
±0.01 to ±0.20	Slight, almost negligible

Source: Hair, Jr., Money, A. H., Samouel, P., and Page, M. (2007). *Research Methods for Business.* West Sussex: John Wiley Sons.

In this research, Pearson's Correlation was used to measure the co-variation or association among employees' turnover intention and five independent variables. This method is chosen because correlation can be compared without taking into account of the amount of variation exhibited by each variable. The test will be done at 5% or 1% significance level.

For instance, the null hypothesis (H_0) would be rejected if the significance value, p, obtained was less than the value of alpha that has been set at 0.05 or 0.01.

If, $p < 0.05$, reject H_0	If, $p < 0.01$, reject H_0
If, $p < 0.05$, accept H_1	If, $p < 0.01$, accept H_1

Source: Developed for the research

3.7.3.2 Multiple Regression Analysis

Multiple linear regression analysis is defined as an extension of bivariate regression analysis that allows simultaneous investigation of the effect of two or more independent variables on a single interval scaled dependent variables (Zikmund et al, 2010).

In understanding the relationship between the multiple independent variables and the single dependent variable, the researchers can examine the regression coefficients for each independent variable. Therefore, it is appropriate to use multiple regression analysis in order to evaluate the relative impact of the five factors on employee's turnover intention and the degree to which the variance in employee's turnover intention can be explained by the factors.

3.8 Conclusion

In this chapter, research methodologies are used to collect, analyze and interpreting the data. Besides, SPSS was used to assist in doing the analysis and interpretation. Firstly, questionnaire survey is used to obtain more accurate information from the larger group of respondents. Secondary data such as case studies and journals were used to help researchers to have a better understanding of the topic being investigated.

Target population, sampling frame and location, sampling elements, sampling techniques, and sample size were discussed in the earlier parts. On the other hand, scales used in constructing the measurement were also explained. Other than that, data preparation processes such as checking, editing, coding and transcribing were also discussed in this chapter.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

In this chapter, we analyzed and reviewed the data collected from the questionnaires that were distributed to employees in fast food industry. The analysis of data will be presented in patters of results and that are relevant to the research questions and hypotheses determined in Chapter 1 and Chapter 2. Besides, the respondent's demographic profile and frequency analysis, scale measurement and inferential analyses were further discussed in this chapter.

4.1 Descriptive Analysis

The research discussed the respondents' demographic profile and central tendencies measurement of constructs

4.1.1 Respondent Demographic Profile

In this questionnaire survey, each respondent was required to answer eight questions regarding to their demographic profile, which includes gender, age, ethnicity, marital status, education level, monthly income level, the number of working hours in a week and the number of working years in fast-food industry.

4.1.1.1 Gender

Table 4.1: Gender of Respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	133	35.0	35.0	35.0
	Female	247	65.0	65.0	100.0
	Total	380	100.0	100.0	

Source: Developed from SPSS version 16.0

Figure 4.1: Gender of Respondents
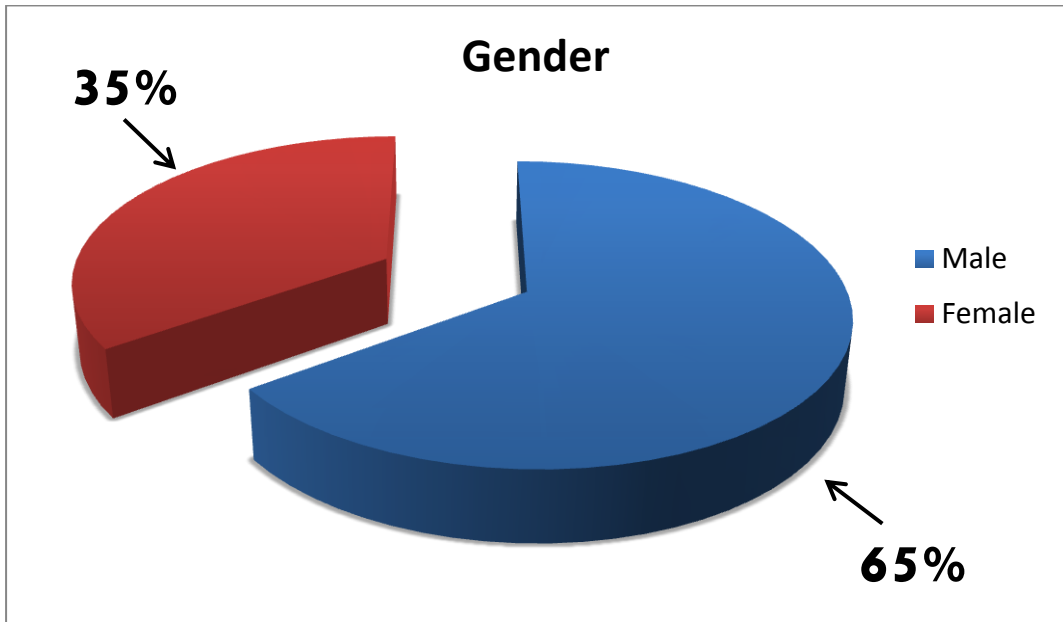
Source: Developed for the research

Both Table 4.1 and Figure 4.1 show the percentage breakdown of male and female, with the majority of the respondents are female (65%) while 35% of the respondents are male. In other words, from the 380 respondents, 247 of them are female meanwhile 133 of them are male.

4.1.1.2 Age

Table 4.2: Age of the Respondents

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25 years old	264	69.5	69.5	69.5
	26-30 years old	104	27.4	27.4	96.8
	31-35 years old	12	3.1	3.1	100.0
	Total	380	100.0	100.0	

Source: Developed from SPSS version 16.0

Figure 4.2: Age of Respondents
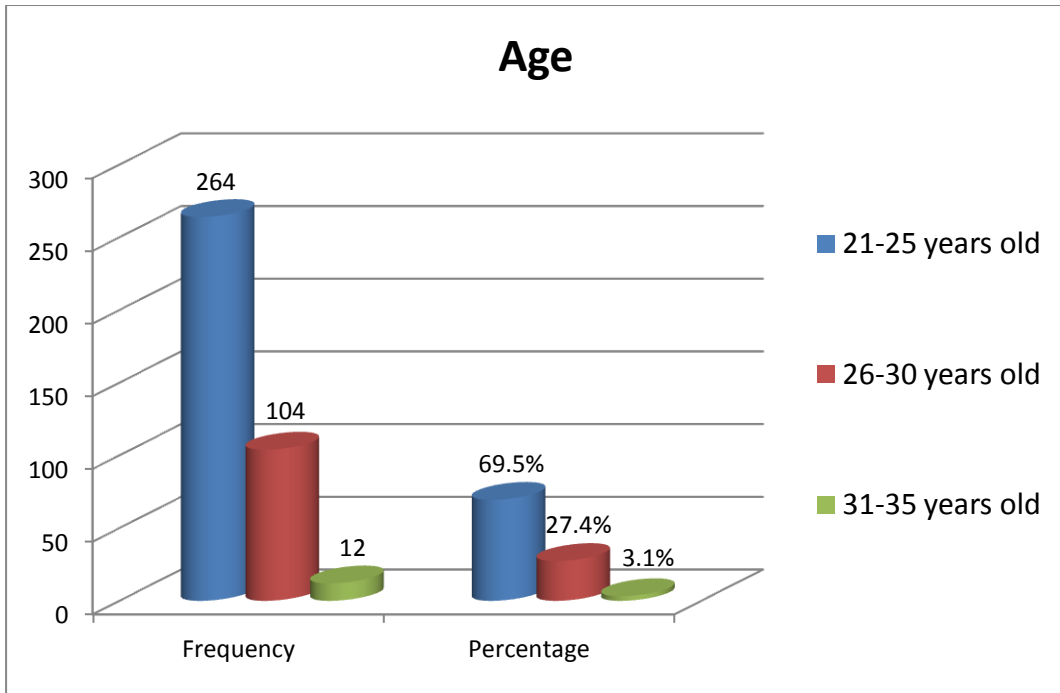
Source: Developed for the research

Table 4.2 and Figure 4.2 show the age group of the respondents. As our research targeted Generation Y respondents, thus only three age groups will be analysed. The majority of the respondents are from the age group of 21 to 25 years with 264 respondents or 69.5% while followed by the respondents from the age group of 26 to 30 years old with 104 respondents or 27.4%. The minority age group is the group of 31 to 35 years old of 12 respondents or 3.1%

4.1.1.3 Ethnicity

Table 4.3: Ethnicity of Respondents

Ethnic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	222	58.4	58.4	58.4
	Chinese	60	15.8	15.8	74.2
	Indian	88	23.2	23.2	97.4
	Others	10	2.6	2.6	100.0
	Total	380	100.0	100.0	

Source: Developed from SPSS version 16.0

Figure 4.3: Ethnicity of Respondents
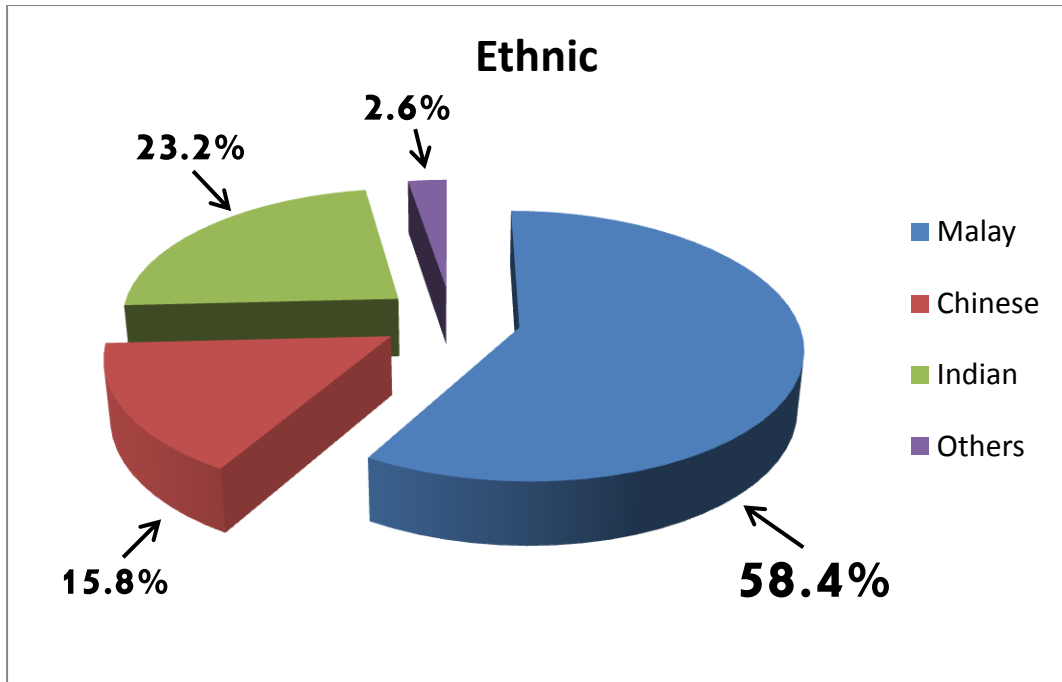
Source: Developed for the research

Table 4.3 and Figure 4.3 show the ethnicity of respondent. The highest proportion of respondents is Malay with 222 respondents or 58.4%, followed by Indian with 88 respondents or 23.2%, while 60 respondents or 15.8% are Chinese. The least proportion is the proportion representing other ethnicity with 10 respondents or 2.6%

4.1.1.4 Marital Status

Table 4.4: Marital Status of Respondents

Marital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	300	78.9	78.9	78.9
	Married	64	16.8	16.8	95.8
	Others	16	4.3	4.3	100.0
	Total	380	100.0	100.0	

Source: Developed from SPSS version 16.0

Figure 4.4: Marital Status of Respondents

Marital

16.8%

4.3%

- Single
- Married
- Others

78.9%
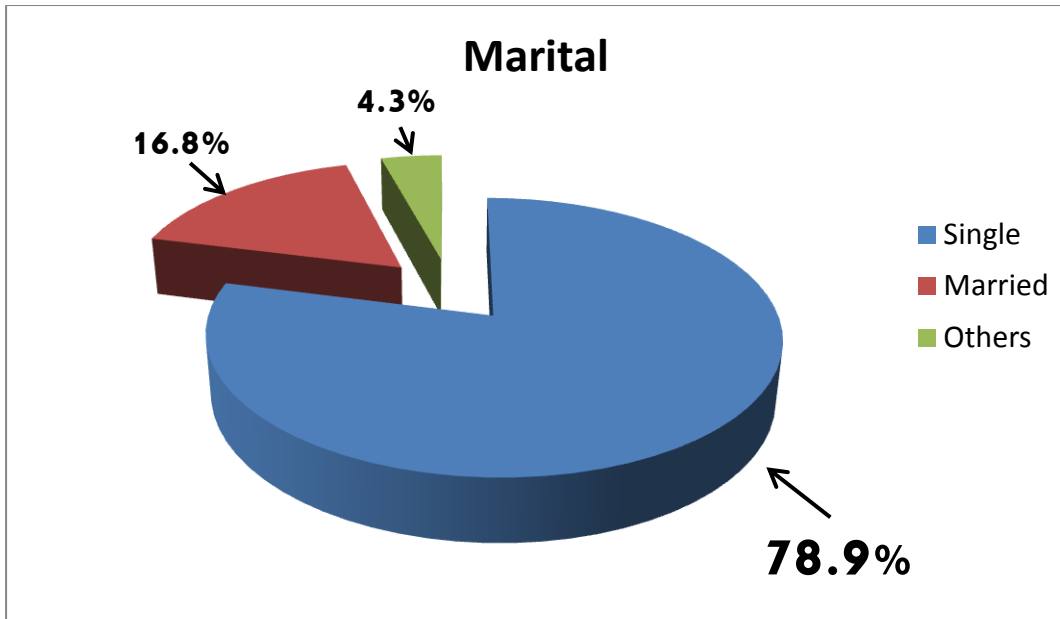
Source: Developed for the research

Table 4.4 and Figure 4.4 show the marital status of respondents. Majority of the respondents are single who are accounted for 300 respondents or 78.9%, followed by respondents who are married with 64 respondents or 16.8%, and lastly respondents that chooses "others" as their marital status with 16 respondents or 4.3%.

4.1.1.5 Education Level

Table 4.5: Education Level of Respondents

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	261	68.7	68.7	68.7
	STPM	10	2.6	2.6	71.3
	Diploma	5	1.3	1.3	72.6
	Bachelor Degree/Advanced Diploma	4	1.1	1.1	73.7
	Master Degree	7	1.8	1.8	75.5
	Others	93	24.5	24.5	100.0
	Total	380	100.0	100.0	

Source: Developed from SPSS version 16.0

Figure 4.5: Education Level of Respondents
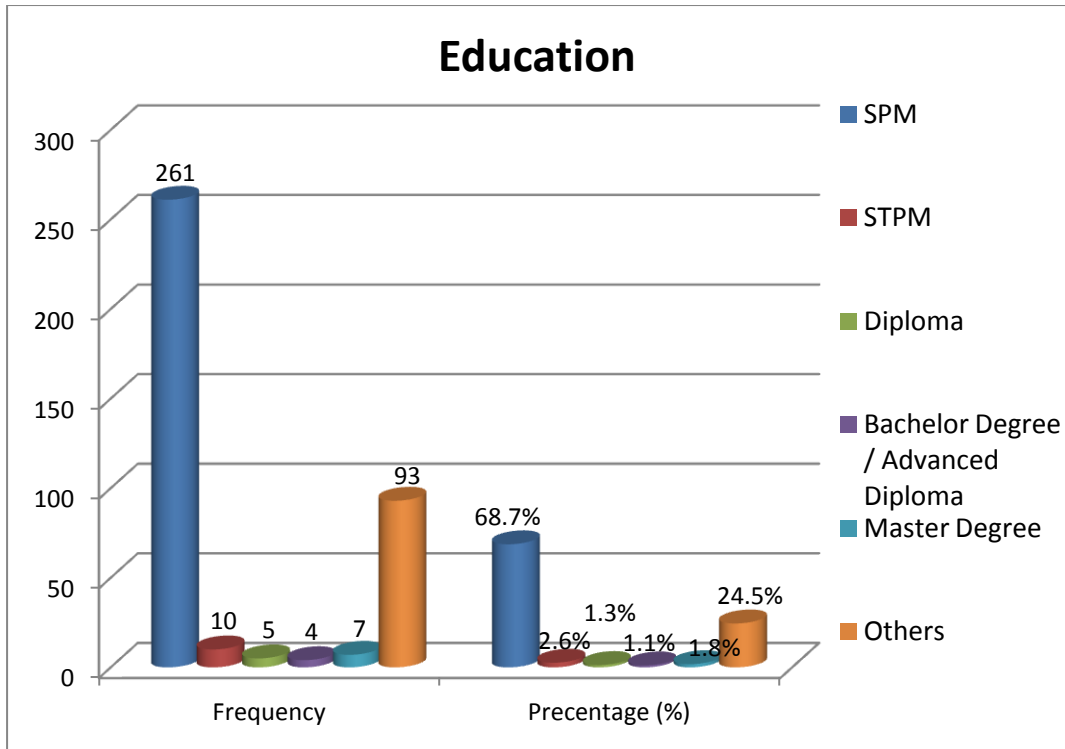
Source: Developed for the research

Table 4.5 and Figure 4.5 show the marital status of respondents. For educational level, the highest percentage of respondents comes under SPM with 261 respondents or 68.7%. The other educational levels such as UPSR and school dropouts gain the second highest respondents with 93 respondents or 24.5%, followed by STPM with 10 respondents or 2.6%, Master Degree with 7 respondents or 1.8%, Diploma with 5 respondents or 1.3%. The lowest percentage comes from the Bachelor Degree or Advanced Diploma educational level which comprise of only 4 respondents or 1.1%.

4.1.1.6 Monthly Income Level

Table 4.6: Monthly Income Level of Respondents

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RM1000	209	55.0	55.0	55.0
	RM1001-RM1500	94	24.7	24.7	79.7
	RM1501-RM2000	60	15.8	15.8	95.5
	RM2001-RM2500	10	2.6	2.6	98.2
	RM2501-RM3000	5	1.3	1.3	99.5
	Above RM3001	2	0.6	0.6	100.0
	Total	380	100.0	100.0	

Source: Developed from SPSS version 16.0

Figure 4.6: Monthly Income Level of Respondents
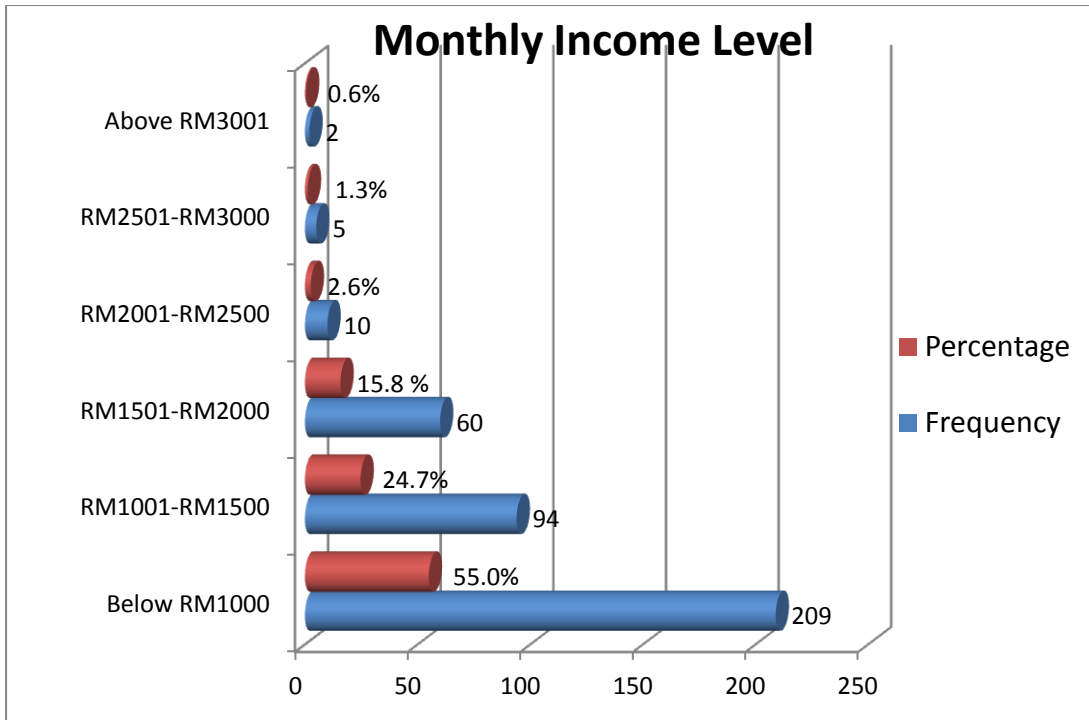
Table 4.6 and Figure 4.6 show monthly income levels of respondents. Based on the statistic, it shows that most of the income level of the respondents comes from the range below RM 1,000 with 209 respondents or 55.0%. It has been followed by the income level in the range of RM 1,001 to RM 1,500 with 94 respondents or 24.7%. The income level in the range of RM 1501 to RM 2000 and RM 2001 to RM2500 is 60 and 10 respondents or 15.8% and 2.6% respectively. The income level in the range of RM 2501 to RM 3000 consists of 5 respondents or 1.3%. The least income level that earns by the respondents in a month will be RM 3,001 and above with 2 respondents or 0.6%.

4.1.1.7 Service Length

Table 4.7: Service Length of Respondents

Service Length

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	211	55.5	55.5	55.5
	1-2 years	149	39.2	39.2	94.7
	3-4 years	16	4.2	4.2	98.9
	More than 5 years	4	1.1	1.1	100.0
	Total	380	100.0	100.0	

Source: Developed from SPSS version 16.0

Figure 4.7: Service Length of Respondents
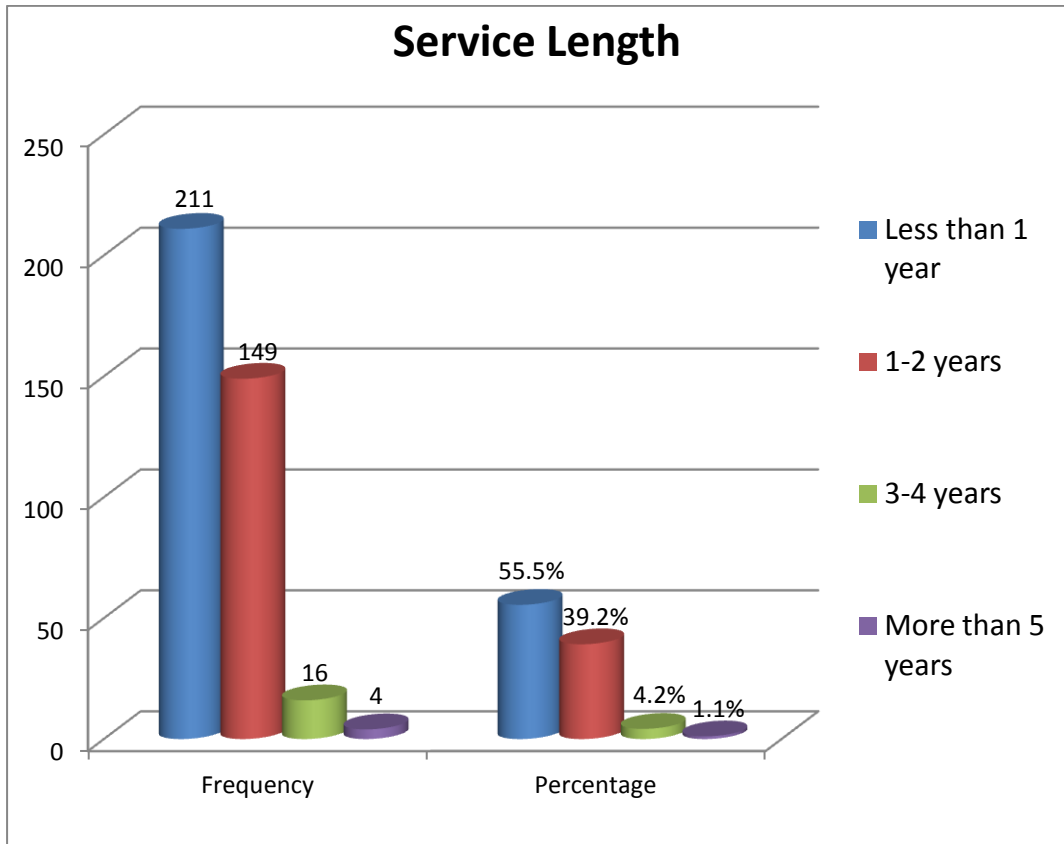
Table 4.7 and Figure 4.7 show that the figure year of service length of the respondents. Through the data that been collected, it shows that 55.5% or 211 respondents have work less than 1 year. It has been followed by the respondents that work for 1-2 years with 39.2% or 149 respondents. Next, it is 4.2% or 16 respondents that experienced working duration for 3-4 years. Nevertheless, there is the least working duration experienced by the respondents with 1.1% or 4 respondents.

4.1.1.8 Working Hours

Table 4.8: Working Hours of Respondents

Hours per week

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than or equal to 30 hours	27	7.1	7.1	7.1
	31-35 hours	30	7.9	7.9	15.0
	36-40 hours	29	7.6	7.6	22.6
	41-45 hours	135	35.5	35.5	58.2
	46-50 hours	152	40.0	40.0	98.2
	More than 50 hours	7	1.9	1.9	100.0
	Total	380	100.0	100.0	

Source: Developed from SPSS version 16.0

Figure 4.8: Working Hours of Respondents

Working Hours Per Week

Category	Percentage	Frequency
More than 50 hours	1.9%	7
46-50 hours	40%	152
41-45 hours	35.5%	135
36-40 hours	7.6%	29
31-35 hours	7.9%	30
Less than or equal to 30 hours	7.1%	27
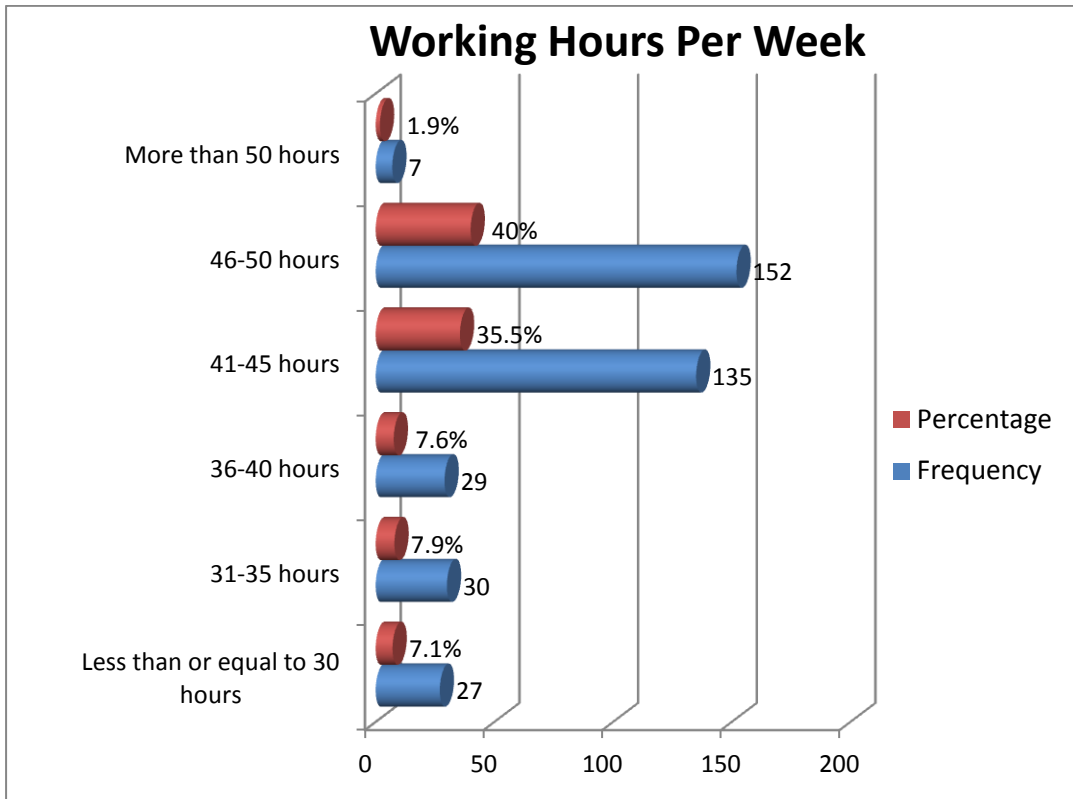
Source: Developed for the research

Table 4.8 and Figure 4.8 show the working hours per week of respondents. Based on the statistic, there are 152 respondents (40%) who work between 46-50 hours per week. It has been followed by 135 respondents (35.5%) who work between 41-45 hours in the organization. There are 30 respondents (7.9%) and 29 respondents (7.6%) who work for 31-35 hours and 36-40 hours per week respectively. Next is 27 respondents or 7.1% who work less than or equal to 30 hours. While only 7 respondents out of 380 have work for more than 50 hours per week which consists of 1.9%.

4.1.2 Central Tendencies Measurement of Constructs

Measurement of central tendencies is used to discover the mean scores and standard deviation for the eight interval-scaled constructs. A total of 30 items (questions) with particular mean score were obtained through SPSS output. All the items are asked using the 5-point Likert scale with 1 indicating "strong disagree", 2 indicating "disagree", 3 indicating "neutral", 4 indicating "agree" and 5 indicating "strongly agree".

Table 4.9: Central Tendencies Measurement of Constructs: *Job Satisfaction*

Statements	SD	D	N	A	SA	Mean	Stand. Dev.	Rank
1. I am satisfied with my pay.	50.8%	37.4%	7.9%	2.1%	1.8%	1.67	0.854	4
2. I am satisfied with the organization promotion policy.	33.4%	53.2%	9.5%	2.9%	1.1%	1.85	0.787	1
3. I am satisfied with the working condition in this organization.	52.1%	37.1%	6.6%	2.9%	1.3%	1.64	0.834	5

4. The fringe benefit provided by the organization is satisfying.	34.2%	55.5%	6.1%	2.6%	1.6%	1.82	0.787	2
5. I am bored with my present job. (R*)	46.1%	35.8%	13.2%	2.1%	2.9%	1.80	0.948	3

Source: Developed for the research

The table above comprised of five statements. The statement with the highest mean score is *"I am satisfied with the organization promotion policy"* with the score of 1.85. Majority of the respondents felt strongly disagree on this statement where consists of 53.2%. This is followed by 33.4% of respondents felt disagreed and 9.5% of respondents felt neutral with this statement. 2.9% of respondents are agreed and 1.1% of the respondents strongly agree with the statement.

The second highest ranked statement is *"The fringe benefit provided by the organization is satisfying"* with the score of 1.82. Majority of the respondents, 55.5% disagree on this statement. This is followed by 34.2% of respondents felt strongly disagree and 6.1% of respondents felt neutral with this statement. 2.6% of the respondents are agreed and 1.6% of respondents strongly agree with the statement.

The mean score of the third largest ranked statement is 1.80. For the statement of *"I am bored with my present job"* *(reverse scoring),* 46.1% of

the respondents felt strongly disagree with this statement. This is followed by a percentage of 35.8% of respondents felt disagree with the statement. 13.2% of the respondents stand neutral with it. Only 2.9% of the respondents are strongly agreed and 2.1% of them agree with it.

"I am satisfied with my pay" is ranking number four for the statement. The mean is 1.67 with 50.8% of respondents are strongly disagree with this statement. This is followed by a percentage of 37.4% of respondents disagree with this statement. 7.9% of the respondents felt neutral with it. 2.1% of the respondents are agreed with it while 1.8% of respondents strongly agree on it.

Last ranking is *"I am satisfied with the working condition in this organization"*. Mean for this statement is 1.64 Majority of the respondents felt strongly disagree with this statement with the 52.1%, followed by 37.1% of respondents disagree with the statement. 6.6% of the respondents felt neutral with it. 2.9% of respondents felt agreed while 1.3% of the respondents are strongly agreed with the statement.

For the standard deviation, *"I am bored with my present job"(R*)* has the highest value which is 0.948. The statement with second highest standard deviation is *"I am satisfied with my pay"* which is 0.854. The third highest standard deviation is *"I am satisfied with the working condition in this organization"* which is 0.834. It followed by *"I am satisfied with the organization promotion policy"* and *"The fringe benefit provided by the organization is satisfying"* have the same standard deviation with 0.787.

Table 4.10: Central Tendencies Measurement of Constructs: *Job Stress*

Statements	SD	D	N	A	SA	Mean	Stand. Dev.	Rank
1. I often feel stressed out with my job.	2.6%	6.8%	12.4%	60.0%	18.2%	3.84	0.890	4
2. Problems associated with work have kept me awake at night.	0.8%	8.4%	18.2%	54.5%	18.2%	3.81	0.858	5
3. I feel fidgety or nervous because of my job.	3.2%	9.2%	18.2%	28.2%	41.3%	3.95	1.117	3
4. I am pressured to work long hours.	1.8%	8.7%	11.6%	40.8%	37.1%	4.03	1.001	1
5. I no longer enjoy my work.	1.3%	5.5%	16.6%	47.1%	29.5%	3.98	0.895	2

Source: Developed for the research

The table above comprised of five statements. The statement with the highest mean score is *"I am pressured to work long hours"* with the score of 4.03. Majority of the respondents felt agreed on this statement where consists of 40.8%. This is followed by 37.1% of respondents felt strongly agree and 11.6% of respondents felt neutral with this statement. 8.7% of respondents are disagreed and 1.8% of the respondents strongly disagree with the statement.

The second highest ranked statement is *"I no longer enjoy my work"* with the score of 3.98. Majority of the respondents, 47.1% agreed on this statement. This is followed by 29.5% of respondents felt strongly agreed and 16.6% of respondents felt neutral with this statement. 5.5% of the respondents disagreed and 1.3% of respondents strongly disagreed with the statement.

The mean score of the third largest ranked statement is 3.95. For the statement of *"I feel fidgety or nervous because of my job"*, 41.3% of the respondents strongly agreed with this statement. This is followed by a percentage of 28.2% of respondents felt agreed with the statement. 18.2% of the respondents stand neutral with it. Only 9.2% of the respondents disagreed and 3.2% of them strongly disagreed with it.

"I often feel stressed out with my job" is ranking number four for the statement. The mean is 3.84 with 60.0% of respondents agreed with this statement. This is followed by a percentage of 18.2% of respondents strongly agreed with this statement. 12.4% of the respondents felt neutral with it. 6.8% of the respondents disagreed with it while 2.6% of respondents strongly disagreed on it.

Last ranking is *"Problems associated with work have kept me awake at night"*. Mean for this statement is 3.81. Majority of the respondents felt agreed with this statement with the 54.5%, followed by 18.2% of respondents strongly agreed with the statement. 18.2% of the respondents

felt neutral with it. 8.4% of respondents felt disagreed while 0.8% of the respondents strongly disagreed with the statement.

For the standard deviation, *"I feel fidgety or nervous because of my job"* has the highest value which is 1.117. The statement with second highest standard deviation is *"I am pressured to work long hours"* which is 1.001. The third highest standard deviation is *"I no longer enjoy my work"* which is 0.895. It followed by *"I often feel stressed out with my job"* which is 0.890. The statement with lowest standard deviation is *"Problems associated with work have kept me awake at night"*, which is 0.858.

Table 4.11: Central Tendencies Measurement of Constructs: *Organizational Commitment*

Statements	SD	D	N	A	SA	Mean	Stand. Dev.	Rank
1. It would be very hard for me to leave my organization right now, even if I wanted to.	50.3%	35.3%	9.5%	2.6%	1.8%	1.69	0.885	4
2. I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful.	35.5%	51.6%	8.9%	3.7%	0.5%	1.83	0.780	1
3. I am proud to tell others that I am part of this organization.	48.7%	33.4%	13.9%	1.8%	2.1%	1.75	0.911	3

4. I feel that I have too few options to consider leaving this organization.	35.3%	53.9%	6.3%	2.9%	1.6%	1.82	0.801	2
5. I would be very happy to spend the rest of my career with this organization.	53.4%	31.3%	10.8%	2.6%	1.8%	1.68	0.902	5

Source: Developed for the research

The table above comprised of five statements. The statement with the highest mean score is *"I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful"* with the score of 1.83. Majority of the respondents felt disagreed on this statement where consists of 51.6%. This is followed by 35.5% of respondents felt strongly disagreed and 8.9% of respondents felt neutral with this statement. 3.7% of respondents are agreed and 0.5% of the respondents strongly agree with the statement.

The second highest ranked statement is *"I feel that I have too few options to consider leaving this organization"* with the score of 1.82. Majority of the respondents, 53.9% disagreed on this statement. This is followed by 35.3% of respondents felt strongly disagreed and 6.3% of respondents felt neutral with this statement. 2.9% of the respondents agreed and 1.6% of respondents strongly agreed with the statement.

The mean score of the third largest ranked statement is 1.75. For the statement of *"I am proud to tell others that I am part of this organization"*, 48.7% of the respondents strongly disagreed with this statement. This is followed by a percentage of 33.4% of respondents felt disagreed with the statement. 13.9% of the respondents stand neutral with it. Only 1.8% of the respondents agreed and 2.1% of them strongly agreed with it.

"It would be very hard for me to leave my organization right now, even if I wanted to" is ranking number four for the statement. The mean is 1.69 with 50.3% of respondents strongly disagreed with this statement. This is followed by a percentage of 35.3% of respondents disagreed with this statement. 9.5% of the respondents felt neutral with it. 2.6% of the respondents agreed with it while 1.8% of respondents strongly agreed on it.

Last ranking is *"I would be very happy to spend the rest of my career with this organization"*. Mean for this statement is 1.68. Majority of the respondents felt strongly disagreed with this statement with the 53.4%, followed by 31.3% of respondents disagreed with the statement. 10.8% of the respondents felt neutral with it. 2.6% of respondents agreed while 1.8% of the respondents strongly agreed with the statement.

For the standard deviation, *"I am proud to tell others that I am part of this organization"* has the highest value which is 0.911. The statement with second highest standard deviation is *"I would be very happy to spend the rest of my career with this organization"* which is 0.902. The third highest standard deviation is *"It would be very hard for me to leave my organization right now, even if I wanted to"* which is 0.885. It followed by *"I feel that I have too few options to consider leaving this organization"* which is 0.801. The statement with lowest standard deviation is *"I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful"*, which is 0.780.

Table 4.12: Central Tendencies Measurement of Constructs: *Organizational Culture*

Statement	SD	D	N	A	SA	Mean	Stand. Dev.	Rank
1. The relationship among all staff is built on the basis of strong mutual confidence and cooperation.	26.6%	55.0%	11.3%	5.3%	1.8%	2.01	0.870	1
2. The structure of my organization is organized to achieve its goal and strategies effectively.	48.4%	37.4%	10.0%	2.6%	1.6%	1.72	0.868	4
3. My organization makes a lot of effort to enhance customer satisfaction.	27.4%	53.2%	15.3%	2.4%	1.8%	1.98	0.830	2
4. It often takes short time for top-level manager to reflect lower level staff's opinions in decision making.	25.8%	58.4%	11.1%	3.7%	1.1%	1.96	0.781	3

5. My organization provides a working environment where people are encouraged to share ideas, experiences, successes and failures.	56.8%	32.4%	7.1%	1.6%	2.1%	1.60	0.856	5

Source: Developed for the research

The table above comprised of five statements. The statement with the highest mean score is *"The relationship among all staff is built on the basis of strong mutual confidence and cooperation*" with the score of 2.01. Majority of the respondents felt disagree on this statement where consists of 55.0%. This is followed by 26.6% of respondents felt strongly disagree and 11.3% of respondents felt neutral with this statement. 5.3% of respondents are agreed and 1.8% of the respondents strongly agree with the statement.

The second highest ranked statement is "*My organization makes a lot of effort to enhance customer satisfaction"* with the score of 1.98. Majority of the respondents, 53.2% disagree on this statement. This is followed by 27.4% of respondents felt strongly disagree and 15.3% of respondents felt neutral with this statement. 2.4% of the respondents are agreed and 1.8% of respondents strongly agree with the statement.

The mean score of the third largest ranked statement is 1.96. For the statement of *"It often takes short time for top-level manager to reflect lower level staff's opinions in decision making",* 58.4% of the respondents

disagree with this statement. This is followed by a percentage of 25.8% of respondents felt strongly disagree with the statement. 11.1% of the respondents stand neutral with it. Only 3.7% of the respondents are agreed and 1.1% of them strongly agree with it.

"The structure of my organization is organized to achieve its goal and strategies effectively" is ranking number four for the statement. The mean is 1.72 with 48.4% of respondents are strongly disagree with this statement. This is followed by a percentage of 37.4% of respondents disagree with this statement. 10.0 % of the respondents felt neutral with it. 2.6% of the respondents are agreed with it while 1.6% of respondents strongly agree on it.

Last ranking is *"My organization provides a working environment where people are encouraged to share ideas, experiences, successes and failures"*. Mean for this statement is 1.60. Majority of the respondents felt strongly disagree with this statement with 56.8%, followed by 32.4% of respondents disagree with the statement. 7.1% of the respondent felt neutral with it. 2.1% of respondents strongly agree while 1.6% of the respondents are agreed with the statement.

For the standard deviation, *"The relationship among all staff is built on the basis of strong mutual confidence and cooperation"* has the highest value which is 0.870. The statement with second highest standard deviation is *"The structure of my organization is organized to achieve its goal and strategies effectively"* which is 0.868. The third highest standard deviation is *"My organization provides a working environment where people are encouraged to share ideas, experiences, successes and failures"* which is 0.856. It followed by *"My organization makes a lot of effort to enhance customer satisfaction"* which is 0.830. The statement with lowest standard deviation is *"It often takes short time for top-level manager to reflect lower level staff's opinions in decision making"*, which is 0.781.

Table 4.13: Central Tendencies Measurement of Constructs: *Person-Organization Fit*

Statement	SD	D	N	A	SA	Mean	Stand. Dev.	Rank
1. My values match those of this organization.	18.9%	55.3%	19.5%	5.5%	0.8%	2.14	0.812	1
2. The values and personality of this organization reflect my own values and personality.	50.8%	35.8%	8.9%	2.9%	1.6%	1.69	0.871	5
3. My personal abilities and educational match with job demand.	22.9%	60.5%	12.1%	2.9%	1.6%	2.00	0.781	3
4. My abilities and training fit with job requirements.	24.5%	53.4%	16.3%	4.2%	1.6%	2.05	0.847	2
5. All things considered, I like my job.	50.5%	31.8%	13.4%	3.2%	1.1%	1.72	0.887	4

Source: Developed for the research

The table above comprised of five statements. The statement with the highest mean score is *"My values match those of this organization"* with the score of 2.14. Majority of the respondents felt disagree on this statement which consists of 55.3%. This is followed by 19.5% of respondents felt neutral and 18.9% of

respondents felt strongly disagree with this statement. 5.5% of respondents are agreed and 0.8% of the respondents strongly agree with the statement.

The second highest ranked statement is *"My abilities and training fit with job requirements"* with the score of 2.05. Majority of the respondents, 53.4% disagree on this statement. This is followed by 24.5% of respondents felt strongly disagree and 16.3% of respondents felt neutral with this statement. 4.2% of the respondents are agreed and 1.6% of respondents strongly agree with the statement.

The mean score of the third largest ranked statement is 2.00. For the statement of *"My personal abilities and educational match with job demand"*, 60.5% of the respondents disagree with this statement. This is followed by a percentage of 22.9% of respondents felt strongly disagree with the statement. 12.1% of the respondents stand neutral with it. Only 2.9% of the respondents are agreed and 1.6% of them strongly agree with it.

"All things considered, I like my job" is ranking number four for the statement. The mean is 1.72 with 50.5% of respondents are strongly disagree with this statement. This is followed by a percentage of 31.8% of respondents disagree with this statement. 13.4% of the respondents felt neutral with it. 3.2% of the respondents are agreed with it while 1.1% of respondents strongly agree on it.

Last ranking is *"The values and personality of this organization reflect my own values and personality"*. Mean for this statement is 1.69. Majority of the respondents felt strongly disagree with this statement with the 50.8%, followed by 35.8% of respondents disagree with the statement. 8.9% of the respondents felt neutral with it. 2.9% of respondents agreed while 1.6% of the respondents are strongly agreed with the statement.

For the standard deviation, *"All things considered, I like my job"* has the highest value which is 0.887. The statement with second highest standard deviation is *"The values and personality of this organization reflect my own values and personality"* which is 0.871. The third highest standard deviation is *"My abilities*

and training fit with job requirements" which is 0.847. It followed by *"My values match those of this organization"* which is 0.812. The statement with lowest standard deviation is *"My personal abilities and educational match with job demand"*, which is 0.781.

Table 4.14: Central Tendencies Measurement of Constructs: *Turnover Intention*

Statement	SD	D	N	A	SA	Mean	Stand. Dev.	Rank
1. I often think of leaving my organization.	1.6%	3.4%	4.5%	32.4%	58.2%	4.42	0.854	2
2. It is very possible that I will look for a new job next year.	1.8%	2.4%	11.1%	37.9%	46.8%	4.26	0.881	4
3. As soon as I can find a better job, I will quit from this organization.	1.8%	2.9%	11.1%	50.3%	33.9%	4.12	0.849	5
4. If I may choose again, I will choose to work for the current organization. *(R*)*	4.2%	2.1%	3.9%	35.0%	54.7%	4.34	0.968	3
5. I would turn down an offer from another organization at this point of time. *(R*)*	2.6%	3.4%	1.3%	32.1%	60.5%	4.44	0.892	1

Source: Developed for the research

The table above comprised of five statements. It contains two reverse scoring statements in this item which are *"If I may choose again, I will choose to work for the current organization"* and *"I would turn down an offer from another organization at this point of time"*. The statement with

the highest mean score is *"I would turn down an offer from another organization at this point of time" (R*)* with the score of 4.44. Majority of the respondents felt strongly agree on this statement where consists of 60.5%. This is followed by 32.1% of respondents felt agree and 3.4% of respondents felt disagree with this statement. 2.6% of respondents strongly disagree and 1.3% of the respondents stand neutral with the statement.

The second highest ranked statement is *"I often think of leaving my organization"* with the score of 4.42. Majority of the respondents, 58.2% strongly agree on this statement. This is followed by 32.4% of respondents felt agree and 4.5% of respondents felt neutral with this statement. 3.4% of the respondents are disagreed and 1.6% of respondents strongly disagree with the statement.

The mean score of the third largest ranked statement is 4.34. For the statement of *"If I may choose again, I will choose to work for the current organization"(R*),* 54.7% of the respondents strongly agree with this statement. This is followed by a percentage of 35.0% of respondents felt agree with the statement. 4.2% of the respondents felt strongly disagree with it. 3.9% of the respondents stand neutral and 2.1% of them disagree with it.

"It is very possible that I will look for a new job next year" is ranking number four for the statement. The mean is 4.26 with 46.8% of respondents are strongly agree with this statement. This is followed by a percentage of 37.9% of respondents agree with this statement. 11.1% of the respondents felt neutral with it. 2.4% of the respondents are disagreed with it while 1.8% of respondents strongly disagree on it.

Last ranking is *"As soon as I can find a better job, I will quit from this organization"*. Mean for this statement is 4.12. Majority of the respondents felt agree with this statement with the 50.3%, followed by 33.9% of respondents strongly agree with the statement. 11.1% of the respondents felt

neutral with it. 2.9% of respondents disagree while 1.8% of the respondents strongly disagree with the statement.

For the standard deviation, *"If I may choose again, I will choose to work for the current organization"(R*)* has the highest value which is 0.968. The statement with second highest standard deviation is *"I would turn down an offer from another organization at this point of time"(R*)* which is 0.892. The third highest standard deviation is *"It is very possible that I will look for a new job next year"* which is 0.881. It followed by *"I often think of leaving my organization"* which is 0.854. The statement with lowest standard deviation is *"As soon as I can find a better job, I will quit from this organization"*, which is 0.849.

4.2 Scale Measurement (Reliability Analysis)

According to Zikmund (2003), reliability is the degree to which measures are free from errors and hence yield consistent result. The reliability analysis that being used by this SPSS software is to evaluate the independent variable of job satisfaction, job stress, organizational commitment, organizational culture and person-organization fit. For this research, the reliability analysis consists of 380 respondents.

Table 4.15 Reliability Statistic

No.	Dimensions	Cronbach's Alpha	Number of Items
1	Job Satisfaction	0.802	5
2	Job Stress	0.753	5
3	Organizational Commitment	0.796	5
4	Organizational Culture	0.731	5
5	Person-Organization Fit	0.735	5
6	Turnover Intention	0.803	5

Source: Developed for the research

Table 4.15 shows the result of reliability analysis. Generally, the five independent variables showed a good reliability. Among the variables, turnover intention scored the highest value of Cronbach's alpha which is 0.803, representing a very good reliability. Job satisfaction obtained a Cronbach's alpha of 0.802, followed by organizational commitment (0.796), job stress (0.753), person-organization fit (0.735) and organizational culture (0.731). Since all the variables showed Cronbach's alpha above 0.70, it can be concluded that the overall reliability of questionnaire used in this study is considered good.

4.3 Inferential Analyses

Inferential analysis is used to provide generation of conclusion regarding on the characteristics of the population based on the sample data that have been collected (Burns and Bush, 2000). Furthermore, it is also used to examine the individual variable and its relationships with other variables.

4.3.1 Pearson Correlation Analysis

Pearson correlation coefficient is a method of measuring the correlation and it is based on the method of covariance. Pearson correlation coefficient will indicate the direction, strength and significant of the bivariate relationship among all the variables that were measured at an interval or ratio level (i.e. job satisfaction, job stress, organizational commitment, organizational culture, and person-organization fit). The number representing the Pearson correlation is referred to as a correlation coefficient. Correlations of +1 mean that there is a perfect relationship between two variables.

4.3.1.1 Job Satisfaction and Employees' Turnover Intention

Hypothesis 1

H_0: There is no significant relationship between job satisfaction and employees' turnover intention.

H_1: There is significant relationship between job satisfaction and employees' turnover intention

Table 4.16: Correlation between *Job Satisfaction* and *Employees' Turnover Intention*

Correlations

		Job Satisfaction	Employees' Turnover Intention
Job Satisfaction	Pearson Correlation	1	-.801[**]
	Sig. (2-tailed)		.000
	N	380	380
Employees' Turnover Intention	Pearson Correlation	-.801[**]	1
	Sig. (2-tailed)	.000	
	N	380	380

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed from SPSS version 16.0

Direction of relationship

Based on Table 4.16, there is negative relationship between job satisfaction and employees' turnover intention because of the negative value for correlation coefficient. The job satisfaction variable has a -0.801 correlation with the employees' turnover intention variable. Thus, when job satisfaction is high, employees' turnover intention is low.

Strength of relationship

The value of this correlation coefficient -0.801 is fall under coefficient range from $\pm$ 0.71 to $\pm$ 0.90. Therefore, the relationship between job satisfaction and employees' turnover intention is high.

Significance of relationship

The relationship between job satisfaction and employees' turnover intention is significant. It is because the p-value 0.000 is less than alpha value 0.01. Therefore, null hypothesis (H_0) is not accepted but alternative hypothesis (H_1) is accepted.

4.3.1.2 Job Stress and Employees' Turnover Intention

Hypothesis 2

H_0: There is no significant relationship between job stress and employees' turnover intention.

H_2: There is significant relationship between job stress and employees' turnover intention.

Table 4.17: Correlation between *Job Stress* and *Employees' Turnover Intention*

Correlations

		Job Stress	Employees' Turnover Intention
Job Stress	Pearson Correlation	1	.588[**]
	Sig. (2-tailed)		.000
	N	380	380
Employees' Turnover Intention	Pearson Correlation	.588[**]	1
	Sig. (2-tailed)	.000	
	N	380	380

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed from SPSS version 16.0

Direction of relationship

Based on Table 4.17, there is positive relationship between job stress and employees' turnover intention because of the positive for correlation coefficient. The job stress variable has a 0.588 correlation with the employees' turnover intention variable. Thus, when job stress is high, employees' turnover intention is high.

Strength of relationship

The value of this correlation coefficient 0.588 is fall under coefficient range from ± 0.41 to ± 0.70. Therefore, the relationship between job satisfaction and employees' turnover intention is moderate.

Significance of relationship

The relationship between job stress and employees' turnover intention is significant. It is because the p-value 0.000 is less than alpha value 0.01. Therefore, null hypothesis (H_0) is not accepted but alternative hypothesis (H_2) is accepted.

4.3.1.3 Organizational Commitment and Employees' Turnover Intention

Hypothesis 3

H_0: There is no significant relationship between organizational commitment and employees' turnover intention.

H_3: There is significant relationship between organizational commitment and employees' turnover intention.

Table 4.18: Correlation between *Organizational Commitment* and *Employees' Turnover Intention*

Correlations

		Organizational Commitment	Employees' Turnover Intention
Organizational Commitment	Pearson Correlation	1	-.799**
	Sig. (2-tailed)		.000
	N	380	380
Employees' Turnover Intention	Pearson Correlation	-.799**	1
	Sig. (2-tailed)	.000	
	N	380	380

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed from SPSS version 16.0

Direction of relationship

Based on Table 4.18, there is negative relationship between organizational commitment and employees' turnover intention because of the negative value for correlation coefficient. The organizational commitment variable has a -0.799 correlation with the employees' turnover intention variable. Thus, when organizational commitment is high, employees' turnover intention is low.

Strength of relationship

The value of this correlation coefficient -0.799 is fall under coefficient range from ± 0.71 to ± 0.90. Therefore, the relationship between organizational commitment and employees' turnover intention is high.

Significance of relationship

From the table above, p-value is 0.000 which is lesser than alpha value 0.01. Therefore, null hypothesis (H_0) is not accepted but alternative hypothesis (H_3) is accepted. As a result, there is a significant relationship between the organizational commitment and employees' turnover intention.

4.3.1.4 Organizational Culture and Employees' Turnover Intention

Hypothesis 4

H_0: There is no significant relationship between organizational culture and employees' turnover intention.

H_4: There is significant relationship between organizational culture and employees' turnover intention

Table 4.19: Correlation between *Organizational Culture* and *Employees' Turnover Intention*

Correlations

		Organizational Culture	Employees' Turnover Intention
Organizational Culture	Pearson Correlation	1	-.770[**]
	Sig. (2-tailed)		.000
	N	380	380
Employees' Turnover Intention	Pearson Correlation	-.770[**]	1
	Sig. (2-tailed)	.000	
	N	380	380

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed from SPSS version 16.0

Direction of relationship

Based on Table 4.19, there is negative relationship between organizational culture and employees' turnover intention because of the negative value for correlation coefficient. The organizational culture variable has a -0.770 correlation with the employees' turnover intention variable. Thus, when organizational culture is high, employees' turnover intention is low.

Strength of relationship

The value of this correlation coefficient -0.770 is fall under coefficient range from $\pm$ 0.71 to $\pm$ 0.90. Therefore, the relationship between organizational culture and employees' turnover intention is high.

Significance of relationship

The relationship between organizational culture and employees' turnover intention is significant. It is because the p-value 0.000 is less than alpha value 0.01. Therefore, null hypothesis (H_0) is not accepted but alternative hypothesis (H_4) is accepted.

4.3.1.5 Person-Organization Fit and Employees' Turnover Intention

Hypothesis 5

H_0: There is no significant relationship between person-organization fit and employees' turnover intention.

H_5: There is significant relationship between person-organization fit and employees' turnover intention.

Table 4.20: Correlation between *Person-Organization Fit* and *Employees' Turnover Intention*

Correlations

		Person_Organization Fit	Employees' Turnover Intention
Person_Organization Fit	Pearson Correlation	1	-.753**
	Sig. (2-tailed)		.000
	N	380	380
Employees' Turnover Intention	Pearson Correlation	-.753**	1
	Sig. (2-tailed)	.000	
	N	380	380

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed from SPSS version 16.0

Direction of relationship

Based on Table 4.20, there is negative relationship between person-organization fit and employees' turnover intention because of the negative value for correlation coefficient. The organizational culture variable has a -0.753 correlation with the employees' turnover intention variable. Thus, when person-organization fit is high, employees' turnover intention is low.

Strength of relationship

The value of this correlation coefficient -0.753 is fall under coefficient range from ± 0.71 to ± 0.90. Therefore, the relationship between person-organization fit and employees' turnover intention is high.

Significance of relationship

Null hypothesis (H_0) is not accepted but alternative hypothesis (H_5) is accepted. It is because the p-value 0.000 is less than alpha value 0.01. Therefore, the relationship between person-organization fit and employees' turnover intention is significant.

4.3.1.6 Overview of Correlation between Independent Variables

Table 4.21: Overview of Correlation of Independent Variable

Correlations

		Job Satisfaction	Job Stress	Organizational Commitment	Organizational Culture	Person_Organization Fit	Employees' Turnover Intention
Job Satisfaction	Pearson Correlation	1	-.512**	.827**	.816**	.752**	-.801**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	380	380	380	380	380	380
Job Stress	Pearson Correlation	-.512**	1	-.544**	-.452**	-.596**	.588**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	380	380	380	380	380	380
Organizational Commitment	Pearson Correlation	.827**	-.544**	1	.836**	.779**	-.799**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	380	380	380	380	380	380
Organizational Culture	Pearson Correlation	.816**	-.452**	.836**	1	.697**	-.770**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	380	380	380	380	380	380
Person_Organization Fit	Pearson Correlation	.752**	-.596**	.779**	.697**	1	-.753**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	380	380	380	380	380	380
Employees' Turnover Intention	Pearson Correlation	-.801**	.588**	-.799**	-.770**	-.753**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	380	380	380	380	380	380

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed from SPSS version 16.0

4.3.2 Multiple Linear Regression Analysis

Multiple linear regression analysis is a method which uses more than one independent variable to explain variance in a dependent variable.

Hypothesis 6

H_0: The five independent variables (job satisfaction, job stress, organizational commitment, organizational culture, person-organization fit) are not significantly explaining the variance in employees' turnover intention.

H_6: The five independent variables (job satisfaction, job stress, organizational commitment, organizational culture, person-organization fit) are significantly explaining the variance in job satisfaction.

Table 4.22: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862[a]	.743	.740	.33928

a. Predictors: (Constant), Person-Organization Fit, Job Stress, Organizational Culture, Job Satisfaction, Organizational Commitment

Source: Developed from SPSS version 16.0

The R value is the correlation coefficient between the dependent variable and the independent variables. According to the Table 4.22, the value of correlation coefficient(R) of five independent variables (job satisfaction, job stress, organizational commitment, organizational culture, person-organization fit) with the dependent variable (employees' turnover

intention) is 0.862. Therefore, there is positive and high correlation between five independent variable and dependent variable. Besides that, Table 4.22 also indicates the coefficient of determination (R square) which can help in explaining variance. The R square figure of the five independent variables is 0.743. It indicates that independent variables (job satisfaction, job stress, organizational commitment, organizational culture, person-organization fit) can explain 74.3% of the variation in dependent variable (employees' turnover intention). However, it is still leaves 25.7% (100% - 74.3%) unexplained in this research. In other words, there are other additional variables that are important in explaining employees' turnover intention that have not been considered in this research.

Table 4.23: ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.659	5	24.932	216.584	.000[a]
	Residual	43.053	374	.115		
	Total	167.711	379			

a. Predictors: (Constant), Job Satisfaction, Job Stress, Organizational Commitment, Organizational Culture, Person-Organization Fit

b. Dependent Variable: Employees' Turnover Intention

Source: Developed from SPSS version 16.0

Based on Table 4.23 (ANOVA), the p-value is 0.000 which lesser than alpha value 0.01. Besides that, the F-statistic is significant at the value of 216.584. Therefore, the model is a good descriptor of the relation between the dependent and predictor variables. As a result, the independent variables (job satisfaction, job stress, organizational commitment, organizational culture, person-organization fit) are significant explain the variance in employees' turnover intention. Null hypothesis (H_0) is not accepted but alternative hypothesis (H_6) is accepted.

Table 4.24: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.390	.182		29.567	.000
	Job Satisfaction	-.295	.056	-.280	-5.266	.000
	Job Stress	.150	.032	.153	4.618	.000
	Organizational Commitment	-.206	.063	-.192	-3.294	.001
	Organizational Culture	-.225	.060	-.197	-3.777	.000
	Person-Organization Fit	-.187	.052	-.164	-3.566	.000

a. Dependent Variable: Employees' Turnover Intention

Source: Developed from SPSS version 16.0

Table 4.25: Ranking of Independent Variables based on Standardized Coefficient, Beta

Independent Variables	Standardized Coefficients, Beta	Ranking
Job Satisfaction	-0.280	1
Organizational Culture	-0.197	2
Organizational Commitment	-0.192	3
Person-Organization Fit	-0.164	4
Job Stress	0.153	5

Source: Developed for the research

The five independent variables are the factors that determine employees' turnover intention. This can be represented by the equation as below:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5$$

Based on the Table 4.24, the regression equation for the employee's turnover intention (ETI) is:

$$ETI = 5.390 - 0.295(JSA) + 0.15(JST) - 0.206(OCO) - 0.225(OCU) - 0.187(POF)$$

Where:

Y = Employees' Turnover Intention (ETI)

a = Regression Constant

X_1 = Job Satisfaction (JSA)

X_2 = Job Stress (JST)

X_3 = Organizational Commitment (OCO)

X_4 = Organizational Culture (OCU)

X_5 = Person-Organization Fit (POF)

Based on Table 4.24, *job satisfaction* is the first and most significant independent variable in this research since its t-value is -5.266 and p-value is 0.000, which is lower than alpha value 0.01. This indicates that job satisfaction is significant to predict employees' turnover intention. Besides, job satisfaction is the predictor variable that contributes the highest to the variation of the employees' turnover intention because Beta value (under standardized coefficients) for this predictor variable is the largest (-0.280) if compare to other predictor variables (job satisfaction, organizational commitment, organizational culture and person-organization fit). The negative sign refers to the negative relationship between job satisfaction and employees' turnover intention. For every unit increase in job satisfaction, employees' turnover intention will decrease by 0.280 units.

Besides, *organizational culture* is second most significant independent variable where it carries out the t-value -0.3777 and the p-value 0.00, which is less than the alpha value 0.01. This shows that organizational culture is significant to predict employees' turnover intention. In addition, organizational culture contributes the second highest to the variation of the employees' turnover intention because Beta value (under standardized coefficients) for this predictor variable is the second largest (-0.197). The negative sign refers to the negative relationship between organizational culture and employees' turnover intention. For every unit increase in organizational culture, employees' turnover intention will decrease by 0.197 units.

The third most significant independent variable is *organizational commitment,* where the t-value is -3.294 and the p-value is 0.001, which is lesser than the alpha value 0.01. This represents that organizational commitment is significant to predict employees' turnover intention. Besides, organizational commitment contributes the third highest to the variation of the employees' turnover intention because Beta value (under standardized coefficients) for this predictor variable is -0.192. The negative sign refers to the negative relationship between organizational commitment and employees' turnover intention. For every unit increase in organizational commitment, employees' turnover intention will decrease by 0.192 units.

Next, *person-organization fit* is significant to predict employees' turnover intention in which the t-value is -3.566 and the p-value is 0.000 which is lesser than alpha value of 0.01. This represents that person-organizational fit is significant to predict employees' turnover intention. The Beta value (under standardized coefficients) of person-organizational fit is -0.164 in which mean that it contributes the second lowest to the variation of employees' turnover intention. The negative sign refers to the negative relationship between person-organizational fit and employees' turnover intention. For every unit increase in person-organizational fit, employees' turnover intention will decrease by 0.164 units.

Lastly, *job stress* shows significant positive influence towards employees' turnover intention due to t-value is 4.618 and the p-value is 0.000 which is lesser than 0.01. This represents that job stress is significant to predict employees' turnover intention. Besides, job stress contributes Beta value (under standardized coefficients) of 0.153 which is the lowest to the variation of employees' turnover intention among other independent variables. For every unit increase in job stress, employees' turnover intention will increase by 0.153 units.

Overall, job stress is the only variable which shows positive significant relationship with employee's turnover intention, while job satisfaction, organizational commitment, organizational culture and person-organization fit show negative significant relationship with employees' turnover intention. H_1 is accepted in which the five independent variables (job satisfaction, job stress, organizational commitment, organizational culture, person-organization fit) are significantly explaining the variance in job satisfaction.

4.4 Conclusion

In conclusion, the data collected from the questionnaires were summarized and the SPSS outputs were interpreted. The analysis was divided into three parts which included descriptive analysis, scale measurement, and inferential analysis. The analysis results and interpretations will be used in order to proceed to the next chapter for discussions, conclusions, and implications of the overall research.

CHAPTER 5: CONCLUSION

5.0 Introduction

This chapter discusses the prominent finding of this research. The descriptive and inferential analysis presented in previous chapter is summarized. Furthermore, the reasons or evidences will be given to support the hypothesis. In addition, the recommendations and limitations of the research will be included. In the last section of this chapter, the overall conclusion of the entire research project is also included.

5.1 Summary of Statistical Analyses

5.1.1 Respondent Demographic Profile

From the result in chapter 4, the respondent's demographic shows that there are 65% of female respondents and 35% of male respondents. The majority respondents consist of 21-25 years old which is 69.5% from the overall 380 respondents. There are 27.4% of 26-30 years old and 3.1% of 31-35 years old. The respondent's ethnicity are 58.4% of Malay, 23.2% of Indian, 15.8% Chinese and 2.6% others. For marital status, there are 78.9% of the respondents who are single, 16.8% are married and 4.3% others.

Most of the respondents are from SPM qualification which covers 68.7% of the total respondents. There are 24.5% of others holder, 2.6% of STPM holders, 1.3% of diploma holders, 1.8% of master holders and 1.1% of bachelor degree/advanced diploma holders. Most of the respondent cover 55% is below RM1000 for monthly income level, 24.7% of RM1001-RM1500, 15.8% of RM1501-RM2000, 2.6% of RM 2001-2500, 1.3% of RM 2501-RM3000 and 0.6% are above RM3001. Most of the respondent

has less than 1 year working experience in this industry which is 55.5% of 380 respondents. There are 39.2% respondents has 1-2 years working experience, 4.2% respondents has 3-4 years working experience and 1.1% respondents has more than 5 years working experience. For respondents working hours per week, there are 40% work for 46-50 hours, 35.5% are work for 41-45 hours, 7.9% are work for 31-35 hours, 7.6% are work for 36-40 hours, 7.1% are work less than or equal to 30 hours and 1.9% are work more than 50 hours per week.

5.1.2 Central Tendencies Measurement of Construct

In the aspect of *job satisfaction*, the statement "*I am satisfied with the organization promotion policy*" has the highest ranking in mean with 1.85 which shows that this variable is the most important factor in influencing the employees' turnover intention.

In the aspect of *job stress*, the statement "*I am pressured to work long hours*" has the highest ranking in mean with 4.03 which shows that this variable is the most important factor in influencing the employees' turnover intention.

One of the statements in the *organizational commitment*'s question is "*I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful*" has the highest mean with 1.83 which shows that this variable is the most important factor in influencing the employees' turnover intention.

Next, in the aspect of *organizational culture*, the statement "*The relationship among all staff is built on the basis of strong mutual confidence and cooperation*" has the highest mean value of 2.01 which determined that this is the most important factor in influencing the employees' turnover intention.

Moreover, for the *person-organization fit*, the statement "*My values match those of this organization*" has the highest mean value of 2.14 which determined that this is the most important factor in influencing the employees' turnover intention.

Lastly, in the aspect of *turnover intention*, the statement "*I would turn down an offer from another organization at this point of time (R*)*" has the highest mean value of 4.44. This is one of the reverse statements, thus it means that most of the employees might accept an offer from another organization and leave the current organization at this point of time.

5.1.3 Scale Measurement

5.1.3.1 Internal Reliability Test

Reliability test and Cronbach's alpha were applied to observe the 30 items which used to measure the internal consistencies of six constructs in the questionnaire. The alpha coefficient of employees' turnover intention is 0.803, job satisfaction is 0.802, job stress is 0.753, organizational commitment is 0.796, organizational culture is 0.731 and person-organization fit is 0.735. According to Sekaran (2003), all the constructs employed are found to have the internal consistency reliability if the result passed the minimum accepted level of 0.6. Hence, all the constructs show a Cronbach's Alpha value of more than 0.6 which signifies consistencies and stabilities of the measurement in this research.

5.1.4 Summary of Inferential Analysis

5.1.4.1 Pearson's Correlation Analysis

The computed correlation between job satisfaction and employees' turnover intention is -0.801; job stress is 0.588; organizational commitment is -0.799; organizational culture is -0.770; and person-organization fit is -0.753. As an overall, all these figures show that there are four variables, which are job satisfaction, organizational commitment, organizational culture and person-organization fit have negative relationships towards employees' turnover intentions while job stress has a positive relationship with employees' turnover intention.

5.1.4.2 Multiple Regression Analysis

Multiple regressions are used to examine the relationship between factors and employees' turnover intention in Malaysia fast-food industry. Referring Table 4.25, job satisfaction has the strongest beta coefficient with turnover intention, which is -0.280. Secondly, it is followed by the organizational culture, which is -0.197 and organizational commitment, which is -0.192. Next is followed by person-organization fit, which is -0.164. The lowest beta correlation with turnover intention is job stress, which is 0.153. Overall, alternative hypothesis H_6=The five independent variables (job satisfaction, job stress, organizational commitment, organizational culture, person-organization fit) are significantly explaining the variance in employees' turnover intention.

The correlation coefficient of the five independent variables which are job satisfaction, job stress, organizational commitment, organizational culture and person-organization fit with dependent variables of employees'

turnover intention is 0.862. The regression line will possibly significantly explain 86.2% of the total variables of employees' turnover intention.

Besides, the coefficient of determination (R²) is 0.743 which means 74.3% of the variance in employees' turnover intention has been significantly explained by job satisfaction, job stress, organizational commitment, organizational culture, person-organization fit. The ANOVA Table (Table 4.23) indicates that F value of 216.584 is significant at the level of 0.05. This is because the p-value 0.000 is less than 0.05.

5.2 Discussion of Major Findings

Table 5.1 Summary of the Result of Hypotheses Testing

Hypotheses	Supported	Not Supported
There is significant relationships between *job satisfaction* and *employees' turnover intention*	β= -0.801 p= 0.000< 0.01	
There is significant relationships between *job stress* and *employees' turnover intention*	β= 0.588 p= 0.000< 0.01	
There is significant relationships between *organizational commitment* and *employees' turnover intention*	β= -0.799 p= 0.000< 0.01	
There is significant relationships between *organizational culture* and *employees' turnover intention*	β= -0.770 p= 0.000< 0.01	
There is significant relationships between *person-organization fit* and *employees' turnover intention*	β= -0.753 p= 0.000< 0.01	

Source: Developed for research

5.2.1 Relationship between Job Satisfaction and Employees' Turnover Intention

H_1: There is a significant relationship between job satisfaction and employees' turnover intention.

Based on the result from Chapter 4, the relationship between job satisfaction and employees' turnover intention is significant. This is because the p-value 0.000 is less than alpha value 0.01. The correlation coefficient value of -0.801 indicate that job satisfaction have negative relationships with employees' turnover intention. Thus, when job satisfaction is high, employees' turnover intention is low.

The result of this research has been proven by Rahman (2008) in which he found that job satisfaction has a negative relationship on employees' turnover intention. Job satisfaction has been repeatedly identified as the main reason why employees leave their jobs (Barak et al., 2001). Many studies (For example, Chan and Morrison, 2000; Ghiselli et al., 2001) have reported a significant negative relationship between job satisfaction and intention to leave the organization.

Besides, Steven and John (2008) conducted a study to assess job satisfaction facets and turnover intention of software developers. They have selected nine facets of job satisfaction in order to see its impact on turnover intention. The results showed that turnover intention has a significant negative correlation with all job satisfaction facets. In addition, the researchers indicated that four factors are very important for turnover intention; they are pay, promotion, rewards and fringe benefits. Low absenteeism is associated with high job satisfaction while high turnover and absenteeism are said to be related to job satisfaction (Saifuddin et al., 2008).

As a conclusion, based on the previous studies and result outcomes, the negative relationship between job satisfaction and employees' turnover intention was convincing.

5.2.2 Relationship between Job Stress and Employees' Turnover Intention

H_2: There is a significant relationship between job stress and employees' turnover intention.

Based on the result from Chapter 4, the relationship between job stress and employees' turnover intention is significant. It is because the p-value 0.000 is less than alpha value 0.01. The correlation coefficient value of 0.588 indicate that job stress have positive relationships with employees' turnover intention. Thus, when job stress is high, employees' turnover intention is high.

Based on the result from Chapter 4, this research result is also proven by Chen and Kao (2011) that job stress can indirectly lead to turnover intention. There are a number of job stressors that make jobs stressful and difficult for employees in services. Job stressors include role ambiguity; role conflict and role overload (Ghazali, 2010). Much relevant research (e.g: Almer and Kaplan, 2002; Perrewe et al., 2002; Siu et al., 2002; Firth et al.,2004; Ngo et al., 2005; Karatepe and Sokmen, 2006) has confirmed the association of a variety of work stressors, including role ambiguity and role conflict, with lower job satisfaction, increased job-associated anxiety and tensions, less affective commitment, lower work involvement, and poor job performance (Karatepe and Sokmen, 2006), leading to intentions to leave the organization.

The studies done by Tuten and Neidermeyer (2002) and Williams et. al. (2001) has the similar findings where the authors hypothesized that high

stress would result in intentions to quit, change specialty or some other withdrawal behaviours. Williams added that stress is the first indicator that has been identified causes the increase in job dissatisfaction, which will lead to an increase in intention to quit from the job (or an increase in absenteeism). Meanwhile, Sun et al. (2007) also proved that work environment, job stability, working hours, work pressure, education and training, and leadership are the factors that contribute to turnover among hotel and restaurant employees.

As a conclusion, based on the previous studies and result outcomes, the positive relationship between job stress and employees' turnover intention was convincing.

5.2.3 Relationship between Organizational Commitment and Employees' Turnover Intention

H_3: There is a significant relationship between organizational commitment and employees' turnover intention

Based on the result from Chapter 4, the relationship between organizational commitment and employees' turnover intention is significant. It is because the p-value 0.000 is less than alpha value 0.01. The correlation coefficient value of -0.799 indicate that organizational commitment have negative relationships with employees' turnover intention.

This finding is being supported by several studies where it indicated that there is a significant relationship between organizational commitment and employees' turnover intention. Thus, when one's commitment towards the organization high, the lower the intention for he or she to leave the organization. According to Ganesan et al., (1993), they indicate that organizational commitment is the level of commitment and loyalty of an

individual towards the organization. As a result, the higher the commitment towards the organization, the more likely he or she will consider themselves part of the organization (Ganesan et.al., 1993).

On the other hand, to further supporting the significance between organizational commitment and employees' turnover intention, Ingersoll, et al. (2002) had conducted a study to identify the relationship between organizational commitment and turnover intention among nurses. According to Ingersoll et al. (2002), he has found out that organizational commitment has a significant influence towards turnover intention among nurses.

As a conclusion, based on the previous studies and result outcomes, the negative relationship between organizational commitment and employees' turnover intention was convincing.

5.2.4 Relationship between Organizational Culture and Employees' Turnover Intention

H_4: There is a significant relationship between organizational culture and employees' turnover intention

Based on the result from Chapter 4, the relationship between organizational culture and employees' turnover intention is significant. It is because the p-value 0.000 is less than alpha value 0.01. The correlation coefficient value of -0.770 indicate that organizational culture have negative relationships with employees' turnover intention. Thus, when organizational culture is high, employees' turnover intention is low.

This finding is being supported by several studies that there is a positive culture exist such as consensual culture appears tend to increase job

satisfaction and therefore lower turnover intention, vice versa. For example, when the organizational culture provides more opportunities for participative decision making, sustained in learning and build supportive relationship with subordinates can improve employee's job satisfaction. (Apker et al., 2003; Neuhauser, 2002). This is consistent with Seo et al. (2004) indicated that Korean employees expected their supervisors to treat them as family members and thus will stay longer in the organization. When supervisors are encouraged to have good informal ties with their subordinates such as providing advice on personal matters will directly motivate them to get the job done and thus increased job satisfaction.

Moreover, the cultural dimension of connectedness had a significant influence on intention to leave. According to MacIntosh et al. (2009), staff perceptions indicated that a sense of family or community within the organization will help to promote a sense of belonging between each other. It is an important core value that influences the employees to stay with their organization. This also assists managers to solve the retention problems when the work environment encourages a close group of employees who engage with each other and client members in friendly interaction. In addition, coordinating team building activities among staff and recognizing employee's accomplishments are one of the organization development strategies in order to create a sense of community (Taylor et al., 2008). Thus, this may strengthen individual's attachment to the organization and tend to be loyalty towards organization.

The transformation toward culture of fostering respect, creating a new team relationship and developing leadership for the managers was successful in reducing turnover intention (Mulcahy and Betts, 2005). As a conclusion, based on the previous studies and result outcomes, the negative relationship between organizational and employees' turnover intention was convincing.

5.2.5 Relationship between Person-Organization Fit and Employees' Turnover Intention

H_5: There is significant relationship between person-organization fit and employees' turnover intention

Based on the result from Chapter 4, the relationship between person-organization fit and employees' turnover intention is significant. It is because the p-value 0.000 is less than alpha value 0.01. The correlation coefficient value of -0.753 indicate that person-organization fit have negative relationships with employees' turnover intention. Thus, when person-organization fit is high, employees' turnover intention is low.

According to Vancouver and Schmitt (1991), the higher level P-O fit has negative relationships with turnover intention and describes that the employees with low level P-O fit cause's turnover intention increases. According to O'Reilly (1991), value of fit is a main determinant influence the flow of employees in the organization. Furthermore, the study by O'Reilly (1991) specified the compatibility between person-organization fit and individual competencies in job tasks in an organization. The result indicated that person-organization fit has strong relationship with job performance, job satisfaction and turnover intention. According to Sagas and Batista (2001) stated that use person-organization fit in the process of recruitment and selection results lower rates of turnover intention. Therefore, employees hired under the person-organization fit exhibit greater organizational citizenship behaviour. Person-organization fit enable job applicants to make job choice decisions on their selected organization (Cable and Judge, 1996).

Based on Chatman (1991), it proved that new employees' had undergone interviews and socialized process for a year before entry to an organization and the employees' turnover intention can be predicted effectively according to the fit level between the organization and employees'. This

person-organization has positive influence towards job satisfactions, as well as organizational commitment while negative influence on turnover intention (Zhang et al., 2003).

As a conclusion, based on the previous studies and result outcomes, the negative relationship between person-organization fit and employees' turnover intention was convincing.

5.3 Implications of the Study

5.3.1 Theoretical Implication

In this research, this study has developed a model which integrates the variables that will influence employees' turnover intention. This contribution is useful as there is a limited study in the relationship of independent variables (job satisfaction, job stress, organizational commitment, organizational culture and person-fit organization) and turnover intention, especially in fast-food industry. The findings identified that job satisfaction, organizational commitment, organizational culture and person-fit organization have a significant negative relationship towards employees' turnover intention. Nevertheless, job stress has positive relationship with employees' turnover intention.

5.3.2 Managerial Implications

First, based on the findings, job satisfaction is the main contributor that will impact on employees' turnover intention. Since the fast-food employees perceive that the monetary incentives, promotion policy and working environment are important to increase their job satisfaction, thus managers should offer satisfied pay and provide a good working

environment that would reduce the turnover rate. This might also help to retain the diligent and qualified employees in the workplace.

Second, managers must understand the importance of culture in the fast-food organization because it can make the difference in motivating and retaining the employees. This study has determined that organizational culture such as consensual culture had significant impact on turnover intention. Besides, fast-food managers can try to develop consensual culture such as empowering staff to provide opportunity for them in decision making, and spend more time on enhancing group harmony between manager and employees. This could improve employee's satisfaction and thus reduce the turnover rate of employees in the organization.

Third, the research findings indicated that job stress has a significant positive relationship with turnover intention. Managers should develop effective communication between employees within organization. Fast-food industry employees need to serve different kind of customer and always received different kind of requests and complaints. This is one of the causes that increased job stress for employees who work in fast-food industry. Hence, managers should implement some counselling programs to reduce their mental pressure and enhance an open communication atmosphere with each other.

Forth, organizational commitment is important to employees to stay loyal and reduce turnover in order to increase higher levels of productivity. Based on the findings, Generation Y workers have low commitment towards fast-food industry. This is supported by Wallace (2001) indicated that Generation Y workers were happily beginning their careers with the assumption that they will be changing jobs frequently. It is necessary for human resource manager emphasize on selection and recruitment because attitudes of employees such as friendship oriented might imply to lack of organizational commitment to the industry.

Last but not least, person-organization fit is an important tool in the human resource processes as they play a vital role in selection, socializing and training of employees that can become source of competitive advantage for the organization. Managers should focus on selecting employees whose personality and values are match with the organization and job values. In order to improve productivity and reduce turnover intention, the selection of right type of person for the right type of job is important. Besides, managers must provide recognition to the individuals who always put efforts and contributions to the organization.

5.4 Limitations of the Study

5.4.1 Participation of Respondents

There were limitations that have been identified during the process of completing this research study. Respondents may not be willing to participate in the survey because it is time consuming to answer the questionnaires and employees have different working hours due to work shifts that are assigned by the manager. Although the researchers faced obstacles in collecting back the 380 sets of questionnaires, the respondents had tried their best to cooperate with the researchers by submitting the questionnaires on time.

5.4.2 Time and Cost Constraint

The lengthy time needed to set the research title, searching for information, designation of questionnaire, distribution of questionnaires and analysis of the data by using SPSS are time consuming. Furthermore, all the five researchers are full time undergraduates and in view of the fact that the time frame allocated for this research is limited to only six months, there

might not be sufficient time for the research to be completed as compared to the situation of the full time researchers. The costs for printing, transportation and other administrative expenses had to be borne by only five members of the research team since the research had no sponsorship from any outsider or the university.

5.4.3 Sampling Size and Location

The research was conducted by five members, so the scope of survey was limited. Due to limitation of survey size, the data for analysis received might not be sufficient. This is because the questionnaires were only distributed to Kuala Lumpur and a few states in Malaysia namely, Selangor, Johor, Pulau Pinang, Perak, Sabah and Sarawak. This could pose as a limiting factor in representing the whole fast-food industry in Malaysia. Beside, the sample size was small with only 380 respondents which are not large enough to obtain a more accurate and reliable result.

5.5 Recommendations for Future Research

Future research may emphasis on other alternative to measure turnover intention such as open-ended interviews with employees who have resigned from fast-food organization. This approach may give the managers have a better idea of what is the actual factors of turnover in their organizations. Thus, they can formulate effective retention strategies based on the actual factors of employee turnover in the organization.

Other than that, this study only emphasized on potential determinants that may influence Generation Y employees to leave a job without identifying their current position. It can be interesting that future research can look deeper into the difference between managerial or non-managerial Generation Y employees' intent to leave and those who work for part-time

or full time only. An examination of managers and non-managers perspectives would probably create different views of an intention to leave a job in the fast-food industry.

Furthermore, future research can include some other different variables into this reliable research model to examine the actual factors of employees' turnover intention. Other variable such as push or pull factors in the organization can be examined to predict the employees' turnover intention in the fast-food industry. In addition, future research may study on the moderators and mediators that have significant relationships among job satisfaction, job stress, organizational commitment, organizational culture, person-fit organization and employees' turnover intentions.

Moreover, there are many outlets of international fast-food restaurants in Malaysia. Future researchers should get more respondents from wider geographical location such as all the states in Peninsular Malaysia and respondents from all the fast-food organizations. Thus, results obtained will be much more accurate and precisely.

Last but not least, future research can focus on manufacturing or nonmanufacturing sector that face the similar issues of high turnover rate. For example, non-manufacturing sector such as communication industry and societies industry showed the highest annual average turnover in Malaysia. Thus, future researchers should investigate the significant variables that highly impact on the turnover intention.

5.6 Conclusion

After conducting this research, a better understanding about the factors affecting Generation Y employees' turnover intention in the fast-food industry is known. Based on the findings, the five factors identified as, job satisfaction, job stress, organizational commitment, organizational culture

and person-organization fit may affect the Generation Y employees' turnover intention in fast-food restaurants. This shows that there is a significant relationship between job satisfaction, job stress, organizational commitment, organizational culture, person-organization fit and turnover intention of Generation Y employees from the fast-food industry.

In conclusion, the results of this study may be useful to managers who wish to reduce the turnover rate among Generation Y employees. It can reduce the turnover intention by improving employees' job satisfaction in the workplace and help to ensure a qualified workforce. It is also important to monitor the employee working conditions and improving the organizational culture in order to retain diligent and qualified workforce. At the same time, the employees' task performances are likely to perform well when a person has abilities to meet the organization demands or need. Thus, employees would have a higher level of commitment towards the organization.

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Appendix A: Questionnaire Survey Permission Letter

UNIVERSITI TUNKU ABDUL RAHMAN
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

19 September 2012

To Whom It May Concern

Dear Sir/Madam

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

Name of Student	Student ID
CHOONG SOK NEE	07ABB05291
LEONG CHEE JING	09ABB09041
LEONG WEI XIN	09ABB02910
LOH FUI YEE	06ABB04045
TEO KAR LIN	09ABB03684

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely

....
Kuek Thiam Yong
Head of Department,
Faculty of Business and Finance
Email: kuekty@utar.edu.my

....
Peter Tan Sin Howe
Supervisor,
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<u>Appendix B: Questionnaire Survey</u>

UNIVERSITI TUNKU ABDUL RAHMAN (Perak Campus)

FACULTY OF BUSINESS AND FINANCE

BACHELOR OF BUSINESS ADMINISTRATION (HONS)

Dear respondents,

We are final year students pursuing Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). We are currently conducting a survey as a partial requirement for the course entitled "A study of employee turnover intention among Generation Y in fast-food industry". The purpose of this research is to identify the most critical factors that contribute to employees' turnover intention.

Please answer all the questions provided. Your answer to these questions is only for academic purpose and will be strictly kept confidential. Your cooperation in carrying out this questionnaire is greatly appreciated. Please do not hesitate to contact us for further clarification if you have any queries regarding to the questions.

Research Project Team Members' Details:

Name	E-mail Address	Contact Number
1. Choong Sok Nee	snee_87@hotmail.com	016-5290970
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3. Leong Wei Xin	w3i_xin@hotmail.com	016-5195763
4. Loh Fui Yee	alice_lfy@hotmail.com	017-5331853
5. Teo Kar Lin	lovekarlin@hotmail.com	016-5940945

A Study of Employees' Turnover Intention among Generation Y in Fast-food Industry

Survey Questionnaire

Section A: Assessment on factors that influence you to leave your organization

This section is seeking your opinion regarding the factors that influence your intention to leave your current organization. Respondents are asked to indicate the extent to which they agreed or disagreed with each statement using 5 Likert scale response framework.

Likert scare indicator:

1= Strongly Disagree (SD)
2= Disagree (D)
3= Neutral (N)
4= Agree (A)
5= Strongly Agree (SA)

Please circle one number per line to indicate the extent to which you agree or disagree with the following statements.

A1	Job Satisfaction	SD	D	N	A	SA
SA1	I am satisfied with my pay. *Saya berpuas hati dengan gaji saya.*	1	2	3	4	5
SA2	I am satisfied with the organization promotion policy. *Saya berpuas hati dengan polisi promosi organisasi.*	1	2	3	4	5
SA3	I am satisfied with the working condition in this organization. *Saya berpuas hati dengan keadaan tempat*	1	2	3	4	5
SA4	The fringe benefit provided by the organization is satisfying. *Organisasi memberi manfaat yang memuaskan.*	1	2	3	4	5
SA5	I am bored with my present job. *Saya berasa bosan terhadap kerja saya.*	1	2	3	4	5

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A2	Job Stress	SD	D	N	A	SA
ST1	I often feel stressed out with my job. *Saya berasa tertekan dengan kerja saya.*	1	2	3	4	5
ST2	Problems associated with work have kept me awake at night. *Saya tidak dapat tidur lena pada waktu malam sebab masalah yang berkaitan dengan*	1	2	3	4	5
ST3	I feel fidgety or nervous because of my job. *Saya berasa resah atau saraf sebab kerja saya.*	1	2	3	4	5
ST4	I am pressured to work long hours. *Saya tertekan untuk bekerja selama masa yang panjang.*	1	2	3	4	5
ST5	I no longer enjoy my work. *Saya tidak lagi menikmati kerja saya.*	1	2	3	4	5

A3	Organizational Commitment	SD	D	N	A	SA
CO1	It would be very hard for me to leave my organization right now, even if I wanted to. *Saya menghadapi kesulitan untuk meninggalkan organisasi ini, malah jika saya mempunyai keinginan ini.*	1	2	3	4	5
CO2	I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful. *Saya akan bekerja dengan sedaya upaya untuk membantu organisasi ini untuk bertambah maju pada masa yang akan datang.*	1	2	3	4	5
CO3	I am proud to tell others that I am part of this organization. *Saya berasa bangga memberitahu kawan-kawan saya adalah sebahagian daripada organisasi ini.*	1	2	3	4	5
CO4	I feel that I have too few options to consider leaving this organization. *Saya tidak mempunyai pilihan yang banyak jikalau saya memilih untuk meninggalkan organisasi ini.*	1	2	3	4	5
CO5	I would be very happy to spend the rest of my career with this organization. *Saya berasa bangga jikalau saya dapat bekerja dengan organisasi ini dalam jangka masa yang panjang.*	1	2	3	4	5

A4	Organizational Culture	SD	D	N	A	SA
CU1	The relationship among all staff is built on the basis of strong mutual confidence and cooperation. *Hubungan antara pekerja bergantung pada keyakinan and kerjasama antara satu sama lain.*	1	2	3	4	5
CU2	The structure of my organization is organized to achieve its goal and strategies effectively *Struktur organisasi saya adalah untuk mencapai matlamat dan strategi dengan efektif.*	1	2	3	4	5
CU3	My organization makes a lot of effort to enhance customer satisfaction. *Organization saya berkerja keras untuk meningkatkan kepuasan pelanggan.*	1	2	3	4	5
CU4	It often takes short time for top-level manager to reflect lower level staff's opinions in decision making. *Pengurus yang peringkat tinggi sentiasa mengambil tempoh yang pendek untuk mencerminkan pendapat perkerja semasa membuat keputusan.*	1	2	3	4	5
CU5	My organization provides a working environment where people are encouraged to share ideas, experiences, successes and failures. *Organisasi saya menggalakkan perkongsian idea, pengalaman, kejayaan dan kegagalan dalam persekitaran kerja.*	1	2	3	4	5

A5	Person-Organization Fit	SD	D	N	A	SA
PO1	My values match those of this organization. *Nilai-nilai saya sepadan dengan nilai organisasi ini.*	1	2	3	4	5
PO2	The values and personality of this organization reflect my own values and personality *Nilai dan personaliti organisasi ini mencerminkan nilai dan personaliti saya.*	1	2	3	4	5
PO3	My personal abilities and educational match with job demand. *Keupayaan and pendidikan saya sepadan dengan permintaan kerja ini.*	1	2	3	4	5
PO4	My abilities and training fit with job requirements. *Keupayaan dan latihan saya adalah sesuai dengan permintaan tugasan.*	1	2	3	4	5
PO5	All things considered, I like my job. *Dengan semua permintaan akan dipertimbangkan, saya suka pekerjaan ini.*	1	2	3	4	5

Section B: Assessment on Turnover Intention

B1	Turnover Intention	SD	D	N	A	SA
TI1	I often think of leaving my organization. *Saya sering berfikir meninggalkan syarikat saya.*	1	2	3	4	5
TI2	It is very possible that I will look for a new job next year. *Saya berkemungkinan besar akan mencari pekerjaan baru tahun depan.*	1	2	3	4	5
TI3	As soon as I can find a better job, I will quit from this organization. *Sebaik sahaja saya dapat mencari kerja yang lebih baik, saya akan meninggalkan organisasi ini.*	1	2	3	4	5
TI4	If I may choose again, I will choose to work for the current organization. *Jika saya boleh memilih lagi, saya juga akan bekerja di organisasi ini.*	1	2	3	4	5
TI5	I would turn down an offer from another organization at this point of time. *Jika organisasi lain memberi tawaran kepada saya, saya akan menolak tawaran tersebut.*	1	2	3	4	5

Section C: Demographic Profile

Please tick the most appropriate answer for each of the following questions.

QC1: Gender: ❑ Male   ❑ Female

QC2: Age: ❑ Below 20 Years Old   ❑ 21 - 25 Years Old
                ❑ 26 - 30 Years Old   ❑ 31 – 35 Years Old
                ❑ 36 - 40 Years Old   ❑ Above 40 Years Old

QC3: Ethnic group

                                ❑ Malay
                                ❑ Chinese
                                ❑ Indian
                                ❑ Others, please specify: _____

QC4: Marital status

                                ❑ Single
                                ❑ Married
                                ❑ Others, please specify: _____

QC5: Highest education qualification

- ❑ SPM
- ❑ STPM
- ❑ Diploma
- ❑ Bachelor Degree /
  Advance Diploma
- ❑ Master Degree
- ❑ Others, please specify: _____

QC6: Monthly income level

- ❑ Below RM1,000
- ❑ RM1,001 – RM1,500
- ❑ RM1,501 – RM2,000
- ❑ RM2,001 – RM2,500
- ❑ RM2,501 – RM3,000
- ❑ Above RM3,001

QC7: How long have you been worked in the fast food industry?
- ❑ Less than 1 year
- ❑ 1 – 2 years
- ❑ 3 – 4 years
- ❑ More than 5 years

QC8: How many hours per week do you work in this outlet?
- ❑ Less than or equal to 30 hours
- ❑ 31 – 35 hours
- ❑ 36 – 40 hours
- ❑ 41 – 45 hours
- ❑ 46 – 50 hours
- ❑ More than 50 hours

Thank you for your time and cooperation.
~ The End ~

Appendix C: Young Labour Force Participation Rate

Jadual 1.1: Kadar penyertaan tenaga buruh mengikut jantina dan kumpulan umur
Table 1.1: Labour force participation rate by sex and age group

(%)

Jumlah	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
15–64	64.9	64.4	65.2	64.4	63.3	63.1	63.2	62.6	62.9	62.7	15 - 64
15–24	47.7	45.9	46.8	44.2	42.9	42.2	41.6	41.2	40.2	39.3	15 - 24
25–34	78.2	78.4	79.3	79.4	79.4	79.8	79.9	79.6	80.7	80.3	25 - 34
35–54	74.2	73.8	74.6	74.5	73.4	73.2	74.0	73.3	74.0	74.3	35 - 54
55–64	47.0	47.3	48.5	48.2	44.4	45.0	44.8	43.2	43.9	43.8	55 - 64
Lelaki	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	**Male**
15–64	82.3	81.5	82.1	80.9	80.0	79.9	79.5	79.0	78.9	78.7	15 - 64
15–24	55.5	53.2	54.2	51.8	49.9	49.4	48.9	48.4	47.2	46.5	15 - 24
25–34	97.9	97.5	97.8	97.2	97.3	97.0	96.7	96.4	96.7	96.6	25 - 34
35–54	97.2	97.0	97.3	96.8	96.7	96.7	96.4	96.0	96.4	96.2	35 - 54
55–64	67.5	67.9	69.1	67.2	63.1	64.7	64.1	62.3	62.9	63.3	55 - 64
Perempuan	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	**Female**
15–64	46.8	46.7	47.7	47.2	45.9	45.8	46.4	45.7	46.4	46.1	15 - 64
15–24	39.6	38.5	39.2	36.3	35.7	34.8	33.9	33.7	32.8	31.7	15 - 24
25–34	58.0	58.8	60.6	61.2	61.1	62.1	62.9	62.5	64.3	63.7	25 - 34
35–54	49.9	49.8	50.8	51.2	49.1	48.9	50.8	49.8	50.9	51.8	35 - 54
55–64	25.4	25.7	26.8	28.0	24.6	24.3	24.7	23.3	24.2	23.7	55 - 64

Source: Department of Statistics, Malaysia (2011), Retrieved 3 November 2012 from
http://www.statistics.gov.my/portal_lama/download_Labour/files/BPTMS/indikator_0110.pdf

Appendix D: Percentage Share by State at Constant Price (Year 2000-Year 2010)

State	Agriculture	Mining and Quarrying	Manufacturing	Construction	Services	Total
Johor	14.1	0.2	12.3	10.8	8.6	9.5
Kedah	4.6	0.1	4.0	3.1	3.3	3.3
Kelantan	4.8	0.0	0.3	1.0	2.4	1.8
Melaka	2.5	0.0	4.6	2.8	2.3	2.7
Negeri Sembilan	3.4	0.1	6.9	3.2	2.8	3.7
Pahang	10.3	0.1	4.6	3.6	4.3	4.4
Pulau Pinang	2.5	0.0	15.6	4.7	6.9	8.3
Perak	10.1	0.2	3.8	3.5	6.4	5.4
Perlis	2.0	0.0	0.2	0.4	0.6	0.5
Selangor	5.2	0.4	30.0	36.8	23.5	23.0
Terengganu	2.8	0.1	3.0	3.6	2.8	2.6
Sabah	17.9	13.6	1.7	2.8	5.1	5.6
Sarawak	19.6	23.5	9.2	7.3	6.0	9.1
WP Kuala Lumpur	0.1	0.1	3.5	16.6	24.4	15.2
WP Labuan	0.3	..	0.3	0.1	0.6	0.4
Supra	..	61.5	..	..	..	4.3
Total	100.0	100.0	100.0	100.0	100.0	100.0

Source: Department of Statistics, Malaysia, (2011). *Key Findings Gross Domestic Product (GDP) By State, 2010.* Retrieve 20 January, 2013 from http://www.statistics.gov.my/portal/index.php?option=com_content&view=article &id=1300%3Agross-domestic-product-gdp-by-state-2010-updated-74102011&catid=98%3Agross-domestic-product-by-state&Itemid=153&lang=en

Appendix E: Respondent Demographic Profile

Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	133	35.0	35.0	35.0
	Female	247	65.0	65.0	100.0
	Total	380	100.0	100.0	
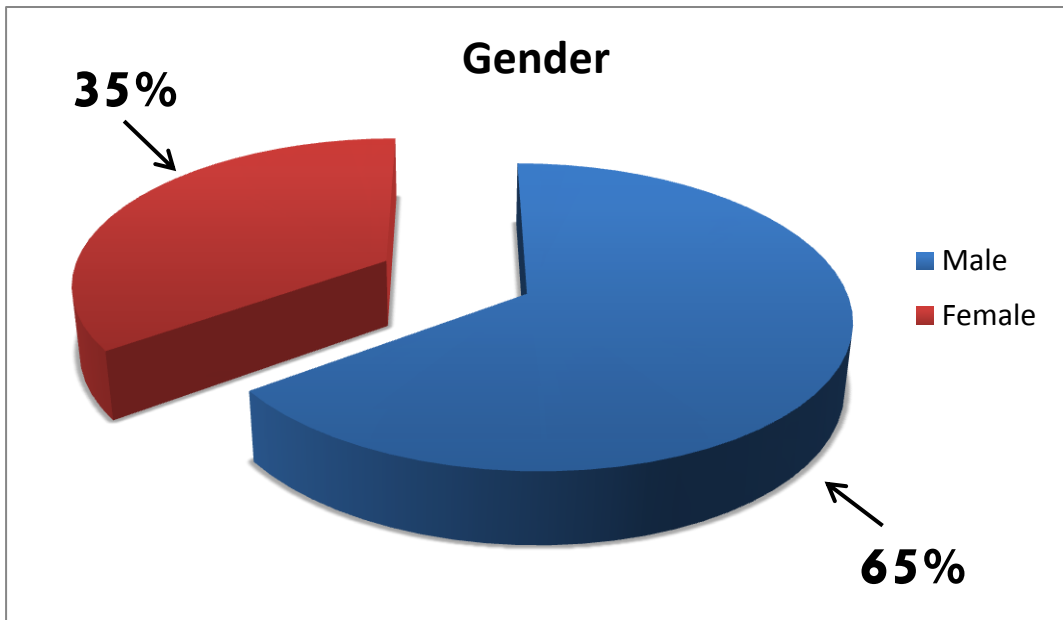
<u>Age</u>

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25 years old	264	69.5	69.5	69.5
	26-30 years old	104	27.4	27.4	96.8
	31-35 years old	12	3.1	3.1	100.0
	Total	380	100.0	100.0	
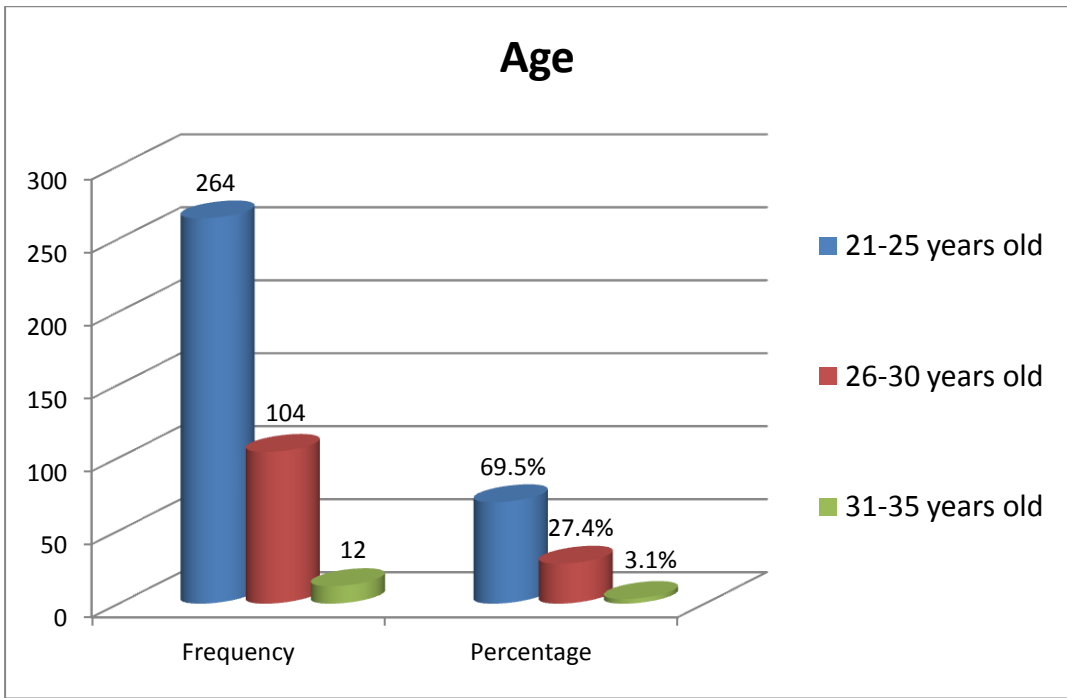
Ethnic

Ethnic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	222	58.4	58.4	58.4
	Chinese	60	15.8	15.8	74.2
	Indian	88	23.2	23.2	97.4
	Others	10	2.6	2.6	100.0
	Total	380	100.0	100.0	
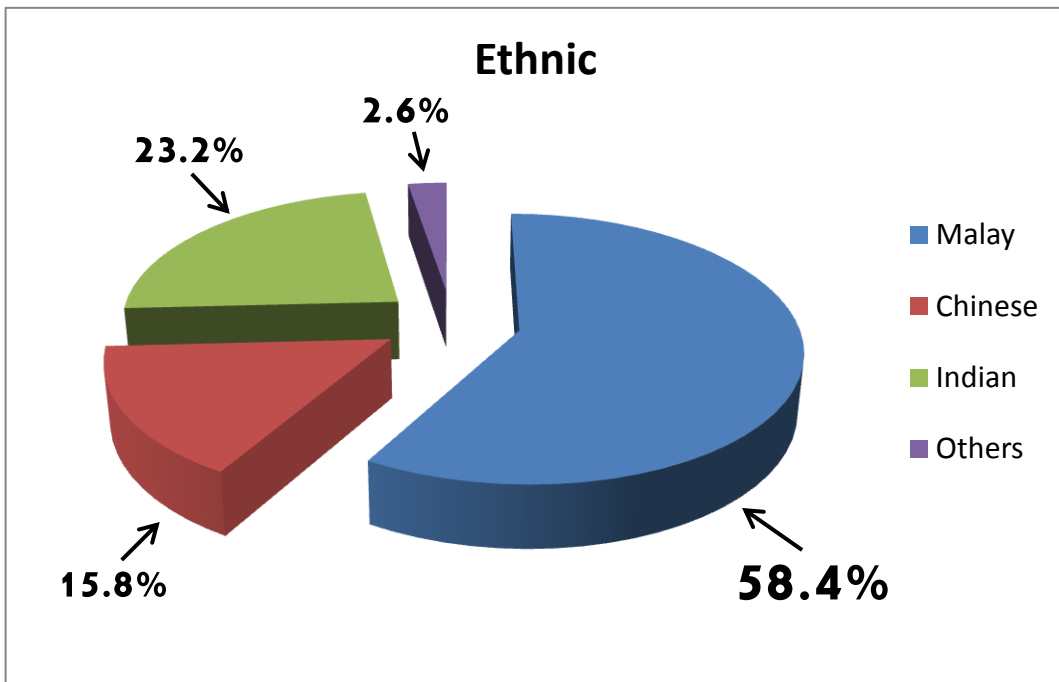
Marital Status

Marital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	300	78.9	78.9	78.9
	Married	64	16.8	16.8	95.8
	Others	16	4.3	4.3	100.0
	Total	380	100.0	100.0	
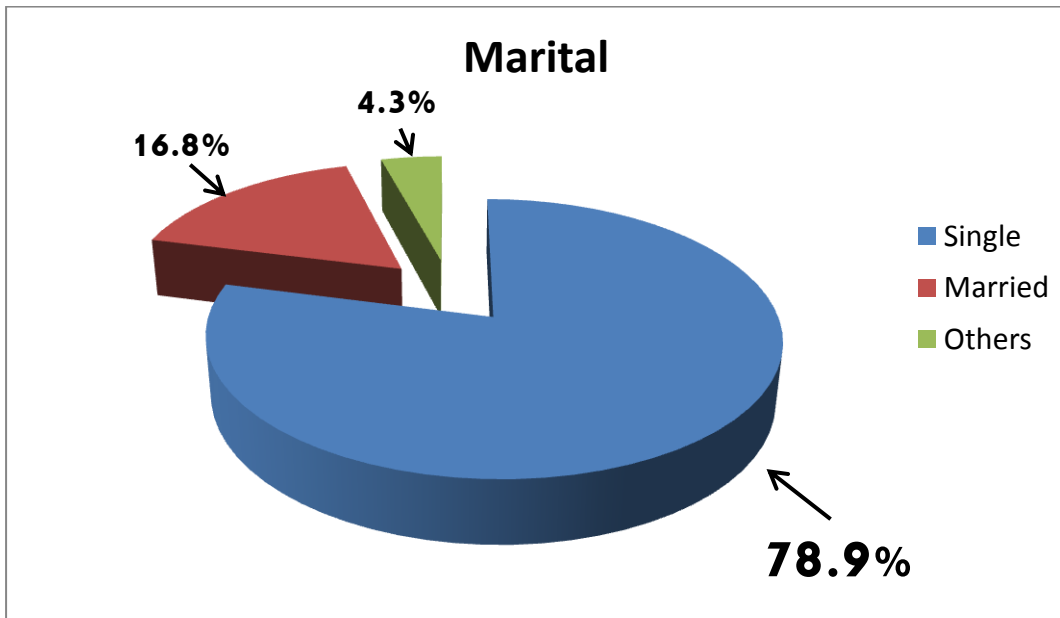
Education level

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	261	68.7	68.7	68.7
	STPM	10	2.6	2.6	71.3
	Diploma	5	1.3	1.3	72.6
	Bachelor Degree/Advanced Diploma	4	1.1	1.1	73.7
	Master Degree	7	1.8	1.8	75.5
	Others	93	24.5	24.5	100.0
	Total	380	100.0	100.0	

Monthly Income Level

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RM1000	209	55.0	55.0	55.0
	RM1001-RM1500	94	24.7	24.7	79.7
	RM1501-RM2000	60	15.8	15.8	95.5
	RM2001-RM2500	10	2.6	2.6	98.2
	RM2501-RM3000	5	1.3	1.3	99.5
	Above RM3001	2	0.6	0.6	100.0
	Total	380	100.0	100.0	

Service Length

Service Length

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	211	55.5	55.5	55.5
	1-2 years	149	39.2	39.2	94.7
	3-4 years	16	4.2	4.2	98.9
	More than 5 years	4	1.1	1.1	100.0
	Total	380	100.0	100.0	
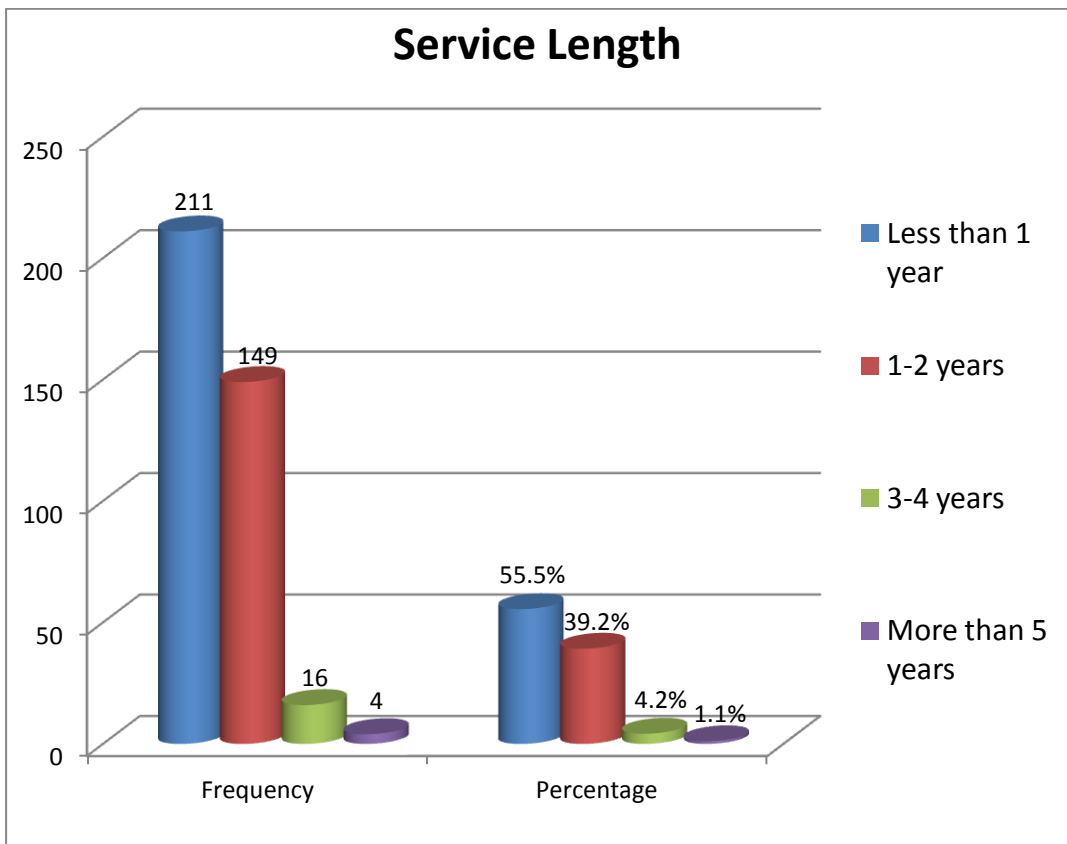
Working Hours

Hours per week

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than or equal to 30 hours	27	7.1	7.1	7.1
31-35 hours	30	7.9	7.9	15.0
36-40 horus	29	7.6	7.6	22.6
41-45 hours	135	35.5	35.5	58.2
46-50 hours	152	40.0	40.0	98.2
More than 50 hours	7	1.9	1.9	100.0
Total	380	100.0	100.0	
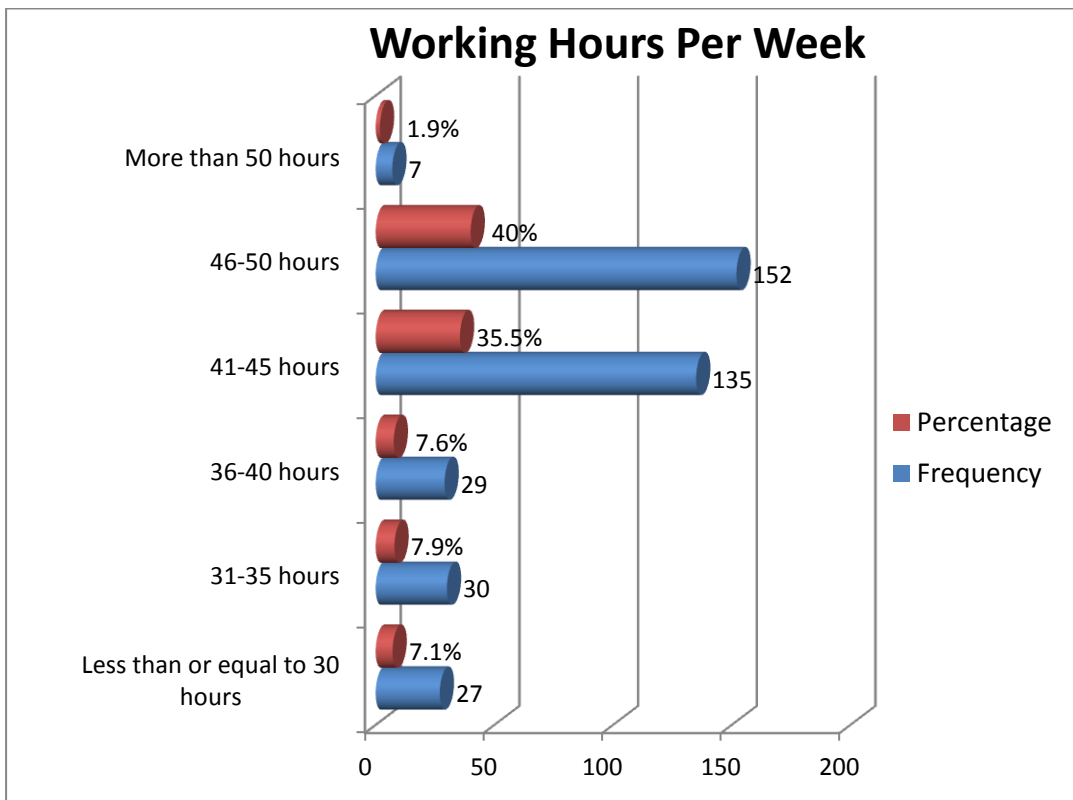
Appendix D: Central Tendencies Measurement of Constructs

Job Satisfaction

Statements	SD	D	N	A	SA	Mean	Stand. Dev.	Rank
1. I am satisfied with my pay.	50.8%	37.4%	7.9%	2.1%	1.8%	1.67	0.854	4
2. I am satisfied with the organization promotion policy.	33.4%	53.2%	9.5%	2.9%	1.1%	1.85	0.787	1
3. I am satisfied with the working condition in this organization.	52.1%	37.1%	6.6%	2.9%	1.3%	1.64	0.834	5
4. The fringe benefit provided by the organization is satisfying.	34.2%	55.5%	6.1%	2.6%	1.6%	1.82	0.787	2
5. I am bored with my present job. (R*)	46.1%	35.8%	13.2%	2.1%	2.9%	1.80	0.948	3

Job Stress

Statements	SD	D	N	A	SA	Mean	Stand. Dev.	Rank
1. I often feel stressed out with my job.	2.6%	6.8%	12.4%	60.0%	18.2%	3.84	0.890	4
2. Problems associated with work have kept me awake at night.	0.8%	8.4%	18.2%	54.5%	18.2%	3.81	0.858	5
3. I feel fidgety or nervous because of my job.	3.2%	9.2%	18.2%	28.2%	41.3%	3.95	1.117	3
4. I am pressured to work long hours.	1.8%	8.7%	11.6%	40.8%	37.1%	4.03	1.001	1
5. I no longer enjoy my work.	1.3%	5.5%	16.6%	47.1%	29.5%	3.98	0.895	2

Organizational Commitment

Statements	SD	D	N	A	SA	Mean	Stand. Dev.	Rank
1. It would be very hard for me to leave my organization right now, even if I wanted to.	50.3%	35.3%	9.5%	2.6%	1.8%	1.69	0.885	4
2. I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful.	35.5%	51.6%	8.9%	3.7%	0.5%	1.83	0.780	1
3. I am proud to tell others that I am part of this organization	48.7%	33.4%	13.9%	1.8%	2.1%	1.75	0.911	3

4. I feel that I have too few options to consider leaving this organization.	35.3%	53.9%	6.3%	2.9%	1.6%	1.82	0.801	2
5. I would be very happy to spend the rest of my career with this organization.	53.4%	31.3%	10.8%	2.6%	1.8%	1.68	0.902	5

Organizational Culture

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Stand. Dev.	Rank
1. The relationship among all staff is built on the basis of strong mutual confidence and cooperation.	26.6	55.0	11.3	5.3	1.8	2.01	0.870	1
2. The structure of my organization is organized to achieve its goal and strategies effectively.	48.4	37.4	10.0	2.6	1.6	1.72	0.868	4
3. My organization makes a lot of effort to enhance customer satisfaction.	27.4	53.2	15.3	2.4	1.8	1.98	0.830	2
4. It often takes short time for top-level manager to reflect lower level staff's opinions in decision making.	25.8	58.4	11.1	3.7	1.1	1.96	0.781	3

5. My organization provides a working environment where people are encouraged to share ideas, experiences, successes and failures.	56.8	32.4	7.1	1.6	2.1	1.60	0.856	5

Person-Organization Fit

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Stand. Dev.	Rank
1. My values match those of this organization.	18.9	55.3	19.5	5.5	0.8	2.14	0.812	1
2. The values and personality of this organization reflect my own values and personality.	50.8	35.8	8.9	2.9	1.6	1.69	0.871	5
3. My personal abilities and educational match with job demand.	22.9	60.5	12.1	2.9	1.6	2.00	0.781	3
4. My abilities and training fit with job requirements.	24.5	53.4	16.3	4.2	1.6	2.05	0.847	2
5. All things considered, I like my job.	50.5	31.8	13.4	3.2	1.1	1.72	0.887	4

Appendix E: Reliability Analysis (Pilot Test)

No.	Dimensions	Cronbach's Alpha	Number of Items
1	Job Satisfaction	0.750	5
2	Job Stress	0.729	5
3	Organizational Commitment	0.731	5
4	Organizational Culture	0.770	5
5	Person-Organization Fit	0.822	5
6	Turnover Intention	0.864	5

Appendix F: Reliability Analysis (Real Test)

No.	Dimensions	Cronbach's Alpha	Number of Items
1	Job Satisfaction	0.802	5
2	Job Stress	0.753	5
3	Organizational Commitment	0.796	5
4	Organizational Culture	0.731	5
5	Person-Organization Fit	0.735	5
6	Turnover Intention	0.803	5

Appendix G: Pearson's Correlation Analysis

Overall Descriptive Statistics

Descriptive Statistics

	Mean	Std. Deviation	N
Job Satisfaction	1.7558	.63040	380
Job Stress	3.9216	.67902	380
Organizational Commitment	1.7921	.61797	380
Organizational Culture	1.8521	.58397	380
Person_Organization Fit	1.9195	.58525	380
Employees' Turnover Intention	4.3153	.66521	380

Correlations

		Job Satisfaction	Job Stress	Organizational Commitment	Organizational Culture	Person-Organization Fit	Employees' Turnover Intention
Job Satisfaction	Pearson Correlation	1	-.512**	.827**	.816**	.752**	-.801**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	380	380	380	380	380	380
Job Stress	Pearson Correlation	-.512**	1	-.544**	-.452**	-.596**	.588**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	380	380	380	380	380	380
Organizational Commitment	Pearson Correlation	.827**	-.544**	1	.836**	.779**	-.799**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	380	380	380	380	380	380
Organizational Culture	Pearson Correlation	.816**	-.452**	.836**	1	.697**	-.770**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	380	380	380	380	380	380
Person-Organization Fit	Pearson Correlation	.752**	-.596**	.779**	.697**	1	-.753**
	Sig. (2-tailed)	.000	.000	.000	.000		.000

	N	380	380	380	380	380	380
Employees' Turnover Intention	Pearson Correlation	-.801[**]	.588[**]	-.799[**]	-.770[**]	-.753[**]	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	380	380	380	380	380	380

1) Job Satisfaction

Correlations

		Job Satisfaction	Employees' Turnover Intention
Job Satisfaction	Pearson Correlation	1	-.801[**]
	Sig. (2-tailed)		.000
	N	380	380
Employees' Turnover Intention	Pearson Correlation	-.801[**]	1
	Sig. (2-tailed)	.000	
	N	380	380

**. Correlation is significant at the 0.01 level (2-tailed).

2) Job Stress

Correlations

		Job Stress	Employees' Turnover Intention
Job Stress	Pearson Correlation	1	.588[**]
	Sig. (2-tailed)		.000
	N	380	380
Employees' Turnover Intention	Pearson Correlation	.588[**]	1
	Sig. (2-tailed)	.000	
	N	380	380

**. Correlation is significant at the 0.01 level (2-tailed).

3) Organizational Commitment

Correlations

		Organizational Commitment	Employees' Turnover Intention
Organizational Commitment	Pearson Correlation	1	-.799[**]
	Sig. (2-tailed)		.000
	N	380	380
Employees' Turnover Intention	Pearson Correlation	-.799[**]	1
	Sig. (2-tailed)	.000	
	N	380	380

**. Correlation is significant at the 0.01 level (2-tailed).

4) Organizational Culture

Correlations

		Organizational Culture	Employees' Turnover Intention
Organizational Culture	Pearson Correlation	1	-.770[**]
	Sig. (2-tailed)		.000
	N	380	380
Employees' Turnover Intention	Pearson Correlation	-.770[**]	1
	Sig. (2-tailed)	.000	
	N	380	380

**. Correlation is significant at the 0.01 level (2-tailed).

5) Person-Organization Fit

Correlations

		Person-Organization Fit	Employees' Turnover Intention
Person_Organization Fit	Pearson Correlation	1	-.753[**]
	Sig. (2-tailed)		.000
	N	380	380
Employees' Turnover Intention	Pearson Correlation	-.753[**]	1
	Sig. (2-tailed)	.000	
	N	380	380

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix H: Multiple Regression Analysis

ANOVA[b]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.659	5	24.932	216.584	.000[a]
	Residual	43.053	374	.115		
	Total	167.711	379			

a. Predictors: (Constant), Job Satisfaction, Job Stress, Organizational Commitment,

Organizational Culture, Person-Organization Fit

b. Dependent Variable: Employees' Turnover Intention

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.390	.182		29.567	.000
	Job Satisfaction	-.295	.056	-.280	-5.266	.000
	Job Stress	.150	.032	.153	4.618	.000
	Organizational Commitment	-.206	.063	-.192	-3.294	.001
	Organizational Culture	-.225	.060	-.197	-3.777	.000
	Person-Organization Fit	-.187	.052	-.164	-3.566	.000

b. Dependent Variable: Employees' Turnover Intention