A STUDY ON FACTORS AFFECTING EMPLOYEE TURNOVER INTENTION AMONG GENERATION Z IN FAST-FOOD INDUSTRY

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DECLARATION

We hereby declare that:

(1) This undergraduate FYP 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 FYP 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.

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LIST OF ABBREVIATIONS

ANOVA   Analysis of Variance

DV   Dependent Variable

IV   Independent Variable

JD-R theory   Job Demands-Resources Theory

JS   Job Stress

OC   Organizational Commitment

SA   Job Satisfaction

SET   Social Exchange Theory

SPSS   Statistical Package for Social Science

ST   Job Stressors

TI   Turnover Intention

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PREFACE

As we approach the culmination of our university journey, we are honoured and thrilled to present this thesis, the result of extensive academic exploration and research over the years. The topic of this study, "Factors Impacting Generation Z Employee Turnover Intention in the Fast-Food Industry," is the reflection of our profound curiosity and unwavering dedication to understand the intricate dynamics of today's workforce.

The fast-food industry, a pivotal cornerstone of the global economy, encompasses a diverse workforce hailing from various generations, each contributing unique perspectives and expectations to their workplace. Among these generations, Generation Z, born between 1995 and 2012, has emerged as a pivotal cohort, ushering in a new era of work-related attitudes and behaviours. We choose to focus on this generation is motivated by a sincere aspiration to shed light on their experiences, aspirations, and challenges within the fast-paced of fast-food industry.

This research focus on four main variables: job stress, job stressors, job satisfaction, and organizational commitment, which serve as foundational elements shaping an employee's intention to either remain in their current role or seek alternatives. By investigating these variables in the context of Generation Z employees, we aimed to uncover the relationship between these factors and their ultimate impact on turnover intention. This study is to provide the foundation to retain talent within the fast-food sector.

ABSTRACT

Employee turnover is a global concern, with many individuals leaving their jobs each year, often with the intention to quit. High turnover rates can result in lost training investments, higher recruitment costs, and the loss of valuable employees. Generation Z, born between 1995 and 2012, possesses technological proficiency, high salaries, and flexible work conditions, leading to high turnover rates in the fast-food industry. This research delves into the factors influencing the turnover intentions of Generation Z employees within the fast-food sector, examining job stress, job stressors, job satisfaction, and organizational commitment as crucial independent variables. Drawing on the Job Demands-Resources (JD-R) theory and the Social Exchange Theory (SET), this study explores the dynamics shaping the intentions of Generation Z employees to leave their fast-food jobs.

The targeted sample size of 384 employees from Generation Z in the fast-food industry to learn more about their viewpoints and experiences. A thorough reliability test was conducted on the questionnaire to verify the robustness of the study instrument. The study performed inferential analysis and multiple regression analysis to find significant relationships between the independent factors and the dependent variable. The results were analysed using the Statistical Package for the Social Sciences (SPSS).

Our study enriches the understanding of intricate interactions between turnover intentions and job-related characteristics within the growing Generation Z workforce. It sheds light on the stresses they face, their levels of job satisfaction, and their commitment to their respective organizations. The knowledge garnered from this research can inform strategies to mitigate turnover rates, retain valuable employees, and enhance the sustainability of the fast-food workforce.

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

This study's objective is to look at what influences a person's decision to quit a fast-food job. The overview of this research in Chapter 1 includes the research background, problem statement, goals, research questions, research hypotheses, study's significance, chapter layout, and chapter summary.

1.1 Research Background

In today's era, employee turnover is not a new trend anymore. Turnover is the condition that employees leave or quit the organization. Two categories of turnover exist: involuntary turnover and voluntary turnover. It is considered voluntary turnover when workers choose to exit from their company (Sun & Wang, 2017). Based on research, many people in the world quit and leave their jobs every year, it is a critical and serious issue for most of the organizations in the world (AK, 2018). According to Ezaili Alias et al. (2018), it is crucial for an organization to study employee turnover intention as this strongly affects competitiveness. Turnover has always been a problem that organizations face (Smith, 2018).

Employees are important assets for every organization since they are essential in helping the firm to increase productivity and profitability (Gyensare et al., 2016). Once a worker abruptly quits the company, it could affect the operation of the organization (Sun & Wang, 2017). An organization will need to invest a lot in training the employees during the beginning of employment (Cho et al., 2017). Thus,

when employees have an intention for leaving, the organization might loss all the investment that they had invested on their employees (Lee et al., 2018). When organization needs to replace an employee that had left the organization, it incurred the direct cost as organization need to recruit, select and provides training to new employees again (Lyons & Bandura, 2019). Besides that, employee turnover will also cause the organization to loss a bunch of great employees (Alkahtani, 2015).

However, there may be individual that get confused with turnover and intention to turnover. It is different because turnover is the change in the workers during a certain time (Kaur & Pankaj, 2013). According to Kaur and Pankaj (2013), turnover intention is Employees' intention to leave their jobs voluntarily. When discussing intentions, the main emphasis is on the behaviour of interest and the likelihood that the worker would leave their current position within a given time frame, which causes actual turnover. Thus, it is determined that the greatest indicator of actual turnover is turnover intention (Kaur & Pankaj, 2013).

According to Nawar et al. (2022), the employee turnover rate is increasing, and it had become an obstacle for the service industry. This research focused on the fast-food industry as it is popular and growing in developing countries. To define fast food, it is commonly understood as food that is prepared and served quickly, typically in minimal time. According to Lewis (2019), fast food is usually highly processed, precooked or frozen. It is unhealthy as it could led to the increases of risk in chronic diseases. Fast food restaurant usually had a standardize menu and quality of foods for the customers to choose (Jekanowski et al., 2017). It has quite a range of food, convenient, delicious and appropriate price (Shriedeh, 2019). Besides, fast-food restaurant normally doesn't provide cutleries such as fork and knives to consumers (Warsi & Nisa, 2005). Some studies include those beverages retailing as their studies for fast food such as Starbucks, Zus Coffee, Bask Bear and more while our studies do not include these categories. We include the fast-food chains such as KFC, Pizza Hut, US Pizza, Subway, Burger King, Marry brown, Mcdonald and A&W as our part of research.

There are numerous fast-food businesses in Malaysia (Thong, 2013), and contributes a lot to the economic growth of Malaysia (Mohammad & Puteh, 2021). According to Abdul Rahman and Syed Omar (2009), Within the Malaysian food business, fast-food restaurants are regarded as a promising sector for growth. Statista (2024) reported that, fast food restaurants in Malaysia had a retail value of almost 2.66 billion US dollars in 2022, up from 2.2 billion US dollars the year before. Based on projections, the fast-food restaurant industry in Malaysia is expected to reach a sales value of 4.35 billion US dollars before 2026. In this study, we include both franchise and non-franchise fast-food chains. The franchise fast-food restaurants that are popular in Malaysia are Kentucky Fried Chicken [KFC], Pizza Hut, Marry Brown, McDonald's, Subway, and Burger King. The non-franchise fast food might include those hawker or shops that sells food that could be served quickly such as Haha Fried Chicken, Poh Lee Fried Chicken, Big Joe's-burger, Ipoh Mama burger and more. Every year, the total number of fast-food restaurants increases (Kee et al., 2021).

Since the fast food is popular among consumers, it is crucial to ensure that there are sufficient employees to deliver the products and services to consumers. According to Weinstein (1994) the annual turnover rate of food industry is 300%. According to Davis (2018), high turnover among fast-food industry employees has become a worldwide concern while Kumar et al. (2012) stated that there are approximately 70% of those working in the fast-food sector have the intention to quit the job within 2 years working since the first day they are enrolled in their job. The performance of restaurants is negatively impacted by employee turnover in the fast-food business (Shriedeh, 2019).

Young adults between the ages of 18 and 29, often referred to as Generation Z, make up the majority of those employed in the fast-food sector. These Gen-Z workers are considered the primary labor force and are projected to comprise 27% of the workforce by 2025 (Vincent & Ahmad, 2021). According to Robinson (2012) and Scholz (2019), Generation Z is the generation that was born between 1995 and 2012 and had just entered the workforce. The most unique characteristics owned by Generation Z are creativity, reliance, individualism, and tech-savvy. There are

significant distinctions between the parents (Generation X) of Generation Z and themselves. Generation Z is good at utilizing technology. They try to understand the world that changes and grow accordingly to ensure they keep updated with the trends. They are born in the technology era rather than needing to fit themselves in like the other generations needed to do. It is usual to observe that Generation Z has been provided with gadgets by their parents since they were babies. Moreover, technology has already been part of the usual life for Generation Z rather than being a tool that is convenient for them (Berkup, 2014).

One of the strengths of Generation Z is, that they are more innovative and creative compared to other generations. They are expected to have a better standard of living as they have greater advancements in technology that could help this generation to be more creative (Francis et al., 2020). They seem to be more achievement oriented as they would like to accomplish their goals if their motivation is high. According to Schwab (2018), Generation Z is , responsible, and intelligent. This is because they must bear their debt and expenses at university which leads them to become more committed as they have the burden on themselves.

However, there is also some weakness that Generation Z implies. This generation is more unrealistic as they do not focus on their work and always have unrealistic desires that make them unsuitable for work ("*Gen Z Are*," 2023). They focus on their own view and are unwilling to consider alternative viewpoints (Francis & Hoefel, 2018). Other than that, they are not loyal to their employers. They do not focus much on their jobs and are lazy, but they are intelligent (Francis & Hoefel, 2018). Employees from Generation Z usually do not respect their leaders more than other generations do (Gaan & Shin, 2022; Burton, et al., 2019). Generation Z had a perception that the organization did not care about its employees when they were no longer needed by the organization (Berkup, 2014). In addition, this generation prioritizes high salary and perceive freedom. Thus, they would move to other organizations if their salary were low or does not meet their expectations (Chillakuri & Mahanandia, 2018). Besides, Generation Z focuses more on calmness as they try to avoid things that is complicated.

One thing that differentiates Generation Z from other generations such as baby boomers is baby boomers seem to be more loyal to their organizations compared to Generation Z. They believe that working in that organization in the long term without quitting would bring them success. Baby boomers prioritizes self-satisfaction as they must feel a connection to and a sense of belonging to the organization. They would feel happy and satisfied when they feel needed by the organization (Berkup, 2014). Moreover, there is an intriguing finding that the Generation Z have the least ability to collaborate with other generations such as Generation Y. For example, Bencsik (2016) claim that Generation Y and Generation X can work together to achieve their goals, but Generation Z wants to succeed on its own. To conclude, Generation X and Generation Y focus on teamwork while Generation Z focuses more on individualism.

1.2 Problem Statement

Employees are the most important asset to the fast-food industry's success. Fast-food restaurant operators rely on the ability of their personnel to collect client orders and precisely deliver them (Brookins, 2011). While Generation Z begin their professional lives, the fast-food sector become an excellent place for them to obtain work experience. This is because the job in the fast-food business does not require prior working experience and usually provides free practical training (Krishnan, 2021). Therefore, teenagers and younger workers with low skill levels are targeted by the industry.

There are many people who are busy with their work, and they choose fast food as their meal option. This causes the fast-food sector to expand (Gabrow, 2021). However, the problem occurs when a fast-food restaurant fails to maintain its workers, especially those from Generation Z who represent the main labour force. Employee turnover rates at fast food establishments have historically been high. According to Dylan (2023), there are a proportion of 82% of Generation Z who are employed in the fast-food sector intend to quit. ILMIA (2021) reported a 20% turnover rate within Malaysia in 2019, with the accommodation and food service

sectors experiencing the highest rate at 45%. Furthermore, Ryan et al. (2011) revealed that 20% of fast-food workers feeling so stressed out and burned out that they are thinking about quitting their employment (as cited in Kumar, Ramendran & Yacob, 2012).

Compared to other generations, Generation Z reported more job terminations and employment changes in 2022. In addition, Generation Z workers are more likely to seek new jobs in the coming year, with a proportion of 55% compared to 43% for millennials, and 28% for Generation X (Dylan, 2023). Zahari and Puteh (2023) mentioned that Generation Z is not hesitant to frequent job changes, with an average job tenure of 1.2 years. Generation Z appears to be more adaptable, technologically aware, self-reliant, demanding personal freedom, self-directed, and materialistic than previous generations. They have different employment preferences. According to the latest survey of Deloitte (2023), Generation Z values work flexibility. Approximately 84% of Generation Z workers said they would consider seeking for a new job if requested to work on the job full-time. Moreover, the expense of living was ranked as the main worry by nearly half (45%) of Malaysian Generation Zs.

However, the fast-food industry seems famous for its low salaries, employer's abruptly modified schedules, and hazardous working conditions (Bach, 2022). Additionally, overtime is common in fast-food establishments, it can lead to burnout (Brookins, 2011). While other industries have been able to offer remote work, restaurants do not have such possibilities (John, 2022). These characteristics of the fast-food industry are contradicted by Generation Z's demand for high salaries and work-life balance. It might be the cause of this generation's high inclination to leave the fast-food industry. Fast food contributed significantly to the Malaysia economic. When employee turnover is high, then the fast-food sector will lack of workers.

The study on Generation Z's turnover intention is lacking. In previous studies, Ghazali (2010) and Kumar et al. (2012) conducted a study on workers' intentions to quit in the Malaysian fast-food business without taking their age into account. While Choong et al. (2013), and Mohammad Fariz and Puteh (2021) focused on fast-food industry's turnover intention among Generation Y. According to the Department of

Statistics (2019), Gen-Z accounted for 26% of Malaysia's inhabitants of 32.6 million people in 2019. Referring to the data, Gen-Z workers will make up 27% of the workforce by 2025, up from 19.42% in 2021 (Vincent & Ahmad, 2021). Therefore, with the high turnover intention of this generation, fast-food industry will be facing issues with labour shortages. The significance of this generation in the workplace cannot be overlooked. According to Hollis (2017), Generation Z is the future generation of workers. Thus, it is crucial to study on this generation to examine the reasons of them leaving their job and the reasons for their desire to resign from their position.

Besides the major issue of turnover intention, there are several sub issues that have been discovered in this study. The first sub issue is the severe job stress in fast-food industry. When the working hours are long and their opportunity to develop in the company is limited, it leads to job stress (CUPE, 2003). An employee that works in a fast-food restaurant pointed out that their company extended some of the franchise operation hours to 91 hours per week or 13 working hours per day to stay competitive and increase organization sales (Beach, 2022). There is another case of employees in a fast-food restaurant mentioned that they feels stressed out when they need to manage several works in one time in their job ("SunLive - Stressed KFC", 2022). According to Chen et al. (2011), a greater amount of stress will cause a higher turnover intention.

Next, fast-food industry was reported to plenty of job stressors. The overloaded work, conflicting work role, and role ambiguity are among the job stressors in fast-food sector that influence workers' decisions to quit or stay. When there are long queues in the fast-food restaurants as there are too many orders, and only three employees work in the restaurant, employees cried as their job had exceeded their job scope (Desk, 2022). According to Cooper, Dewe, and Driscoll (2001), role overload is characterized by excessive role demands that exceed an individual's capacity to perform tasks within typical working hours (as cited in Ghazali, 2010). In the studies of Nasir and Ghazali (2019) and Hang-yue et al. (2005), job stressors could lead to a strong turnover intention.

Furthermore, fast-food employees were said to have low job satisfaction. There are more than 200 employees from the fast-food industry that stepped away from their job due to low pay. There are many fast-food restaurants that are well known for not paying adequately to their employees and leads to employee's dissatisfaction and anger (Gupta, 2020). Studies have shown by studies that when employees have a high salary, they will not think about leaving their jobs (Levine, 1993).

Moreover, low organizational commitment appears to be an issue in fast-food industry. Employees' commitment will decrease when they are not happy to work in the organization. Employees in the fast-food industry always get poor treatment from the customers. They get a lot of pressure and felt unpleasant working in this industry. One employee from the fast-food sector reported that some customers throw hot coffee at them and scream at them loudly (Bajamonti, 2023). Decrease in organizational commitment leads to higher turnover intention (Trimble, 2006).

Past research had proven that job stress, job stressors, job satisfaction, organizational commitment would increase the possibility of turnover intention. Nevertheless, Omar et al. (2020) revealed that job stress is not a crucial factor. Nasir and Ghazali (2019), and Dodanwala et al. (2022) explores the connection between the intention to leave a job and job stressors in various industries. Furthermore, Parker and Kohlmeyer (2005) argued that job satisfaction does not directly influence the inclination to leave a job. Faloye (2014) discovered that there is a weakly positive correlation between organizational commitment and intentions to leave. With all these studies the intention to turnover yield inconsistent findings about the elements suggested, a clear picture of the correlation among the variables and turnover intention cannot be established. Thus, the current work aims to close this gap.

1.3 Research Objectives

1.3.1 General Objective

To examine the elements influencing the intent of employee turnover.

1.3.2 Specific Objectives

i. To examine the significant impact of job stress on employee turnover intention among Generation Z in fast food industry.

ii. To examine the significant impact of job stressors on employee turnover intention among Generation Z in fast food industry.

iii. To examine the significant impact of job satisfaction on employee turnover intention among Generation Z in fast food industry.

iv. To examine the significant impact of commitment on employee turnover intention among Generation Z in fast food industry.

1.4 Research Questions

1.4.1 General Research Question

Do the factors (job stress, job stressors, job satisfaction, and organizational commitment) affect the employee turnover intention among Generation Z in fast food industry?

1.4.2 Specific Research Question

i.Does job stress affect the employee turnover intention among Generation Z in fast food industry?

ii.Do job stressors affect the employee turnover intention among Generation Z in fast food industry?

iii.Does job satisfaction affect the employee turnover intention among Generation Z in fast food industry?

iv.Does organizational commitment affect the employee turnover intention among Generation Z in fast food industry?

1.5 Hypotheses of the Study

Hypothesis 1:   Job stress has a significant effect on employee turnover intention among Generation Z in fast food industry.

Hypothesis 2:   Job stressors has a significant effect on employee turnover intention among Generation Z in fast food industry.

Hypothesis 3:   Job satisfaction has a significant effect on employee turnover intention among Generation Z in fast food industry.

Hypothesis 4:   Organizational commitment has a significant effect on employee turnover intention among Generation Z in fast food industry.

1.6 Significance of the Study

This research is important in providing clear insights into the Malaysia's fast-food industry's employment status. When studying turnover intention, Nawar et al. (2022) investigated that the fast-food industry has a rather high staff turnover rate. The percentage of turnover rates that continuously increase is a big challenge for the fast-food restaurants. The intention to leave among workers had given a big impact for the business. It could increase the advertising, recruiting, training and other costs that interrupt the movement of work. This situation can be proved by the statistics that shows the staff turnover in the fast-food business had reached 144%. This huge amount of percentage had threatened the fast-food sector by decreasing the productivity that drives impact on the overall performance of the industry (Hoff, 2021).

Due to the high employee turnover rate in the fast-food sector, employers need to find ways to retain their staff members. This study contains significance theory by looking into the correlation between the variables (job satisfaction, job stressors, job satisfaction, and commitment) and Generation Z turnover intention in the fast-food industry. By doing so, the research gap from earlier studies would be filled and the primary variables influencing Generation Z's intention to leave the workforce would be identified.

In addition, managers could understand more about the behaviours, attitudes, and thoughts of employees to leave their jobs. This study can help managers to find the issues that resulted in turnover intention, which ultimately resulted in a more productive work environment. When the managers knew more about Generation Z, it could provide them insights into how the generation affects their thoughts to leave. Managers will be able to enhance their employment practice in fast-food restaurant to reduce Generation Z's turnover intention. It could bring strength to the organization as they could gain competitive advantages by retaining more talent.

While the existing theoretical framework on job satisfaction, job stress, job stressors, and organizational commitment has been utilized extensively to understand

employee turnover in various industries, its application to Generation Z employees within the fast-food industry remains relatively unexplored. This study aims to close the gap by adapting the framework to this demographic group. We hope to contribute to the theoretical literature by giving empirical evidence of how the framework performs in an environment characterized by Generation Z's specific values, interests, and technological fluency. The study's findings could indicate nuances and adaptations within the framework that are necessary for a more accurate understanding of turnover intention among Generation Z employees. This, in turn, will increase our theoretical understanding of employee retention dynamics, not only in the fast-food sector, but also in the larger field of organizational psychology.

1.7 Chapter Layout

Chapter 1: Introduction

This section serves as a background summary and description of the study's problem. It encompasses the research introduction, background information, research aims, problem statements, research hypotheses, study questions, and the importance of the study.

Chapter 2: Literature Review

This section focuses on reviewing and analyzing previous literature relevant to the research questions. It provides detailed definitions of both dependent and independent variables. Additionally, the chapter encompasses a conceptual framework, a literature survey, pertinent theoretical models, and the formulation of hypotheses.

Chapter 3: Research Methodology

This section describes the research technique employed in the study. The research design is described in this chapter along with specifics on sample design, construction measurement, research instruments, data gathering techniques, and

data analysis protocols. A statistical program like SPSS will be used to determine whether the information gathered is relevant.

Chapter 4: Research Results

The results and their interpretation in relation to the suggested study topics and hypotheses are included in this chapter. There are three main components including descriptive analysis, scale measurement, and inferential analyses.

Chapter 5: Discussion and Conclusion

This chapter gives a thorough synopsis and interpretation of the research's principal findings. It also addresses limits of the study and suggests avenues for further research. Additionally, An overview of the research endeavor is provided at the end of the chapter.

1.8 Chapter Summary

This chapter provided an overview of the factors such as job stress, job stressors, job satisfaction, and organizational commitment, and their impact on Generation Z workers in the fast-food business intend to leave. To delve deeper into understanding turnover intention in this sector, a literature review and framework testing were conducted, with the findings to be covered in the study's next chapter.

CHAPTER 2 LITERATURE REVIEW

2.0 Introduction

Chapter 2 delves into the theoretical framework, review of the literature, suggested conceptual framework, hypothesis development, and provides a comprehensive summary. This research gathered journals and scholarly articles to assess empirical studies and pertinent theories. This literature review will utilize the reviews provided to define the concepts of dependent and independent variables. The independent factors of job stress, job stressors, job satisfaction, and organizational commitment all significantly impact the dependent factor, turnover intention. The proposed theoretical framework is attached, and the hypothesis can be developed using the correlation between both dependent and independent variables.

2.1 Underlying theories

2.1.1 JD-R theory: Job stress and Job stressors

Job Demands-Resources Theory (JD-R theory) was created in 2006 by Evangelia Demerouti and Arnold Bakker. In JD-R Theory, job demands, and job resources are extremely important for company in determining employees' job experience and performance in workplace, including turnover intention (Tummers & Bakker, 2021).

Demerouti et al. (2001) asserted that job demands are those aspects of a job that demand ongoing effort and relate to the physical and mental requirements. Examples include having a heavy task, dealing with competing demands from clients and managers, and bullying. The job demands include issues like time constraints and workload that drain energy and health over time, leading to serious mental illnesses and finally causing poor work output and the intention of the employee to quit (Demerouti & Bakker, 2011). Besides, Job resources are components of a job that support goals relating to the job and personal growth (Demerouti et al., 2001). Examples include the potential for advancement, the option to work in the office or work from home, and the camaraderie of coworkers.

According to JD-R theory, job stress can be caused by an imbalance between job demands and an individual's capacity to fulfil the requirements of their position. In this theory, employees are more prone to experience stress, burnout, and other undesirable effects when there is a high demand for jobs and inadequate resources. Job stressor such as excessive workload could lead to burnout, anxiety and somatic problems, as the signs of job stress, and lead to turnover intention (Tummers & Bakker, 2021).

Muhammad and Mayra (2018) claims that high job demands, and limited job resources have a positive relationship with burnout. It may increase the risk of employee burnout, which may present as problems on the physical and psychological aspects. Referred to Tummers and Bakker (2021), high employment demands, also perceived as job stressors, such as a strong role overload, role ambiguity and role conflict, can lead to long-term stressing and, in the end lead to burnout. This could be detrimental to one's health, prolonged stress is prone to incur serious illnesses such as cardiac issues, asthma, diabetes, migraines, rapid aging, and early death (Naila, 2016). Employee burnout will occur if they are unable to handle their workload properly and efficiently within the given period. In other words, rising job demands and inadequate employment resources for employees are usually the causes of burnout. (Muhammad & Mayra, 2018).

In conclusion, high job demands (e.g., excessive workload) without adequate resources (e.g., insufficient support systems) can lead to burnout and increase the likelihood of employees wanting to leave. This theory shows how important it is to keep the demands of work and the resources available in balance to reduce stress, foster participation, and lower the possibility of turnover.

2.1.2 Social Exchange Theory: Job satisfaction and organizational commitment

George Homans developed the social exchange theory (SET), a framework for explaining workplace behaviours (Malik et al., 2018, as cited in Zhu et al., 2022). Based on SET, relationships evolve over time into trusting, loyal, and mutually beneficial commitments that require parties to follow exchange rules. This theory strives to establish commitment and the mutuality norm by focusing on one party's contributions and benefits to one another (Moehanah, 2015). Therefore, social exchange highlights the relationship between employees and organisations, which depends on trade and loyalty for rewards like income and recognition. SET defines job satisfaction as a person's positive emotional and cognitive judgement of their job, as decided by how they see the relationship between their contributions to the company and the rewards they receive in return. According to Cropanzona and Mitchell (2005), employee attitudes and behaviour determine the quality of their exchange relationship with the organization. For example, high rewards motivate people to maintain relationships.

According to Cropanzano and Mitchell (2005) and Uhl-Bien and Maslyn (2003), SET suggests that interdependent interactions result in a norm of reciprocity, probably quid pro quo reciprocity. It views interactions as interrelated and dependent on the behaviours of others (Blau, 1964, as cited in Cropanzano & Mitchell, 2005). Reciprocal interdependence involves

mutual and complementary arrangements that reduce risk and improve collaboration (Molm, 1994). When one party receives favourable treatment, they are obligated to reciprocate it, while unfavourable treatment or poor behaviour has the opposite effect. Murstein et al. (1977) claim that people's attitudes towards reciprocity vary, with those with a high exchange orientation being more likely to repay kindness. Thus, employees improve their job satisfaction when they believe the organization will provide them with desirable discretionary and socio-emotional resources (Chou, 2016).

According to Foa and Foa (2012), it uses principles of reciprocity, specificity, and rationality to describe interactions between employers and employees. The rationality principle suggests that people join companies that provide attractive incentives and meet their needs. The principle of reciprocity asserts that interactions with others are always reciprocal, while specificity states that only reciprocity types can survive in exchange relationships (Zhu et al., 2022).

In conclusion, positive relationship evaluation is crucial for maintaining job satisfaction and enhancing social exchange quality. Referring to Van Knippenberg et al. (2007), high social exchange increases commitment inside an organisation because of the norm of reciprocity, which motivate and promotes involvement and commitment. Lower social exchange can result in lower motivation and commitment.

2.2 Literature Review

2.2.1 Turnover Intention in Generation Z

Intention to leave referred to a worker's desire to leave their current company. It also referred to the estimation of the employee concerning the expectation withdraw from the organization in the future (Verma, 1985). It

is considered a signal or desire of an employee to leave an organization (Cho et al., 2009). Intention to quit is a mental process (Mobley et al., 1978). It involves the thoughts and attitudes about the employee's current job. It also represents a mental decision that takes place between the employee's attitude towards their work and their choice to remain in or depart from the company (Mobley, 1977).

Tett and Meyer (1993) provided strong and compatible support for the intention to leave a job as the powerful forecaster of actual turnover. Moreover, the plan to quit one's employment is also known as psychological thought (Price, 2001). According to Porter and Steers (1973), the intention to quit a job is considered as a logical idea or view of employees when they feel dissatisfied with their work. The intention is known as the last step before an employee takes action to quit the job.

Research had shown that when compared to earlier generations, Generation Z has a larger intention of quitting a job (Francis et al., 2020). The employees of Generation Z focus more on having a fun lifestyle and they used to depend on the employees from other generations to complete the tasks (Scholz, 2019). Employees of Generation Z usually are not loyal to their employers (Scholz & Rennig, 2019). Besides, employees from Generation Z have a higher probability to leave the organization without having prior notice and they emphasize individual happiness (Scholz, 2019).

Besides that, behavioral intention is a variable to predict turnover behavior. This behavioral intention refers to the worker's chances of either staying in the position or leaving the job while behavioral variables are the views related to the role of job behaviors especially absenteeism to explain voluntary job termination (Parasuraman, 1982). According to Form et al. (1959), absenteeism is not related to the intention of leaving a job or turnover while Rice and Trist (1952) interpret it as a choice or alternative way of intention to leave a job. Absenteeism is also viewed as the pre-behavioral measuring instrument of the actual turnover (Best, 1959).

The intention to leave a job has been measured to evaluate employee intention to leave the organization. Employees that have the intention to leave a job will often think about leaving the job they are currently in. They will also be seeking other job opportunities and thinking about how likely they would leave their job for the upcoming year (Tsaousoglou et al., 2022). According to Carmeli and Weisberg (2006), there consists of three elements in the cognition process. They are the thoughts of leaving, the intention to find a new or other job, and the intention or planning to quit. All these would be measured to evaluate the intention of employees to leave the job.

2.2.2 Job Stress
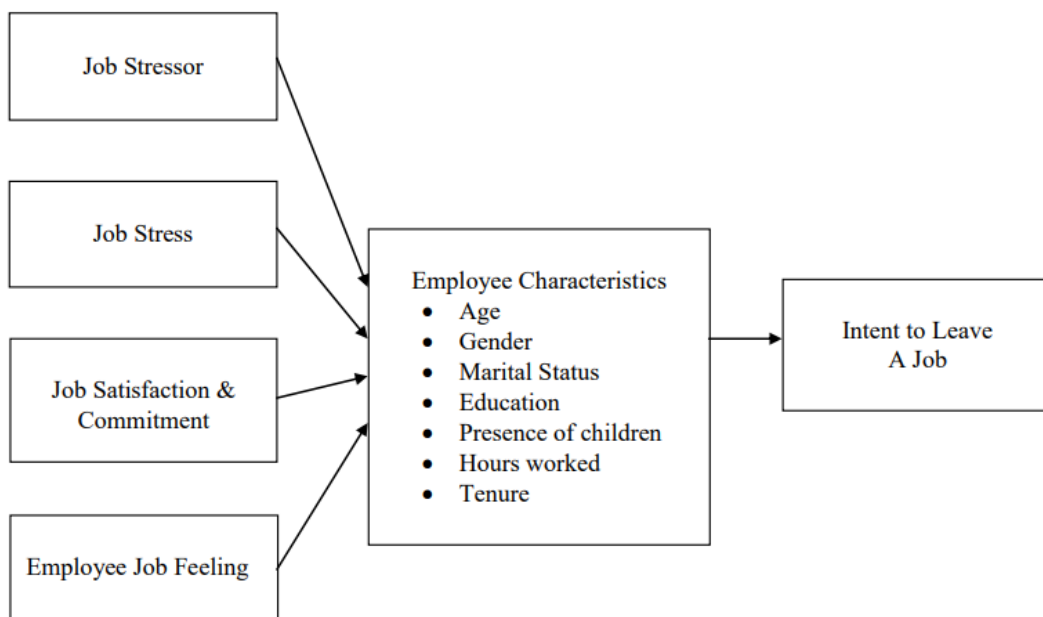
Figure 2.1: Factors Affecting Employee Intention to Leave the Job. Adopted from Ghazali, H. (2010). *Employee intention to leave a job: A case of Malaysian fast food industry* [Doctor of Philosophy (PhD) Thesis, University of Waikato]. Research Commons.

Today, Stress is becoming a widespread issue that presents in numerous ways in every workplace. According to Moorhead and Griffen (1998), stress is characterized as an individual's unpleasant psychological and physical responses resulting from their inability to meet the demands placed upon them. In today's workplace, employees typically work longer hours since they are under more pressure to match rising standards for work performance (Daniel, 2019). Sopiah and Mamang Sangadji (2020) believe that job stress is a tense situation that results in both mental and physical imbalances that influence emotions, the process of thinking, and an employee's condition.

Mathangi (2017) mentions that the stress reaction is the effect of the stressor's anxiety. Stress is induced by role overload, which is a health and safety hazard in the workplace. It is defined as lengthy working hours, improper job demands, a wide range of job responsibilities, pushing employees to work overtime, limited professional development chances, pressure to speed up work, performance monitoring, increasing expectations, and no substitute for employees on their off days (CUPE, 2003). Job stress could lead to burnout, anxiety and somatic problems, which could make employees have high intention to leave the job (see Figure 2.1).

As cited in Ebrahimi (2017), **burnout** is among the effects of working under stress, which lead to an adverse effect on one's health by lowering the ability to cope and resulting in poor outcomes like tiredness, exhaustion and somatization (Gorgievski & Hobfoll, 2008; Mokhtarinia et al., 2012; Barkhordari et al., 2011). Continuously high levels of stress can lead to burnout, which affects an employee's physical, psychological, and emotional well-being, and the employee is unable to meet the goals set. Kosir et al. (2015) found that job burnout was positively impacted by job stress. Feelings of hopelessness, powerlessness, doubts, anger, failure, and decreased efficiency are all brought on by burnout. These stress responses cause employees to feel depressed and unhappy, which can be harmful to their health, relationships, and career. (Bickford, 2005). Also, Kim and

Stoner (2008) claim that those who feel burned out and frustrated with their jobs would have higher turnover intention and absent rate.

Gu et al. (2019) claims that job stress brings **anxiety**, **depression, and somatic problems**. High blood pressure, poor immunological and digestive system performance, high cholesterol levels, bodily inflammation, a higher rate of blood sugar synthesis, stomach acidity, heart disease, poor pregnancy outcomes, and mental health issues are somatic responses to stress. Also, Chen (2019) claims that Anxiety is directly improved by job stress. When a worker encounters high levels of strain and job stress, he or she may also experience high levels of job anxiety (see Kinnunen and Mauno 1998), which could then positively influence their inclinations to quit the organization (Batlis 1980; Suteeraroj & Ussahawanitchakit 2008). This indicates that individuals who faced job stress were more likely to experience job anxiety and, as a result, were more likely to think about leaving their positions (Vanderpool, 2013)

In conclusion, Liu et al. (2019) discovered that the intention to leave a job and job stress are positively correlated. Firth, Mellor, Moore, and Loquet (2004) highlight the impact of work-related stress on an employee's intention to quit. However, Lan et al. (2018) claims that an appropriate amount of stress can improve people's focus and keep their passion for their profession, allowing them to handle problems at work. Also, Omar et al. (2020) found that work stress is not significant on the intention to leave.

2.2.3 Job Stressors

Job stressor has a notable effect on turnover intention (see Figure 2.1). Job stressors refer to various factors contributing to job-related stress (Firth et al., 2004). It is often referred to as work role stresses, encompassing pressures individuals face due to their specific positions within an organization (Dodanwala et al., 2022). Ghazali (2010) defines stressors as

employment or organizational situations that jeopardize well-being. Previous researchers had encompassed role ambiguity, role conflict, and role overload as prominent stressors (Dodanwala et al., 2022; Ghazali, 2010; Hang-yue et al., 2005; Firth et al., 2004).

As outlined by various authors, **role ambiguity** is characterized by a uncertainty about the expectations and goals of a role at work (Dodanwala et al., 2022). This lack of information stems from poorly defined job descriptions, weak supervision, and environmental changes (Jex, 1998, as cited in Ghazali, 2010). Role ambiguity can lead to lower job satisfaction, increased job-related tension, and a higher propensity to leave the organization.

When an employee encounters contradictory or incompatible demands and expectations from several sources, it becomes impossible for them to be met all at once, leading to **role conflict** (Dodanwala et al., 2022). It led to a situation where fulfilling one expectation makes fulfilling another difficult or impossible (Hang-yue et al., 2005). Fast food personnel might face role conflict as they interact with diverse customer groups and need to fulfill assigned roles by the Head Office.

Role overload, as discussed by Cooper, Dewe, and Driscoll (2001) and Conley and You (2009), is characterized by excessive role demands that exceed an individual's capacity to perform tasks within typical working hours (as cited in Ghazali, 2010). This overload can reduce job satisfaction and increase turnover (Firth et al., 2004). In the fast-food industry, customer expectations of speed and increasing demands contribute to role overload.

There was a mixed result when justifying the link between intention to leave and job stressors. Based on Nasir and Ghazali (2019) and Hang-yue et al. (2005), significant correlations were found between job stressors and a stronger desire to leave the company. Furthermore, Dodanwala et al. (2022) highlighted the indirect relationship between these two variables, where a

higher degree of role stressors at work has an impact on workers' job satisfaction and indirectly raises their intention to leave. In contrast, Firth et al. (2004) highlighted that job stressors and the desire to quit are not directly related. Instead, job stressors impact the intention to resign through factors such as job engagement characteristics, perceived assistance from managers , job commitment, and perceptions of job stress.

Moreover, the results were varied in different industries. Dodanwala et al. (2022) highlighted the substantial impact that role conflict and job ambiguity have on the desire to leave the construction sector. However, the study found no significant influence of role overload on job satisfaction, job stress, or desire to leave. This is because the construction sector is known for having very high workloads, project-level personnels are well aware of this expectation and view it as a normal aspect of their work life. In comparison, Nasir and Ghazali (2019) found that role overload is a potential cause of high levels of job stress and high likelihood of quitting a job in the casual dining restaurant. The demanding nature of restaurant work, characterized by shift schedules, long hours, minimal weekend time, repetitive tasks, and challenging interactions with customers, contributes to the stress experienced by employees. While Ghazali (2010) stated that job ambiguity was not an issue in the fast-food sector as employees must follow strict pre-set guidelines and procedures. The majority of workers in the fast-food sector stated the employment objectives were well-defined, and their duties were clearly articulated.

2.2.4 Job Satisfaction

Job satisfaction significantly influences the intention to leave (see Figure 2.1). Hoppock and Spiegler (1938) claim that it relates to the subjective reactions of employees to their jobs. According to Joo and Park (2010), it can lead to psychological and behavioural consequences, including employee turnover. It is an emotional attitude toward work that affects

behaviours like work morale, discipline, and performance (Pratama et al., 2022). Aung (2018) noted that employees are very satisfied with their roles tend to view their work favourably compared to those who are less satisfied (as cited in Srimarut & Mekhum, 2020). Mardhiyana and Nasution (2019) mentioned that each person has a different level of job satisfaction due to their own values. Employees who are happy with their jobs are more inclined to remaining with the organization (Rahman, 2020). In a nutshell, employees must be content with their job to achieve job satisfaction.

The first dimension of job satisfaction is **pay**, as suggested by Lee et al. (2012) and Rahman (2020). Pay is money that employees receive as a salary or wage or as compensation for harm, loss, or suffering. It can also be non-cash benefits. Pay significantly impacts employees' satisfaction and sense of worth (Miah, 2018). In addition, employees' perceptions of fairness in pay and benefits influence job satisfaction (Ogdol, 2018). Employees are satisfied when their needs are addressed, and they receive a fair wage to meet job demands. Levine (1993) found that employees with relatively higher pay are less inclined to leave their jobs (as cited in Lee et al., 2012). Abuduaini (2009) and Arokiasamy (2019) showed a positive correlation between pay and job satisfaction in the fast-food industry.

The following dimension is the **promotion** suggested by Miah (2018), Rahman (2020), and Aburumman et al. (2020). They lead to employees moving to better-paying positions with significant benefits. Promotions have been discovered to impact job satisfaction more than fixed salaries substantially. Satisfaction with job promotions reduces turnover and boosts motivation. Shah et al. (2017) asserted that dissatisfied workers are more inclined to quit their jobs since they have not received promotions. Yousef (2017) asserts that employees who believe they have the chance to advance are satisfied with their jobs and less worried about company issues. According to Abuduaini (2009), Miah (2018), Arokiasamy (2019), and Aburumman et al. (2020), promotion has a significant effect on job

satisfaction. However, Malik et al. (2012) studied that it has less impact because promotion chances do not much impact job satisfaction.

Omar et al. (2012) and Rahman (2020) identify **job security** as one facet of job satisfaction. Silla et al. (2009) discovered that higher perception of job security correlates with increased job satisfaction. As it shields employees from the threat that financial stress and uncertainty pose. Low job security makes people more depressed and anxious. Job security was found to be substantially linked with job satisfaction (Omar et al., 2012).

Lee et al.'s (2012) and Rahman's (2020) finding mentioned that **work condition** significantly affects the level of job satisfaction. In addition, Abuduaini's (2009) and Arokiasamy's (2019) findings agreed the impact of work condition in the fast-food sector in Malaysia. This research contradicts the findings of Arnett et al. (2002) and Chi and Gursoy (2009) that working conditions has negative affect on job satisfaction. Unfavourable working conditions can lead to employee dissatisfaction and management criticism, as employees may feel their efforts are not valued (Arokiasamy, 2019). Next, according to A. Ali et al. (2018), relationships with **supervisors** positively affect job satisfaction. According to Jehanzeb et al. (2015) and Murtiningsih (2020), **effective training programmes** significantly improve job satisfaction in Saudi Arabian fast-food franchises.

Moreover**, recognition** has a significant impact on job satisfaction because it enables employers to recognise and appreciate individuals' presence (Haitao, 2022). According to Potochny (1998), employees in the restaurant industry can gain from **empowerment** since they can take prompt action in response to customer concerns. It promotes a sense of freedom to achieve the highest level of satisfaction (Akbar et al., 2011).

In conclusion, research by Jehanzeb et al. (2015), Rahman (2020), and Pratama et al. (2022) has demonstrated that job satisfaction is strongly correlated with turnover intention. However, Lee et al. (2012) and Nasir and

Ghazali (2019) discovered no connection between the intention to leave and job satisfaction. According to Tett and Meyer (1993) and Parker and Kohlmeyer (2005), job satisfaction influences turnover intention indirectly through organisational commitment, with no major direct effect.

2.2.5 Organizational Commitment
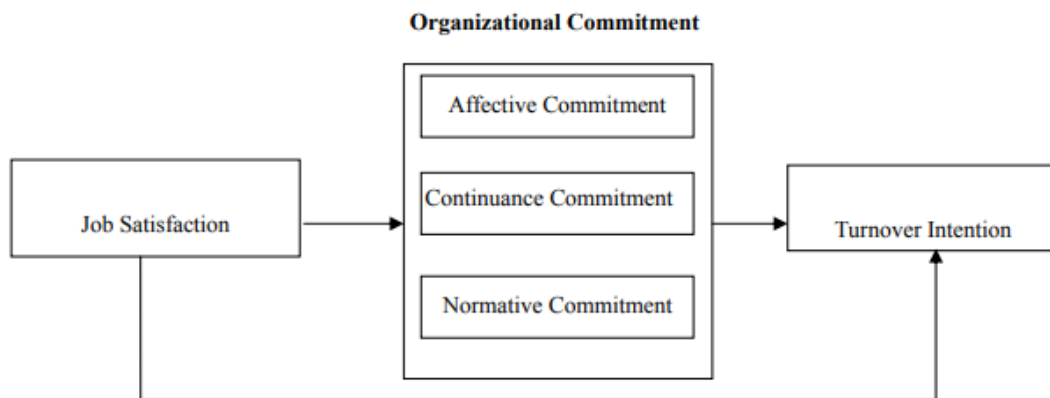
Figure 2.2: Organizational Commitment Affect Employee Intention to Leave the Job. Adopted from Yücel, I. (2012). Examining the relationships among job satisfaction, organizational commitment, and turnover intention: An empirical study. *International Journal of Business and Management*, *7*(20).

Organizational commitment has been recognized as a substantial influence on turnover intention (see Figure 2.2). It is a measure of an individual's affiliation and involvement with a specific company (Al-Jabari & Ghazzawi, 2019). Meyer, Allen, and Smith (1993) define it as the psychological state that links workers to their employer (as cited in Ooi, 2021). Nasir and Ghazali (2019) characterized it as the level of loyalty and support that employees have for the company. Jehanzeb et al. (2013) amplify this understanding by describing organizational commitment as a robust link that fosters decisions to work diligently. O'Reilly's (1989) view adds depth on the definition, suggesting that commitment consists of job involvement, loyalty to professional missions, and an inclination to exert additional effort for the organization's benefit (as cited in Al-Jabari & Ghazzawi, 2019). It

embodies employees' loyalty to the organization's goals and ideals, coupled with a fervent desire to contribute significantly (Ooi, 2021; Kumar, 2012; Yücel, 2012).

In addition, DiPietro and Bufquin (2017) affirm that employee satisfaction leads to a more profound emotional connection with the organization. Moreover, when financial and non-financial rewards align with or exceed expectations, organizational commitment flourishes. This statement was aligned with the concept of a "psychological contract" surfaces, elucidated by Jehanzeb et al. (2013), whereby organizations offer opportunities for development, job security, and career advancement in exchange for employees' long-term loyalty and commitment.

Allen and Meyer (1990) categorised organizational commitment into three dimensions: emotional commitment, normative commitment, and continuation commitment (as cited in Al-Jabari & Ghazzawi, 2019). **Affective commitment** finds expression in an employee's emotional attachment to the company (Tubay, 2019). It emerges as a voluntary decision by an employee to remain with the company. Rooted in an emotional connection, individuals choosing this path are motivated by a genuine affinity for the organization's culture, values, and mission (Ooi, 2021).

Furthermore, **normative commitment** refers to a person's sense of obligation based on a perceived attachment to an organization's objectives. This is more of a societal expectation than a personal commitment, in which one remains loyal to the employer because they feel obligated to do so due to the support offered by the company. Organizational members stay loyal for moral reasons (Al-Jabari & Ghazzawi, 2019).

Additionally, **continuance commitment** aligns with a more practical perspective. It pertains to the extent to which an employee feels committed due to their own financial situation. Driven by the realization of costs and consequences associated with leaving the company, employees opt to stay

based on a rational evaluation of economic benefits. This dimension reflects a contractual obligation, where an individual's affiliation with the organization rests on the pragmatic assessment of rewards and extrinsic benefits. Organizational members gain commitment because of favourable extrinsic benefits obtained without necessarily identifying with the goals and values of the organization (Al-Jabari & Ghazzawi, 2019; Tubay, 2019).

Most research suggested a negative correlation between organizational commitment and the intention to turnover. The organization will struggle to keep the workers once the employees' commitments decrease (Kumar, 2012). Nasir and Ghazali (2019) has proven this result in casual dining restaurants, while DiPietro and Bufquin (2017) achieved similar results in the hospitality sector. According to DiPietro and Bufquin (2017), Employees that have an emotional connection to their company do not feel pressured to stay on, but rather are motivated to do so.

However, Tnay et al. (2013) argued that organizational commitment exhibited no significant connect with employee turnover intention inside the organization. Besides, Faloye (2014) discovered that the association between organizational commitment aspects (affective, continuation, and normative) and turnover intentions is weakly positive. According to the findings, the more employees commit themselves to their organizations, the more likely they are to quit their positions. The study revealed that an employee's dedication to organizational goals, missions, and values is insufficient to predict his or her retention in the organization. Furthermore, Kerdngern and Thanitbenjasith (2017) found that normative commitment is less significant to influence turnover intention among engineers.

2.3 Proposed Conceptual Framework

Independent Variable (IV)
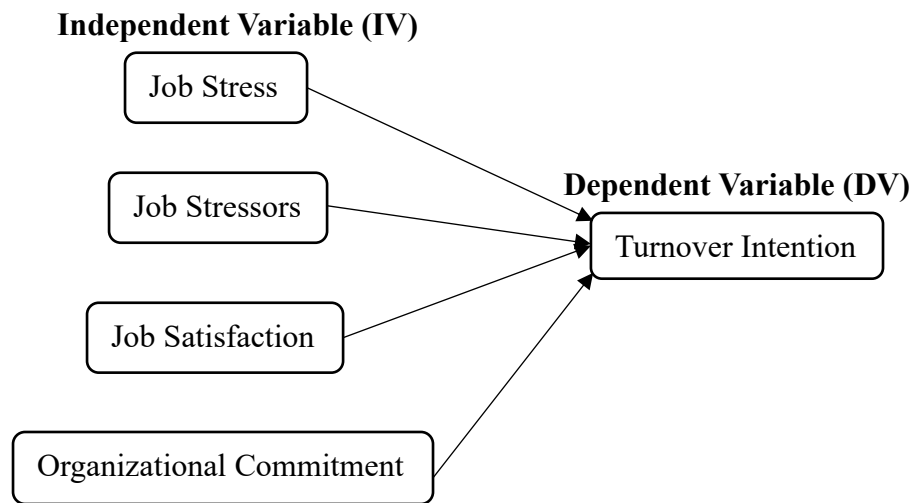
Figure 2.3. Proposed Conceptual Framework

Figure 2.3 shows the proposed theoretical framework for the research topics and objectives. The link among the independent variables of job stress, job stressors, job satisfaction, and organizational commitment and the dependent variable of Generation Z workers' intention to leave the fast-food sector is illustrated in the diagram.

2.3.1 Job stress Affecting Turnover Intention

According to the JD-R theory, when there are many demands and few resources, job stress arises. This issue may lead to harmful outcomes such as burnout, exhaustion, and potential health issues. According to Hu, Schaufeli, and Taris (2011), burnout is caused by a misalignment between job demands and job resources, resulting in a high intention to leave the organisation (as cited in Adil & Baig, 2018). It was caused among Gen Z employees due to the additional effort and time required to finish their jobs. Workers from Generation Z in the fast-food sector are particularly susceptible to job stress due to high order volumes, erratic consumer needs, and irregular work hours. JD-R theory shows that resources and job demand

interplay to impact workers' well-being (Bakker & Demerouti, 2017). High job demands and limited job resources can cause burnout, tension, and poor well-being, particularly for Workers of Generation Z in the fast-food sector, who may experience job stress due to these factors.

2.3.2 Job stressors Affecting Turnover Intention

The JD-R Theory suggests that fast-food workers are likely to experience high turnover intention due to excessive job demands. According to the theory, high job demands caused emotional and physical strain, reduce job satisfaction, and negatively impact employees' psychological well-being, thereby increasing turnover propensity. These stressors also conflict with Generation Z's work preferences, who prioritize work-life balance (Zahari & Puteh, 2023), leading to low retention in the fast-food industry.

Job stressors in the fast-food industry include role ambiguity, role conflict, and role overload (Dodanwala et al., 2022). In fast-food industry, role ambiguity arises when job information is unclear to employees. Furthermore, fast-food employees interact with diverse customer groups and must adhere to the Head Office's expectations. The various duties expected on them causes role conflict (Ghazali, 2010). Additionally, the industry frequently experiences work overload due to customer demands for faster and more efficient service. Besides, Emily (2019) shared that most fast-food stores are staffed based on anticipated busy and slack periods, resulting in varying weekly work schedules. Employees often receive last-minute schedules, making it difficult to plan their lives. In addition, fast-food corporation usually understaffs stores to cut cost, forcing the skeleton crew to work harder, causing dangerous working conditions and injuries. Radwan (2013) mentioned other stressors in fast-food industry including the excessive supervisory pressure, job instability, and coping with customer abusive behaviours.

2.3.3 Job Satisfaction Affecting Turnover Intention

According to SET, job satisfaction is determined by an employee's perception of a fair exchange between their efforts and the rewards they receive. Gen Z employees are more satisfied when perceived benefits are equal to or greater than their efforts. In the fast-food industry, employees often feel dissatisfied with repetitive labour, long hours, low pay, and insufficient job security (Naqvi et al., 2013). Dissatisfaction with perceived rewards for Gen Z employees can lead to higher turnover intention as they seek more favourable exchange relationships elsewhere. Additionally, their likelihood of job satisfaction is higher when supervisors reward their efforts with praise and encouragement. By contrast, insufficient support can lead to dissatisfaction and ultimately leave their job (Van Knippenberg et al., 2007, as cited in Moehanah, 2015). A high exchange orientation boosts satisfaction with training (Witt and Broach, 1993), as Gen Z sees training as an investment in professional and personal growth, contributing to skill development and career growth. Chou (2016) suggests that job satisfaction brought on by advantageous resource exchanges can reduce Gen Z employees' intentions to leave their jobs (Santya & Dewi, 2022).

2.3.4 Organizational Commitment Affecting Turnover Intention

SET suggests that employees feel obligated to repay their commitment to their organization by giving voluntarily in ways that benefit it (Organ, 1990, as cited in Chou, 2016). In the fast-food industry, Gen Z employees may experience a feeling of obligation to remain dedicated due to the benefits they receive from the organization. Gen Z may have high expectations about what they should get in return for their work. When the organization fulfills this expectation, it helps build trust. Building trust in the organization can result in increased levels of commitment. Within the framework of SET, the organization must offer fair compensation and create a positive work

environment in exchange for employees' trust (Liu & Deng, 2011). The company must foster a positive and inclusive work environment in the fast-food sector, which can be demanding and fast-paced. This environment helps workers feel welcomed, appreciated, and valued, fostering a sense of belonging and connection with the organization. Employees seek balance in their interactions with company by adopting attitudes and actions appropriate for the level of the employer's commitment to them (Wayne et al., 1997). Employees may develop mistrust if they feel the exchange relationship is unfair, which will lower dedication and increase turnover.

2.4 Hypotheses Development

2.4.1 Relationship between Job Stress and Turnover Intention

Arshadi and Damiri (2013) claim that Stress and the intent of employee turnover are significantly positively correlated. According to Yukongdi and Shrestha (2020), tension or emotional tiredness are examples of stress-related emotions that not only reduce job satisfaction but also increase employees' desires to quit. Nasir, Ghazali and Ishak (2018) claim that restaurant staff members that experience more job stress tend to be more likely to plan to quit their jobs, which can increase turnover rates for the company. Cote and Morgan (2002) found that stress could decrease job performance and increase turnover intention. Particularly, Job Demand-Resources Theory mentions that high job demands, and limited resources may increase the intention of employees to leave. Additionally, Maslach, Schaufeli and Leiter (2001) have revealed that Stress makes workers more prone to leave their positions. Sonnentag, Kuttler and Fritz (2010) also found that job stress causes emotional tiredness, which results in a poor sense of their minds and a bad attitude at work, which increases intents to

leave. The higher the amount of stress, the higher the turnover intention among employees. On this basis, the following hypothesis is proposed:

Hypothesis 1: Job stress has a significant effect on employee turnover intention among Generation Z in fast food industry.

2.4.2 Relationship between Job Stressors and Turnover Intention

Nasir et al. (2018) found that job stressors such as role overload, role conflict, and role ambiguity are significant factors in restaurant workers' intentions to quit their jobs. Employees often quit their jobs when they experience personal hardship from their jobs. This is particularly applicable in the fast-food sector, where clients want ever-faster service. According to Sonnentag et al. (2010), job stressors such as high workload is associated with increased negative affect during work and bring high intention to leave. For example, Pradana and Salehudin (2013) claim that work overload could significantly increase turnover intention. Also, Tharindu et al. (2022) found that job stressors have a substantial correlation with the intention to leave the restaurant business. Pradana and Salehudin (2015) indicate that work overload (job stressor) has significant effect on employee intention to leave. Refer to Parvaiz et al. (2015), There is a favorable correlation between job stressor (role ambiguity, role conflict, and role overload) and the staff's intention to quit the organization. Hence, a hypothesis is predicted:

Hypothesis 2: Job stressor has a significant effect on employee turnover intention among Generation Z in fast food industry.

2.4.3 Relationship between Job Satisfaction and Turnover Intention

Tina (2022) concludes that job satisfaction has a significant relationship with employee's turnover intention, which means the lower the job satisfaction, the greater the turnover intention. According to Cavanagh and Coffin (1992), A happy workplace lowers the likelihood of quitting, whereas a high level of employee dissatisfaction raises the possibility that they would seek alternative employment opportunities. Low job satisfaction affects a person's performance and has a negative impact on their behaviour and attitude toward their work (Kelloway et al., 2005). Lan et al. (2018) claims that the low level of job satisfaction could boost their desire to quit their job. Trimble (2006) found that low job satisfaction may increase the intention to leave. However, Amad (2009) claims that job satisfaction not directly affect the employee's turnover intention, it could be affected by the role centrality and life satisfaction. For example, a high job satisfaction employee might have a great opinion of their work, but if they faced low life satisfaction, they would intend to leave. Therefore, we predicted that:

Hypothesis 3: Job satisfaction has a significant effect on employee turnover intention among Generation Z in fast food industry.

2.4.4 Relationship between Organizational Commitment and Turnover Intention

Most studies discovered a positive link between organizational commitment and training, and a negative link between training and intentions to leave. Kumar et al. (2012) claims that High organizational commitment employees have a greater probability to be inspired, productive, and satisfied with their jobs than employees with a low organizational commitment level. In contrast, the intention to leave an organization increases with decreasing organizational commitment. Trimble (2006) found that job satisfaction and

organizational commitment correlate. Besides, Khawaja et al. (2013) discovered that the intention to leave and organizational commitment are negatively correlated. Trimble (2006) also claim that less affective organizational commitment resulted in high turnover intention. Zhu et al. (2022) argued that there is a little but significant negative relationship between organizational commitment and intention to leave. They believe that The connection between leaving intention and organizational commitment is affected by psychological capital. The Social Exchange Theory states that the employee's psychological capital and turnover intention increase with their level of organizational loyalty. According to their findings, the intention to leave was adversely correlated with organizational commitment. Hence, the hypothesis is proposed:

Hypothesis 4: Organizational commitment has a significant effect on employee turnover intention among Generation Z in fast food industry.

2.5 Chapter Summary

The current section has covered the literature review and the hypotheses development processes. We have been familiar with the dimensions of each variable by reading different articles and books on the topic. The proposed conceptual framework has been presented to link the dependent variable and independent variables. As a summary of this chapter, there are significant relationships between independent variables like job stress, job stressors, job satisfaction, and organizational commitment and dependent variables like turnover intention.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

The techniques and procedures used to collect relevant and accurate data are described in Chapter 3. It ensures adherence to rigorous research processes. This chapter encompasses research instruments, construct instruments, sampling design, data processing, data analysis, and research design.

3.1 Research Design

In this study, the hypotheses provided by the questionnaire are tested using quantitative research methods. Quantitative research is used to describe the procedure of gathering and interpreting numerical data (Bhandari, 2020). Questionnaires is used for gathering quantitative data. With this method, a sizable number of people may be investigated, and generalizations can be drawn from the studied samples (Choong, 2013). In this study, causal research is employed to determine whether the variables have a cause-and-effect relationship. This method is useful to evaluate how changes in independent variables (job stress, job stressor, job satisfaction, and job commitment) lead to changes in dependent variable (turnover intention).

3.2 Data Collection Methods

This study made extensive use of primary and secondary data collection method. Primary data is information acquired directly by the researcher (Wagh, 2022). We employed self-administered questionnaires in this research to collect the necessary data. When compared to other methods of data gathering, questionnaires have the advantages of being simpler, quicker, and more cost-effective. Our questionnaire survey which consists of 42 questions will be distributed to Generation Z working in fast-food industry.

Additionally, secondary data refers to information collected by prior researchers, which can be accessed through existing sources like journal articles and books (Wagh, 2022). This research used journals, online articles and textbooks as proposal references and additional data.

3.3 Sampling Design

3.3.1 Target Population

This study focuses on Generation Z employees in Malaysian fast-food restaurants, aged between 18 to 28. Malaysia have approximately 7,720 fast-food restaurants by 2022 (Statista, 2023). A fast-food restaurant employs 17.2 people on average, where estimated 132,784 workers (IBIS World, 2023).

3.3.2 Sampling Frame and Sampling Location

The sampling frame is a list of all the population elements from which a sample is taken (Tanner, 2002). However, the full name list of Generation Z

workers in fast-food industry is not available due to the large size of the population. Thus, the sample frame is inappropriate for this research project.

The sampling location in this study involves fast-food restaurant that located in West Malaysia. Our focus is primarily on urban areas such as Ipoh, Kuala Lumpur, and Penang. In the three states mentioned, there are around 437 fast-food restaurants in Penang, 670 in Kuala Lumpur, and 168 in Perak (Smart Scraper, 2022). Generation Z fast-food workers from different states will be targeted as our respondents to meet the research objectives.

3.3.3 Sampling Elements

Participants in this study comprise employees of fast-food restaurants who are permanent employees. These employees may be management-level staff members or regular employees with ages ranging from 18 to 28. In addition, the survey includes respondents from different gender and race. The various background aid in generating different viewpoints to produce precise and trustworthy outcomes.

3.3.4 Sampling Technique

Non-probability sampling was implemented in this study because the full list of target population is not available. The sample units are chosen based on convenience or personal preference, and the likelihood that any member of the population will be chosen is uncertain (Sekaran & Bougie, 2019). Besides, this sampling technique is more convenient and less time constrained.

The snowball sampling technique locates the sample populations required for a study by asking current participants for recommendations (Bhat, 2018). This technique is preferred in this study because the fast-food restaurants,

especially the franchising outlets might have better connections among one another. It aids to reach target populations from wider area. Besides, physical visit was employed in this study. We go to the fast-food restaurant in person to meet the intended responders. We utilized a Google Form questionnaire for our survey, enabling easy dissemination online compared to hard-copy questionnaires. We visit the fast-food outlets and provide a QR Code for our target respondents to access the form and submit their responses. Additionally, we shared the link or QR code with respondents, enlisting their assistance in reaching out to their colleagues and friends who meet our survey requirements. This approach facilitated rapid and efficient respondent recruitment, leveraging the existing connections of respondents within the industry.

3.3.5 Sampling Size

Krejcje and Morgen (1970) determined that a sample size of 384 respondents would be appropriate for a population of 132,784 employees (see Table 3.1). For a reasonable margin of error, suggested a sample size between 400 and 450 people. A pilot test with 30 participants was done before to the main survey to evaluate the study's validity and significance.

Table 3.1

Krejcie and Morgan Table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.   *S* is sample size.

Note. From Krejcie & Morgan. (1970). Determining sample size for research activities. Educational and Psychological Measurement, 30(3), 607-610.

3.4 Research Instrument

3.4.1 Questionnaire Survey

The research will be carried out by distributing questionnaires to Generation Z employees who work in the fast-food industry. Researchers are using questionnaire as it is more cost-saving and convenient. In addition, questionnaire can quickly and efficiently gather data from a large population.

3.4.2 Questionnaire Design

Before starting the survey, a brief introduction and the purposes of the research will be explained. There will be a personal data protection notice to protect the respondent's privacy. The questionnaire is in English as it is a standard language. Each respondent should spend around 5 to 8 minutes on this questionnaire. The questionnaire will be in close-ended questions. Compared with open-ended questions, close-ended questions save time and are more convenient for responders to complete because recommended answers are given. Moreover, it could be easier for researchers to analyze the data. Furthermore, there are no negative questions in this questionnaire to avoid respondents' misunderstanding.

The questionnaire consists of 6 sections:

Section A is designed on the demographic profile of respondents. It consists of 4 fixed-alternative questions. The first question helps to determine whether respondents able to meet the study population scope. Besides, questions about respondent's gender, ethnic group, and service length are included in this section.

Section B is designed on the dependent variable, measuring the respondent's thoughts of leaving, the intention to find a new or other job, and the intention or planning to quit. It was conducted with 3 items adapted from Yücel (2012).

Section C, D, E and F are designed on the independent variable (job stress, job stressor, job satisfaction, and organizational commitment) to identify the respondent's perspectives on the causes of the turnover intention.

In Section C, job stress questionnaires were conducted, measuring how employees felt about stress at work. There were 8 questions pertaining to stress, including questions about job burnout, anxiety, and somatic problems. The questions were fully adopted from Ghazali (2010).

Section D is designed on the job stressors. Job stressors in this study comprise of role ambiguity, role conflict and role overload. 8 items adopted from Ghazali (2010) were listed in this section.

In section E, 10 questions about job satisfaction were conducted. The questions measures on pay, promotion, recognition, empowerment, job security, work condition, supervisor, and effective training programmes. The questions were taken from Ghazali (2010).

Section F is designed on organizational commitment. This study categories organizational commitment into three categories (affective, continuance, and normative commitment). 9 items adopted from Yücel (2012) were listed in this section.

3.4.3 Pilot testing

When the questionnaire is ready, the reliability analysis will be conducted. This test is the miniature version of a larger-scale study. A pilot study with

30 is used to ensure the effectiveness and validity of the results. The pilot study is the first step of the entire research. The feedback from respondents will be tested by using Statistical Package Social Sciences to ensure the reliability figure, Conbrach's Alpha higher than 0.7. The result of pilot test study will be discussed in Chapter 3.7.2

3.4.4 Full Study

The survey questions for the dependent variable and dependent variables in the pilot study can be used for the remaining chapter because they had been readjusted to improve the reliability of the research. Next, a minimum of 400 respondents will be asked to participate in the survey. This research will ensure the respondents of full study will not overlap with the respondents in the pilot study to prevent alternation of respondents as they have completed the questionnaire before.

3.5 Constructs Measurement

3.5.1 Origin of Construct Measure

All questions in this study were adopted from numerous related journal articles (see Table 3.2). When opposed to creating one's own questionnaire, this could assure more validity of the questions used to ask the intended respondents. The questions that measure job stress, job stressors, and job satisfaction was adopted from Ghazali (2010). The study focused on fast-food industries which best fit our research objectives. Furthermore, the questions about organizational commitment and turnover intention were adopted from Yücel (2012) because the author provide more detailed measurement in the variables' dimensions.

Table 3.2

Sources of Construct Measurement

Variables	Dimensions	Construct Measurement	Source
		Section B: Turnover Intention	
Turnover Intention	Thoughts of leaving	1. I often think about quitting.	(Yücel, 2012)
	Intention to find a new job	2. I intent to make a genuine effort to find another job over the next few months.	
	Planning to quit	3. I intend to leave the organization.	

		Section C: Job Stress	
Job Stress	Job burn out	1. I feel burnt-out at my job. 2. I feel frustrated at my job. 3. I feel tense at my job. 4. I feel stigmatized at my job.	(Ghazali, 2010)
	Anxiety and somatic complaints	5. I lose my appetite because of my job-related problems. 6. Job-related problems keep me awake all night. 7. Job-related problems make my stomach upset. 8. Job-related problems make my heartbeat faster than usual.	

		Section D: Job Stressors	
Job Stressors	Role ambiguity	1. My job responsibilities are well-defined. 2. My job objectives are well-defined. 3. It is clear what my fellow worker expect of me at my job	(Ghazali, 2010)

	Role conflict	4. To satisfy someone at my job, I have to upset others. 5. At my job, I find it difficult to follow guidelines. 6. It seems that I have more work at my job than I can handle. 7. My job requires continuous hard work	
	Role/ work overload	8. I am given enough time to do what is expected of me at my job	

Section E: Job Satisfaction			
Job Satisfaction	Pay	1. The benefits (uniform, insurance, etc) given to me are excellent. 2. I receive a good pay rate for my work.	(Ghazali, 2010)
	Promotion	3. Career advancement at my current job is very good	
	Recognition	4. I get a good recognition when I do a good job	
	Empowerment	5. I have a freedom to do my best at my job	
	Job Security	6. My job is very secure.	
	Work condition	7. Physical condition at my workplace are very good 8. My working hours are adequate.	
	Supervisor	9. My supervisor's style in managing staff is excellent.	
	Effective training programmes	10. I have been provided excellent training since I started to work here	

Section F: Organizational Commitment			
Organizational Commitment	Affective Commitment	1. I would be very happy to spend the rest of my career with this organization. 2. I really feel as if this organization's problems are my own. 3. I feel "emotionally attached" to this organization.	(Yücel, 2012)
	Continuance Commitment	4. It would be very hard for me to leave my organization right now, even if I wanted to. 5. Too much of my life would be disrupted if I decided I wanted to leave my organization now. 6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	
	Normative Commitment	7. I would not leave my organization right now because I have a sense of obligation to the people in it. 8. I owe a great deal to my organization. 9. I would feel guilty if I left my organization now.	

3.5.2 Scale of Measurement

The questionnaire was conducted in six sections, with total 42 questions. Section A questions used ordinal and nominal scale, the questions from Section B to F used interval scale (see Table 3.3).

Table 3.3

Types of Scales Used in Questionnaire

Section A		Number of Question	Type of Scales
Q1	Respondent Identification	1	Nominal
Q2	Gender	1	Nominal
Q3	Ethnic Group	1	Nominal
Q4	State Employed	1	Nominal
Q5	Service Length	1	Ordinal
Section B-F		Number of Question	Type of Scales
Part 1	Turnover Intention	3	Interval
Part 2	Job Stress	8	Interval
Part 3	Job Stressor	8	Interval
Part 4	Job Satisfaction	10	Interval
Part 5	Organizational Commitment	9	Interval

3.5.2.1 Nominal Scale

Dalati (2018) explains that the nominal scale represents the most fundamental level of measurement. In this scale, numbers and letters are assigned to objects solely for the purpose of classification. There is no essential order or ranking among the classification. Nominal scale measurements are used for non-numerical (quantitative) variables. In Section A demographic profile, four questions regarding respondent identification, gender, working state and ethnic group applied to a nominal scale. Figure 3.1 shows how a nominal scale was used in the survey.

```
2. Gender
   o  Male
   o  Female
```

Figure 3.1. Nominal Scale

3.5.2.2 Ordinal Scale

Dalati (2018) mentioned that an ordinal scale organises and classifies objects in an ordered relationship depending on their degree. However, the intervals between categories are not uniform or meaningful. It indicates the relative position or order of items but doesn't specify the exact degree of difference between them. Question 5 in Section A regarding service length is using an ordinal scale that shows rankings between the options (see Figure 3.2). The data was organized in chronological order, such as below 1 year, between 1 to 5 years, and above 5 years. They represent a clear progression from shorter to longer duration of experience in the fast-food industry.

```
4. How long have you been working in the fast-food industry?
   o  Below 1 year
   o  Between 1 to 5 years
   o  Above 5 years
```

Figure 3.2. Ordinal Scale

3.5.2.3 Interval Scale

The interval scale is based on the notion of adequate distance linking with the measurements. It allows for meaningful comparisons of the differences between values. One example under this level is the Likert Scale, which is made up of statements that convey a positive or negative attitude toward the

objects of study. Each response is assigned a numerical score that reflects its level of favourable attitude (Dalati, 2018).

In this research, Section B, C, D, E, and F used interval scale, the variables were measured with 5-points Likert Scale (1= "strongly disagree" to 5= "strongly agree"). Respondents were asked to pick the most appropriate option that best indicate their working experiences in fast-food industry. 5-points Likert Scale is recommended in this study to ensure continuity from previous study of Yücel (2012). Using same scale allows for consistency in the data collected, makes it easier to compare and combine data from different studies. Besides, a 5-point Likert Scale is easier to understand, it takes less time to complete than higher-point scales. To illustrate how a 5-point Likert Scale has been utilize in this survey, consider Figure 3.3.

No.	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5

Figure 3.3. Interval Scale

3.6 Data Processing

Once all of the respondents' completed questionnaires have been collected, researchers will proceed to process the data, transforming it into useful information for analysis and interpretation. The information will be used to make improvements and generate greater results. The steps included in data processing are data checking, data editing, data coding, and data transcribing.

3.6.1 Data Checking

After ensuring the questionnaires are constructed, researchers will need to detect the problems that occurred. The 30 questionnaires were distributed to respondents and the data collected was used for reliability test. It is to ensure the reliability and consistency of measurements.

3.6.2 Data Editing

Data editing is the second step in data processing by examining the incomplete, illegible, illogical, and inconsistent responses made by respondents or researchers. It is conducted to ensure the accuracy and consistency of information (Shukla, 2018). Its purpose is to improve the quality of survey data and reduce the mistakes made while effectively utilizing the resources accessible (Stinson & Fisher, 1996).

3.6.3 Data Coding

Data coding is to allocate a code with a particular numerical value in response to each question on the survey instrument.

Section A is designed on the respondents' demographic. Section B to F is designed on the dependent and independent variables. Each response to the questionnaire's Section A to F is coded as Appendix 3.1.

3.6.4 Data Transcribing

This would be the final stage in data processing. The coded data from questionnaires are placed directly into computers and transcribed into SSPS software for further data analysis.

3.7 Data Analysis

Data analysis encompasses the procedures of cleaning, transforming, and modeling data to extract meaningful insights for informing business decisions. Its objective is to derive valuable information from data and apply it to decision-making (Johnson, 2022).

3.7.1 Descriptive Analysis

Descriptive analysis involves the use of statistical methods to summarize or describe a dataset, providing insights into its key characteristics and trend (Thomas, 2020). It was used in this study to acquire information about the respondents' personal characteristics. Since the questions about gender and ethnicity are nominal, they were presented in pie chart to indicate the percentage of respondents' backgrounds. The pie chart represents how the data is distributed and helps to locate outliers for future inquiry. As question of service length is ordinal, a bar chart was used to better depict its frequency distribution.

3.7.2 Reliability Analysis

Cronbach's Alpha coefficient is frequently utilized to compute reliability. It is a statistical measure used to assess the internal consistency or reliability of a set of survey items (Frost, 2022). George and Mallery (2003) provided a guideline for calculating Cronbach's Alpha, which ranges from 0 to 1. A value closer to 1 indicates higher consistency within the scale. According to the authors, alpha value above 0.70 is consider acceptable (see Table 3.4).

Table 3.4

Cronbach's Alpha

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.90$	Excellent
$0.80 \leq \alpha < 0.90$	Good
$0.70 \leq \alpha < 0.80$	Acceptable
$0.60 \leq \alpha < 0.70$	Questionable
$0.50 \leq \alpha < 0.60$	Poor
$\alpha < 0.50$	Unacceptable

Source: *George and Mallery (2003)*

Note. From George, D., & Mallery, P. (2003). SPSS for Windows step by step: A simple guide and reference. 11.0 update (4th ed.). Boston, MA: Allyn & Bacon.

Table 3.5

Reliability Test Results (Pilot Test)

Dimensions	Cronbach's Alpha	Number of Items
Turnover Intention	0.922	3
Job Stress	0.977	8
Job Stressor	0.838	8
Job Satisfaction	0.974	10
Organization Commitment	0.963	9

Table 3.5 presents the comprehensive results of the reliability test conducted on a pilot test sample of 30 respondents. This test aims to evaluate the internal consistency of the four independent variables (Job Stress, Job Stressor, Job Satisfaction, Organization Commitment), and the dependent variable (Turnover Intention).

The internal consistency increases when the Cronbach's alpha value's closer to 1.00. Table 3.5 demonstrated that each variable's Cronbach's alpha value is much higher than 0.80. Hence, the five variables show good reliability, the study's internal consistency reliability of the measures used is considered adequate.

In the study, job stress displays the greatest Cronbach's alpha value of 0.977, indicating excellent reliability. Other than that, job satisfaction (0.974), organization commitment (0.963) and turnover intention (0.922) also exhibit Cronbach's alpha values above 0.9, representing very good reliability. With a score of 0.838, job stress had the lowest value, but it still demonstrates good reliability as it has the value above 0.8.

3.7.3 Inferential Analysis

Through the statistical examination of random samples, inferential analysis allows one to make inferences about the population. It aims to make broader generalizations based on the sample data gathered from the population.

The study employed Multiple Regression Analysis to investigate the association between independent variables (job stress, job stressors, job satisfaction, organizational commitment) and the dependent variable (turnover intention). Multiple Regression Analysis is a statistical method that employs two or more independent variables to forecast the results of a dependent variable. Analysts can use the technique to calculate the model's variation as well as the relative contributions of each independent variable to the overall variance (Taylor, 2022).

3.8 Chapter Summary

In this chapter, methodologies of research are utilized to gather, examine, and evaluate the information. Primary data, which is the questionnaire was used to collect more precise information. While the factors, dimensions and questionnaire of this study were adopted from secondary data, including different journals which related to our issue. Besides, the target population, sampling frame and location, sampling techniques, sampling elements, and sample size was shown in this chapter.

The questionnaire was divided into six sections consisting of 42 questions. The pilot study was completed first, followed by the full study. To perform further analysis, we use SPSS to certify the reliability and justifiability of our data. Finally, the inferential analysis in this study used multiple regression. In the next chapter, the outcomes of full data sets will be examined and discussed in detail.

CHAPTER 4 RESEARCH RESULTS

4.0   Introduction

Chapter 4 examines the descriptive analysis outcomes, which can provide details about the respondent's demographic profile. It will also cover how to assess an indication's results and analyse central tendencies in constructs such as reporting sample size, mean, and standard deviation of dependent and independent variables. Scale measurement is employed to assess the reliability of research constructs, whereas inferential analysis is used for gathering information about respondents' attributes. The results of the study that used SPSS software will be further discussed.

4.1 Descriptive Analysis

The study looked at the central trends of the construct and examined the demographics of the respondents.

4.1.1 Respondent Demographic Profile

Our study's demographic analysis includes three questions: gender, ethnic group, and service length. All of the frequency and percentage statistics will be analysed and presented in the following discussion section.

4.1.1.1 Gender

Table 4.1

Gender

Gender					
		Frequency	**Percent (%)**	**Valid Percent (%)**	**Cumulative Percent (%)**
Valid	Male	123	28.4	28.4	28.4
	Female	310	71.6	71.6	100.0
	Total	433	100.0	100.0	
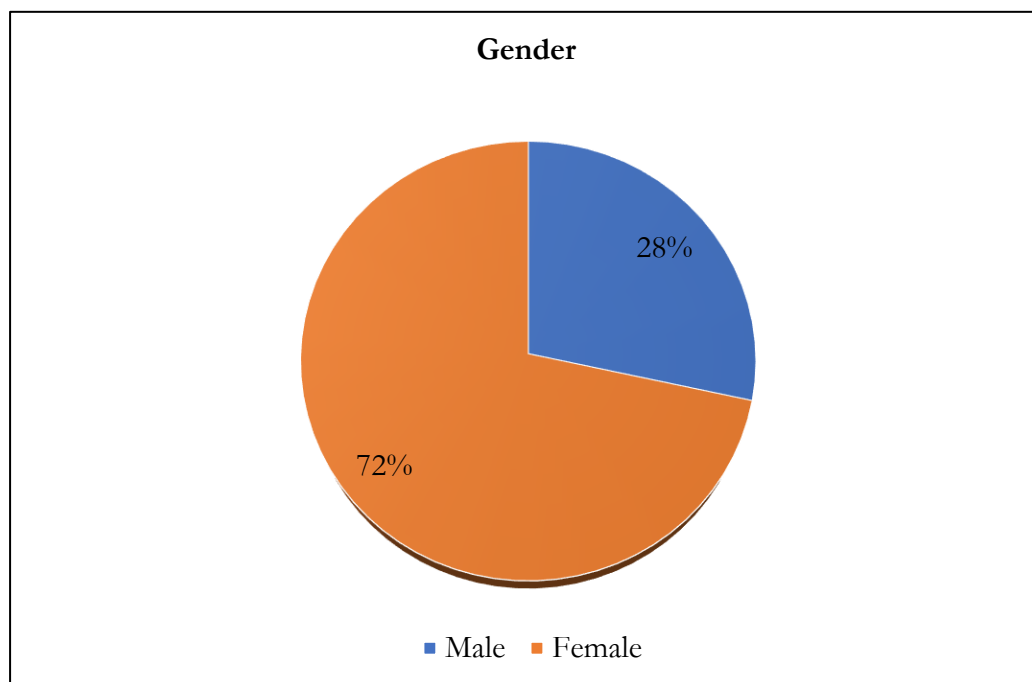
Figure 4.1: Gender

Table 4.1 and Figure 4.1 indicate the percentage of male and female respondents, with females making up 310 of the total and males accounting for the remaining 123 fast-food workers. In other words, 72% of responses are females and 28% are males. showed that female workers are more willing to assist us in completing the survey. As a result, female employees make up the bulk of Gen Z workers in the fast-food industry.

4.1.1.2 Ethnic Group

Table 4.2
Ethnic Group

Ethnic Group					
		Frequency	**Percent (%)**	**Valid Percent (%)**	**Cumulative Percent (%)**
Valid	Malay	208	48.0	48.0	48.0
	Indian	190	43.9	43.9	91.9
	Chinese	35	8.1	8.1	100.0
	Total	433	100.0	100.0	
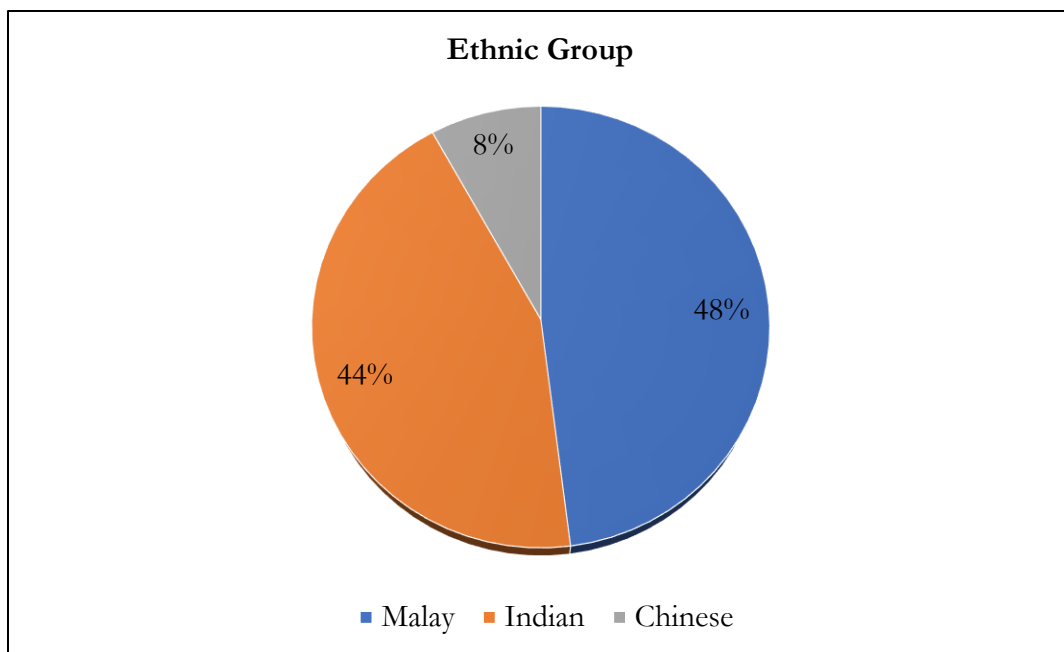
Figure 4.2: Ethnic Group

Table 4.2 and Figure 4.2 present the ethnicity of the participants. The highest percentages of respondents, 208 Malay respondents (48%), and Indian respondents (190, 43.9%), are the next greatest proportions. Chinese responses make up the least percentage, with 35, or 8.1%.

4.1.1.3 State Employed

Table 4.3

State Employed

In which state are you presently employed?				
		Frequency	**Percent (%)**	**Valid Percent (%)**	**Cumulative Percent (%)**
Valid	Kuala Lumpur	265	61.2	61.2	82.9
	Perak	35	8.1	8.1	90.1
	Penang	133	30.7	30.7	100.0
	Total	433	100.0	100.0	
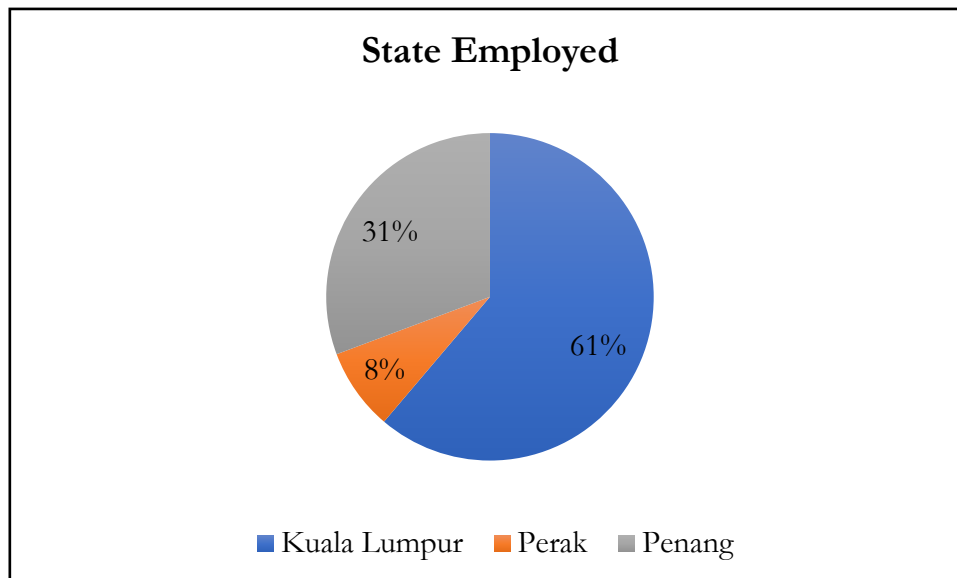
Figure 4.3: State Employed

Table 4.3 and Figure 4.3 list the respondents who are now employed in the state we visited. Kuala Lumpur has the most percentage of responders—265 or 61%—among them. Subsequently, 133 or 31% of the responses were from Penang. Lastly, Perak had the lowest percentage of respondents, at 35, or 8.1%.

4.1.1.4 Service Length

Table 4.4

Service Length

How long have you been working in the fast-food industry?					
		Frequency	**Percent (%)**	**Valid Percent (%)**	**Cumulative Percent (%)**
Valid	Below 1 year	94	21.7	21.7	21.7
	Between 1 to 5 years	265	61.2	61.2	82.9
	Above 5 years	74	17.1	17.1	100.0
	Total	433	100.0	100.0	
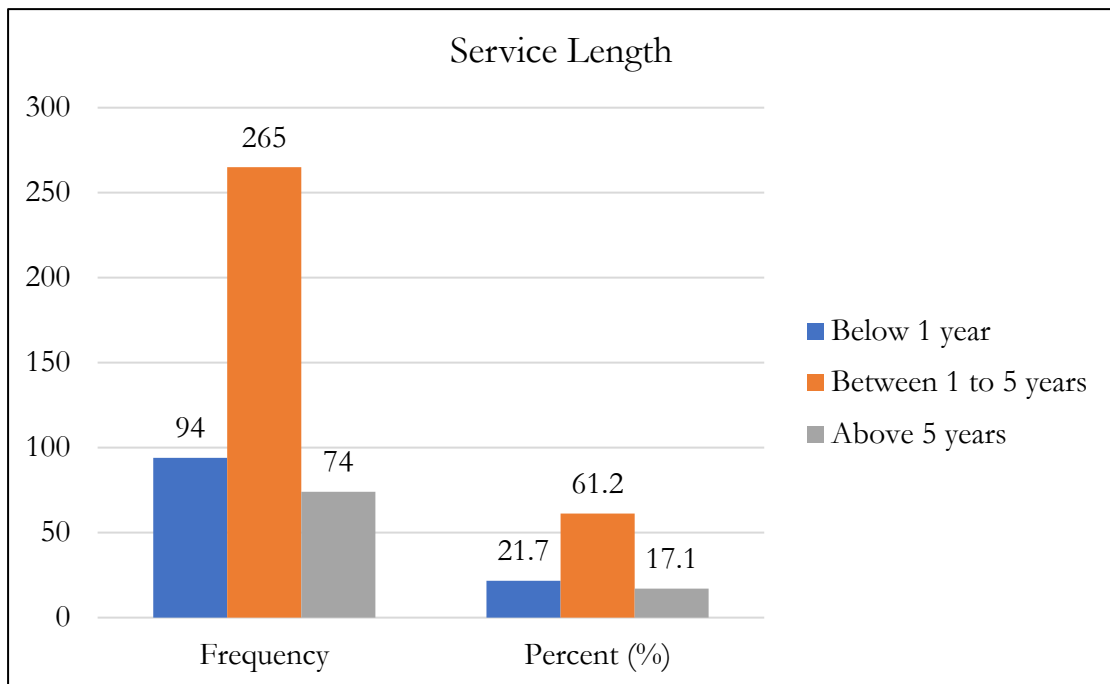
Figure 4.4: Service Length

Based on the results, we classified the respondents into three categories: those who had worked for less than a year, one to five years, and more than five years in the fast-food industry. Table 4.1 and Figure 4.1 show that 265 out of 433 people who responded, or 61.2%, had one to five years of experience working in the fast-food industry. A total of 94 respondents, or

21.7%, reported working for less than a year, while 74 respondents, or 17.1%, claimed working for more than five years.

4.1.2 Central Tendencies Measurement of Constructs

The central tendencies will be utilized in this chapter to analyze the mean scores for the five interval-scaled constructs that we used in the questionnaire. 38 questions from the mean score and standard deviation value was obtained from the SPSS output. All the questions are utilizing the 5-point Likert Scale. 1 indicated "Strongly Disagree", 2 indicated "Disagree", 3 indicated "Slightly Disagree", 4 indicated "Neutral", 5 indicated "Slightly Agree", 6 indicated "Agree", and lastly 7 indicated "Strongly Agree".

Table 4.5

Central Tendencies Measurement

Variables	Sample Size, N	Mean	Standard Deviation
Turnover intention	433	3.7475	1.12669
Job stress	433	4.0898	1.27767
Job stressors	433	3.5924	0.94793
Job satisfaction	433	2.9575	1.09717
Organizational commitment	433	2.3007	1.11275

The sample mean represents the numerical average for a set of responses. Based on Table 4.5, job stress has the highest mean score of 4.0898, followed by turnover intention with a mean score of 3.7475, and job stressors with a mean score of 3.5924. Conversely, job satisfaction and

organizational commitment have relatively low mean scores of 2.9575 and 2.3007, respectively.

Considering the Five-point Likert scale, job stress and turnover intention exhibit high mean scores. Job stress, in particular, has the highest mean score among the independent variables, indicating that most respondents agree that job stress in fast-food restaurants is high. The mean scoring of job stressors is moderate, while both job satisfaction and organizational commitment have low mean scores. This suggests that most respondents have neutral attitudes towards the job stressors variable and perceive job satisfaction and organizational commitment in fast-food industries to be low.

In addition, the standard deviation measures how spread out the responses are from the mean. For the dependent variable (turnover intention), the standard deviation is 1.12669. Similarly, for the independent variables (job stress, job stressors, job satisfaction, organizational commitment), the standard deviations are 1.27767, 0.94793, 1.09717, and 1.11275, respectively.

Job stressors has the lowest standard deviation among all variables. The low standard deviation of the variables indicates that all responses were concentrated around the mean. It indicates that there were no extreme or polarized responses regarding the statements related to job stressors. Conversely, other variables display higher standard deviations, indicating a broader dispersion of data points from the mean. This suggests a wider range of answers and reflects disagreement among surveyees.

4.1.2.1 Turnover Intention

Table 4.6

Central Tendencies Measurement of Constructs: Turnover Intention

Statement	SD	D	N	A	SA	Mean	Std. Deviation	Rank
1. I often think about quitting.	36	29	14	213	141	3.91	1.170	1
2. I intent to make a genuine effort to find another job over the next few months.	57	29	0	208	139	3.79	1.317	2
3. I intent to leave the organization	57	29	7	303	37	3.54	1.160	3

Based on Table 4.6, there is a total of three statements. The statement with the highest mean of 3.91 indicates "I often think about quitting". The following ranked mean of statement is 3.79 indicating "I intent to make a genuine effort to find another job over the next few months". This is followed by the final ranked statement with the mean of 3.54 indicating "I intent to leave the organization".

For the standard deviation "I intent to make a genuine effort to find another job over the next few months", has the highest value of 1.317. "I often think about quitting" ranked second with the standard deviation of 1.170 while "I intent to leave the organization" ranked the last with the outcome of 1.160.

Table 4.7

First Ranked Mean: Item 1 "I often think about quitting"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	36	8.3	8.3	8.3
	Disagree	29	6.7	6.7	15.0
	Neutral	14	3.2	3.2	18.2
	Agree	213	49.2	49.2	67.4
	Strong Agree	141	32.6	32.6	100.0
	Total	433	100.0	100.0	

The major part of the surveyee agrees with the statement "I often think about quitting" consists of 213 respondents (49.2%). This is followed by 141 respondents (32.6%) that strongly agree with the statement, 36 respondents (8.3%) that strongly disagree with the statement, 29 respondents (6.7%) that disagree and lastly 14 respondents (3.2%) that feels neutral regarding this statement (see Table 4.7).

Table 4.8

Second Ranked Mean: Item2 "I intent to make a genuine effort to find another job over the next few months"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	57	13.2	13.2	13.2
	Disagree	29	6.7	6.7	19.9
	Agree	208	48.0	48.0	67.9
	Strong Agree	139	32.1	32.1	100.0
	Total	433	100.0	100.0	

A total of 208 respondents (48%) agrees with the statement "I intent to make a genuine effort to find another job over the next few months" followed by 139 respondents (32.1%) strongly agree with the statement. 57 respondents (13.2%) strongly disagree with the statements and 29 (6.7%) of them

disagree with the statements. There is no percentage of neutral opinion given for this statement (see Table 4.8).

Table 4.9

Third Ranked Mean: Item 3 "I intend to leave the organization"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	57	13.2	13.2	13.2
	Disagree	29	6.7	6.7	19.9
	Neutral	7	1.6	1.6	21.5
	Agree	303	70.0	70.0	91.5
	Strong Agree	37	8.5	8.5	100.0
	Total	433	100.0	100.0	

A large percentage of 303 (70%) respondents agree with the statements "I intend to leave the organization" followed by 57 (13.2%) of respondents disagree with the statements while 37 (8.5%) strongly agree with the statements. It shows that 29 (6.7%) of respondents disagree with the statements and 7 (1.6%) of respondents indicated that they feel neutral regarding this statement (see Table 4.9)

4.1.2.2 Job Stress

Table 4.10

Central Tendencies Measurement of Constructs: Job Stress

Statement	SD	D	N	A	SA	Mean	Std. Deviation	Rank
1. I feel burnt-out at my job.	7	58	28	44	296	4.3	1.158	1
2. I feel frustrated at my job.	21	51	28	81	252	4.14	1.241	4
3. I feel tense at my job.	21	51	21	51	289	4.24	1.253	2
4. I feel stigmatized at my job.	56	37	51	0	289	3.99	1.515	6
5. I lose my appetite because of my job-related.	35	51	0	51	296	4.21	1.358	3
6. Job related problems keep me awake all night.	64	36	44	37	252	3.87	1.528	8
7. Job-related problems make my stomach upset.	56	37	44	44	252	3.92	1.479	7
8. Job related problems make my heartbeat faster than usual.	57	29	7	81	259	4.05	1.438	5

Based on Table 4.10 it consists of a total of 8 statements. The statement "I feel burnt-out at my job" ranked the highest with the score of 4.3. It follows by the mean score of 4.24 for the statement "I feel tense at my job. The third rank will be "I lose my appetite because of my job-related" with the score of 4.21. The fourth ranked statement "I feel frustrated at my job" with the mean score of 4.14 while 4.05 for the statement "Job related problems make my heartbeat faster than usual. The statement ranked sixth would be "I feel stigmatized at my job with the mean score of 3.99 followed by the mean score of 3.92 for the statement "Job-related problems make my stomach upset and lastly with the mean score of 3.87 for the statement "Job related problems make me awake all night".

The standard deviation for the statement "Job related problems keep me awake all night" ranked the first with 1.528. The second rank of the statement is "I feel stigmatized at my job" with the standard deviation of 1.515. The third ranking standard deviation is "Job-related problems make my stomach upset" with 1.479 followed by 1.438 for the statement "Job related problems make my heartbeat faster than usual". For the statement "I lose my appetite because of my job-related" ranked fifth with the standard deviation of 1.358. The statement "I feel tense at my job" ranked sixth with 1.253. Then, the statement "I feel frustrated at my job" ranked the second last with the standard deviation of 1.241 while it ranked the last for "I feel burnt-out at my job" with 1.158.

Table 4.11

First Ranked Mean: Item 1 "I feel burnt-out at my job"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	7	1.6	1.6	1.6
	Disagree	58	13.4	13.4	15.0
	Neutral	28	6.5	6.5	21.5
	Agree	44	10.2	10.2	31.6
	Strong Agree	296	68.4	68.4	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	433	100.0	100.0	

The majority of the respondent consisting of 296 (68.4%) strongly agree with the statement "I feel burnt-out at my job" followed by 58 (13.4%) of respondents disagree with it. 44 (10.2%) of respondents agree with the statement while 28 (6.5%) of respondents feel neutral on this statement. The remaining 7 (1.6%) of respondents strongly disagree with this statement (see Table 4.11).

Table 4.12

Second Ranked Mean: Item 3 "I lfeel tense at my job"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	21	4.8	4.8	4.8
	Disagree	51	11.8	11.8	16.6
	Neutral	21	4.8	4.8	21.5
	Agree	51	11.8	11.8	33.3
	Strong Agree	289	66.7	66.7	100.0
	Total	433	100.0	100.0	

In the statement "I feel tense at my job", the majority of 289 (66.7%) of respondents strongly agree with it. The same amount of 51 (11.8%) of respondents opt for the option agree and disagree while 21 (4.8%) of respondents strongly disagree with the statement. Besides, 21 (4.8%) of respondents feel neutral regarding this statement (see Table 4.12).

Table 4.13

Third Ranked Mean: Item 5 "I lose my appetite because of my job-related problems"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	35	8.1	8.1	8.1
	Disagree	51	11.8	11.8	19.9

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	51	11.8	11.8	31.6
	Strong Agree	296	68.4	68.4	100.0
	Total	433	100.0	100.0	

For the statement "I lose my appetite because of my job-related problems", 296 (68.4%) of the surveyee strongly agree with the statement. There is a total of 51 (11.8%) of respondents disagree with the statement. The same amount, 51 (11.8%) of respondents agree with this statement. Meanwhile, 35 (8.1%) of respondents strongly disagree with this statement (see Table 4.13).

Table 4.14

Fourth Ranked Mean: Item 2 "I feel frustrated at my job"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	21	4.8	4.8	4.8
	Disagree	51	11.8	11.8	16.6
	Neutral	28	6.5	6.5	23.1
	Agree	81	18.7	18.7	41.8
	Strong Agree	252	58.2	58.2	100.0
	Total	433	100.0	100.0	

Majority of 252 (58.2%) respondents strongly agree with the statement "I feel frustrated at my job". 81 (18.7%) respondents agree with the statement while 51 (11.8%) of respondents disagree with the statement. 28 (6.5%) respondents feel neutral regarding these statements while the remaining 21 (4.8%) of respondents strongly disagree with the statement (see Table 4.14).

Table 4.15

Fifth Ranked Mean: Item 8 "Job-related problems make my heart beat faster than usual"

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	57	13.2	13.2	13.2
	Disagree	29	6.7	6.7	19.9
	Neutral	7	1.6	1.6	21.5
	Agree	81	18.7	18.7	40.2
	Strong Agree	259	59.8	59.8	100.0
	Total	433	100.0	100.0	

For the statement "Job-related problems make my heartbeat faster than usual", 259 (59.8%) of respondents strongly agree with this statement. 81 (18.7%) of respondents agree with the statement while 57 (13.2%) of respondents strongly disagree with this statement while 29 (6.7%) of respondents disagree with this statement. The remaining 7 (1.6%) of respondents feel neutral regarding this statement (see Table 4.15).

Table 4.16

Sixth Ranked Mean: Item 4 "I feel stigmatized at my job"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	56	12.9	12.9	12.9
	Disagree	37	8.5	8.5	21.5
	Neutral	51	11.8	11.8	33.3
	Strong Agree	289	66.7	66.7	100.0
	Total	433	100.0	100.0	

The majority of 289 (66.7%) of respondents strongly agree with the statement "I feel stigmatized at my job". 56 (12.9%) of respondents strongly disagree with the statements followed by 51 (11.8%) of respondents that feels neutral on this statement. 37 (8.5%) of respondents disagree with the statement. No respondents opt for the option agree for this statement (see Table 4.16).

Table 4.17

Seventh Ranked Mean: Item 7 "Job-related problems make my stomach upset"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	56	12.9	12.9	12.9
	Disagree	37	8.5	8.5	21.5
	Neutral	44	10.2	10.2	31.6
	Agree	44	10.2	10.2	41.8
	Strong Agree	252	58.2	58.2	100.0
	Total	433	100.0	100.0	

The majority 252 (58.2%) of the respondents strongly agree with the statement "Job-related problems make my stomach upset". 56 (12.9%) of respondents strongly disagree with the statement. 44 (10.2%) of respondents agree with the statement while the same amount of 44 (10.2%) of respondents feel neutral with this statement. The remaining 37 (8.5%) of respondents disagree with this statement (see Table 4.17).

Table 4.18

Eighth Ranked Mean: Item 6 "Job-related problems keep me awake all night"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	64	14.8	14.8	14.8
	Disagree	36	8.3	8.3	23.1
	Neutral	44	10.2	10.2	33.3
	Agree	37	8.5	8.5	41.8
	Strong Agree	252	58.2	58.2	100.0
	Total	433	100.0	100.0	

In the statement "Job-related problems keep me awake all night", 252 (58.2%) of respondents strongly agree with the statement while 64 (14.8%) of the respondents strongly disagree with the statement. 44 (10.2%) of respondents feels neutral on this statement. There is 37 (8.5%) of

respondents agree with the statement while 36 (8.3%) of respondents disagree with the statement (see Table 4.18).

4.1.2.3 Job Stressors

Table 4.19

Central Tendencies Measurement of Constructs: Job stressor

Statement	SD	D	N	A	SA	Mean	Std. Deviation	Rank
1. My job responsibilities are well-defined.	122	21	118	90	82	2.97	1.465	7
2. My job objectives are well-defined.	122	21	59	142	89	3.13	1.521	6
3. It is clear what my fellow worker expect of me at my job.	115	14	58	142	104	3.24	1.526	4
4. To satisfy someone at my job, I have to upset others.	51	130	72	88	192	3.79	1.380	3
5. At my job, I find it difficult to follow guidelines.	43	80	37	37	236	3.79	1.492	3
6. It seems that I have more work at my job than I can handle.	37	30	14	7	345	4.37	1.320	1

7. My job requires continuous hard work.	29	59	14	0	331	4.26	1.372	2
8. I am given enough time to do what is expected of me at my job.	93	14	97	177	52	3.19	1.323	5

Table 4.19 consists of 8 statements. The statement with the highest mean score is "It seems that I have more work at my job than I can handle" with the mean of 4.37. It follows by the statement "My job requires continuous hard work" with the mean score 4.26. It then continues with the mean score 3.79 for the statement "At my job, I find it difficult to follow guidelines". There are two statements ranked third with the same mean score of 3.79 for the statement "To satisfy someone at my job, I have to upset others". Then, for the statement "It is clear what my fellow worker expects of me at my job" ranked fourth with the mean score of 3.24 while the statement "I am given enough time to do what is expected of me at my job" ranked fifth with the mean score of 3.19. The statement for "My job objectives is well-defined" ranked sixth with the mean score of 3.13 followed by the mean score of 2.97 for the statement "My job responsibilities are well-defined".

Next, this part will be identifying the standard deviation. For the statement "It is clear what my fellow worker expects of me at my job" it has the highest rank of standard deviation with 1.526. The second highest will be "My job objectives are well-defined" with the standard deviation of 1.521 followed by the third rank with 1.492 for the statement "At my job, I find it difficult to follow guidelines". The fourth ranked standard deviation statement is "My job responsibilities are well-defined" with 1.465 while the fifth ranked standard deviation is 1.380 for the statement "To satisfy someone at my job, I have to upset others". The sixth rank will be 1.372 for the statement "My job requires continuous hard work". It is followed by the standard deviation

of 1.323 for "I am given enough time to do what is expected of me at my job" and 1.320 for "It seems that I have more work at my job than I can handle".

Table 4.20

First Ranked Mean: Item 6 "It seems that I have more work at my job than I can handle"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	37	8.5	8.5	8.5
	Disagree	30	6.9	6.9	15.5
	Neutral	14	3.2	3.2	18.7
	Agree	7	1.6	1.6	20.3
	Strong Agree	345	79.7	79.7	100.0
	Total	433	100.0	100.0	

There is 345 (79.7%) of respondents strongly agree with the statement "It seems that I have more work at my job than I can handle". 37 (8.5%) of respondents strongly disagree with the statement while 30 (6.9%) of respondents disagree with the statement. Meanwhile, 14 (3.2%) of the respondents feel neutral regarding the statement. The remaining 7 (1.6%) of respondents agree with this statement (see Table 4.20).

Table 4.21

Second Ranked Mean: Item 7 "My job requires continuous hard work"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	29	6.7	6.7	6.7
	Disagree	59	13.6	13.6	20.3
	Neutral	14	3.2	3.2	23.6
	Strong Agree	331	76.4	76.4	100.0
	Total	433	100.0	100.0	

Majority of the 331 (76.4%) of respondents strongly agree with the statement "My job requires continuous hard work". 59 (13.6%) of respondents disagree with the statements while 29 (6.7%) of respondents strongly disagree with the statement. The remaining 14 (3.2%) of respondents is feeling neutral with this statement (see Table 4.21).

Table 4.22

Third Ranked Mean: Item 4 "To satisfy someone at my job, I have to upset others"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	51	11.8	11.8	11.8
	Disagree	30	6.9	6.9	18.7
	Neutral	72	16.6	16.6	35.3
	Agree	88	20.3	20.3	55.7
	Strong Agree	192	44.3	44.3	100.0
	Total	433	100.0	100.0	

Most of the 192 (44.3%) respondents strongly agree with the statement "To satisfy someone at my job, I have to upset others". 88 (20.3%) respondents agree with this statement while 72 (16.6%) of respondents feels neutral regarding this statement. There is 51 (11.8%) of respondents strongly disagree with this statement while the remaining 30 (6.9%) of respondents disagree with this statement (see Table 4.22).

Table 4.23

Third Ranked Mean: Item 5 "At my job, I find it difficult to follow guidelines"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	43	9.9	9.9	9.9
	Disagree	80	18.5	18.5	28.4
	Neutral	37	8.5	8.5	37.0
	Agree	37	8.5	8.5	45.5
	Strong Agree	236	54.5	54.5	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	433	100.0	100.0	

Majority of 236 (54.5%) of respondents strongly agree with the statement "At my job, I find it difficult to follow guidelines". 80 (18.5%) of respondents disagree with the statement while there is 43 (9.9%) of respondents strongly disagree with the statement. 37 (8.5%) of respondents agree with the statement. The same amount of 37 (8.5%) of respondents feels neutral with this statement (see Table 4.23).

Table 4.24

Fourth Ranked Mean: Item 3 "It is clear what my fellow worker expects of me at my job"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	115	26.6	26.6	26.6
	Disagree	14	3.2	3.2	29.8
	Neutral	58	13.4	13.4	43.2
	Agree	142	32.8	32.8	76.0
	Strong Agree	104	24.0	24.0	100.0
	Total	433	100.0	100.0	

Majority of 142 (32.8%) respondents agree with the statement "It is clear what my fellow worker expects of me at my job". 115 (26.6%) of respondents strongly agree with the statement while 104 (24%) of respondents strongly agree with the statement. 58 (13.4%) of respondents feel neutral with this statement while the remaining 14 (3.2%) of respondents disagree with the statement (see Table 4.24).

Table 4.25

Fifth ranked Mean: Item 8 "I am given enough time to do what is expected of me at my job"

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strong Disagree	93	21.5	21.5	21.5
	Disagree	14	3.2	3.2	24.7
	Neutral	97	22.4	22.4	47.1
	Agree	177	40.9	40.9	88.0
	Strong Agree	52	12.0	12.0	100.0
	Total	433	100.0	100.0	

There is 177 (40.9%) of respondents agree with the statement "I am given enough time to do what is expected of me at my job". 97 (22.4%) of respondents is feeling neutral with this statement while 93 (21.5%) strongly disagree with the statement. 52 (12%) of the respondents strongly agree with the statement while the remaining 14 (3.2%) of the respondents disagree with the statement (see Table 4.25).

Table 4.26

Sixth Ranked Mean: Item 2 "My job objectives are well-defined"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	122	28.2	28.2	28.2
	Disagree	21	4.8	4.8	33.0
	Neutral	59	13.6	13.6	46.7
	Agree	142	32.8	32.8	79.4
	Strong Agree	89	20.6	20.6	100.0
	Total	433	100.0	100.0	

Majority of 142 (32.8%) respondents agree with the statement "My job objectives are well-defined". 122 (28.2%) respondents strongly disagree with the statement while 89 (20.6%) of respondents strongly agree with the statement. 59 (13.6%) of respondents feels neutral regarding this statement. The remaining 21 (4.8%) of respondents disagree with the statement (see Table 4.26).

Table 4.27

Seventh Ranked Mean: Item 1 "My job responsibilities are well-defined"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	122	28.2	28.2	28.2
	Disagree	21	4.8	4.8	33.0
	Neutral	118	27.3	27.3	60.3
	Agree	90	20.8	20.8	81.1
	Strong Agree	82	18.9	18.9	100.0
	Total	433	100.0	100.0	

For the statement "My job responsibilities are well-defined, majority of 122 (28.2%) respondents strongly disagree with it. 118 (27.3%) respondents feel neutral about it while 90 (20.8%) respondents agree with the statement. 82 (18.9%) of respondents strongly agree that their responsibilities are well-defined. 21 (4.8%) respondents disagree with the statement (see Table 4.27).

4.1.2.4 Job Satisfaction

Table 4.28

Central Tendencies Measurement of Constructs: Job Satisfaction

Statement	SD	D	N	A	SA	Mean	Std. Deviation	Rank
1. The benefits (uniform, insurance, etc) given to me are excellent.	37	38	184	81	93	3.36	1.162	1
2. I receive a good pay rate for my work.	53	110	163	14	93	2.96	1.280	5

	97	185	58	21	72	2.51	1.340	7
3. Career advancement at my current job is very good.	97	185	58	21	72	2.51	1.340	7
4. I get a good recognition when I do a good job.	67	126	110	51	79	2.88	1.322	6
5. I have a freedom to do my best at my job.	14	156	89	14	160	3.35	1.373	2
6. My job is very secure.	51	141	66	82	93	3.06	1.359	4
7. Physical condition at my workplace is very good.	169	46	132	0	86	3.31	1.181	3
8. My working hours are adequate.	81	113	102	51	86	2.88	1.383	6
9. My supervisor's style in managing staff is excellent.	51	179	59	58	86	2.88	1.343	6
10. I have been provided excellent training since I started to work here.	156	125	66	0	86	2.39	1.468	8

Table 4.28 consists of 10 statements. The statement with the highest rank is "The benefits (uniform, insurance, etc) given to me are excellent" with the mean score of 3.36. It is then followed by the mean score of 3.35 with the statement "I have a freedom to do my best at my job". The third highest rank

of statement would be "Physical condition at my workplace is very good" with the mean score of 3.31. Next would be the "My job is very secure" with the mean score of 3.06. The fifth ranked statement will be "I receive a good pay rate for my work" with the mean score of 2.96. There are three statements ranked the same with the mean score of 2.88. The first statement with this score would be "I get a good recognition when I do a good job" followed by "My working hours are adequate" and "My supervisor style in managing staff is excellent". The statement "Career advancement at my current job is very good" ranked seventh with the mean score of 2.51. The statement "I have been provided excellent training since I started to work here" has the lowest mean of 2.39.

This part will be discussing about the standard deviation. The statement "I have been provided excellent training since I started to work here" obtains the highest standard deviation of 1.468. It is then followed by "My working hours are adequate" with 1.383. The third ranked standard deviation would be 1.373 for "I have a freedom to do my best at my job". Then, it is followed by the standard deviation of 1.359 for "My job is very secure". The fifth ranked standard deviation would be 1.343 for "My supervisor's style in managing staff is excellent". The sixth rank would be "Career advancement at my current job is very good" with 1.340. Then, it is followed by "I get a good recognition when I do a good job" with standard deviation of 1.322. "I receive a good pay rate for my work" rank number eight with standard deviation of 1.280 while "Physical condition at my workplace is very good" ranked number nine with standard deviation of 1.181. The last rank statement would be "The benefits (uniform, insurance, etc) given to me are excellent" with standard deviation of 1.162.

Table 4.29

First Ranked Mean: Item 1 "The benefits (uniform, insurance, etc) given to me are excellent"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	37	8.5	8.5	8.5
	Disagree	38	8.8	8.8	17.3
	Neutral	184	42.5	42.5	59.8
	Agree	81	18.7	18.7	78.5
	Strong Agree	93	21.5	21.5	100.0
	Total	433	100.0	100.0	

Majority of 184 (42.5%) respondents feel neutral regarding the statement "The benefits (uniform, insurance, etc) given to me are excellent". 93 (21.5%) respondents strongly disagree with this statement while 81 (18.7%) agree with this statement. Then, 38 (8.8%) respondents disagree with this statement. The remaining 37 (8.5%) respondents strongly disagree with this statement (see Table 4.29).

Table 4.30

Second Ranked Mean: Item 5 "I have a freedom to do my best at my job"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	14	3.2	3.2	3.2
	Disagree	156	36.0	36.0	39.3
	Neutral	89	20.6	20.6	59.8
	Agree	14	3.2	3.2	63.0
	Strong Agree	160	37.0	37.0	100.0
	Total	433	100.0	100.0	

A majority of 160 (37%) of respondents strongly agree with the statement "I have freedom to do my best at my job".156 (36%) of respondents disagree with the statement. There is 89 (20.6%) of respondents feeling neutral with

this statement. The number of respondents that agree and strongly disagree with the statement is the same. They both have 14 (3.2%) of respondents each (see Table 4.30).

Table 4.31

Third Ranked Mean: Item 7 "Physical condition at my workplace are very good"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	169	39.0	39.0	39.0
	Neutral	46	10.6	10.6	49.7
	Agree	132	30.5	30.5	80.1
	Strong Agree	86	19.9	19.9	100.0
	Total	433	100.0	100.0	

There is 169 (39%) of respondents disagree with the statement "Physical condition at my workplace is very good" followed by 132 (30.5%) of respondents that agree with the statement. 86 (19.9%) of respondents strongly disagree with this statement. The remaining 46 (10.6%) of respondents is feeling neutral regarding this statement (see Table 4.31).

Table 4.32

Fourth Ranked Mean: Item 6 "My job is very secure"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	51	11.8	11.8	11.8
	Disagree	141	32.6	32.6	44.3
	Neutral	66	15.2	15.2	59.6
	Agree	82	18.9	18.9	78.5
	Strong Agree	93	21.5	21.5	100.0
	Total	433	100.0	100.0	

A majority of 141 (32.6%) of respondents disagree with the statement "My job is very secure". 93 (21.5%) of them strongly agree with it while 82 (18.9%) of respondent agree with this statement. There is 66 (15.2%) of respondent feeling neutral with this statement. The remaining 51 (11.8%) of respondent strongly disagree with this statement (see Table 4.32).

Table 4.33

Fifth Ranked Mean: Item 2 "I receive a good pay rate for my work"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	53	12.2	12.2	12.2
	Disagree	110	25.4	25.4	37.6
	Neutral	163	37.6	37.6	75.3
	Agree	14	3.2	3.2	78.5
	Strong Agree	93	21.5	21.5	100.0
	Total	433	100.0	100.0	

Majority 163 (37.6%) respondent is feeling neutral with the statement "I receive a good pay rate for my work". 110 (25.4%) respondents disagree with the statement while 93 (21.5%) respondents strongly agree with this statement. There are 53 (12.2%) respondents strongly disagree with the statement. The remaining 14 (3.2%) respondents agree with this statement (see Table 4.33).

Table 4.34

Sixth Ranked Mean: Item 4 "I get a good recognition when I do a good job"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	67	15.5	15.5	15.5
	Disagree	126	29.1	29.1	44.6
	Neutral	110	25.4	25.4	70.0
	Agree	51	11.8	11.8	81.8
	Strong Agree	79	18.2	18.2	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	433	100.0	100.0	

There is a number of 126 (29.1%) respondents disagree with the statement "I get a good recognition when I do a good job". 110 (25.4%) of respondents is feeling neutral with this statement while 79 (18.2%) of respondents strongly agree with this statement. 67 (15.5%) of respondents strongly disagree with this statement. The remaining 51 (11.8%) of respondents agree with this statement (see Table 4.34).

Table 4.35

Sixth Ranked Mean: Item 8 "My working hours are adequate"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	81	18.7	18.7	18.7
	Disagree	113	26.1	26.1	44.8
	Neutral	102	23.6	23.6	68.4
	Agree	51	11.8	11.8	80.1
	Strong Agree	86	19.9	19.9	100.0
	Total	433	100.0	100.0	

Majority of 113 (26.1%) of respondents disagree with the statement "My working hours are adequate". 113 (26.1%) of respondents is feeling neutral with this statement. 86 (19.9%) of respondents strongly disagree with it while 81 (18.7%) of respondents strongly disagree with the statement. The other 51 (11.8%) of respondents agree with this statement (see Table 4.35).

Table 4.36

Sixth Ranked Mean: Item 9 "My supervisor's style in managing staff is excellent"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	51	11.8	11.8	11.8
	Disagree	179	41.3	41.3	53.1
	Neutral	59	13.6	13.6	66.7

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	58	13.4	13.4	80.1
	Strong Agree	86	19.9	19.9	100.0
	Total	433	100.0	100.0	

A majority of 179 (41.3%) of respondents disagree with the statement "My supervisor's style in managing staff is excellent. 86 (19.9%) of respondents strongly agree with the statement while 59 (13.6%) of respondents is feeling neutral with this statement. 58 (13.4%) of respondents agree with the statement while the remaining 51 (11.8%) of respondents strongly disagree with it (see Table 4.36).

Table 4.37

Seventh Ranked Mean: Item 3 "Career advancement at my current job is very good"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	97	22.4	22.4	22.4
	Disagree	185	42.7	42.7	65.1
	Neutral	58	13.4	13.4	78.5
	Agree	21	4.8	4.8	83.4
	Strong Agree	72	16.6	16.6	100.0
	Total	433	100.0	100.0	

There is a total of 185 (42.7%) respondents disagree with the statement "Career advancement at my current job is very good" while 97 (22.4%) of respondents strongly disagree with it. 72 (16.6%) of respondents strongly agree with the statement and 58 (13.4%) of respondent is feeling neutral with this statement. The remaining 21 (4.8%) of respondents agree with the statement (see Table 4.37).

Table 4.38

Eight Ranked Mean: Item 10 "I have been provided excellent training since I started to work here"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	156	36.0	36.0	36.0
	Disagree	125	28.9	28.9	64.9
	Neutral	66	15.2	15.2	80.1
	Strong Agree	86	19.9	19.9	100.0
	Total	433	100.0	100.0	

There are 156 (36%) respondents strongly disagree with the statement "I have been provided excellent training since I started to work here". 125 (28.9%) respondents disagree with the statement while 86 (19.9%) of respondents strongly agree with this statement. The remaining 66 (15.2%) respondents is feeling neutral regarding this statement (see Table 4.38).

4.1.2.5 Organizational Commitment

Table 4.39

Central Tendencies Measurement of Constructs: Organizational Commitment

Statement	SD	D	N	A	SA	Mean	Std. Deviation	Rank
1. I would be very happy to spend the rest of my career with this organization.	89	251	14	51	28	2.26	1.108	6
2. I really feel as if this organization's	177	126	51	23	56	2.2	1.366	7

problems are my own.								
3. I feel "emotionally attached" to this organization.	119	103	95	74	42	2.58	1.312	1
4. It would be very hard for me to leave my organization right now, even if I wanted to.	141	169	95	0	28	2.31	1.302	5
5. Too much of my life would be disrupted if I decided I wanted to leave my organization now.	199	148	7	50	29	1.99	1.243	9
6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	222	111	14	43	43	2.02	1.356	8
7. I would not leave my organization right now because I have a sense of obligation to the people in it.	140	163	7	30	93	2.48	1.526	3

8. I owe a great deal to my organization.	126	200	14	28	65	2.32	1.354	4
9. I would feel guilty if I left my organization now.	111	178	21	36	87	2.56	1.461	2

Table 4.39 consist of 9 statements. The statement with the highest rank is "I feel emotionally attached to this organization" with the mean score 2.58 followed by "I would feel guilty if I left my organization now" with the mean score 2.56. The third highest statement would be "I would not leave my organization right now because I have a sense of obligation to the people in it with 2.48. The fourth ranked statement is "I owe a great deal to my organization" with the mean score 2.32. The fifth ranked statement is "It would be very hard for me to leave my organization right now, even if I wanted to" with the mean score 2.31. The statement ranked sixth is "I would be very happy to spend the rest of my career with this organization" with the mean score of 2.26 followed by "I really feel as if this organization's problems are my own" with the mean score of 2.2. The second last rank would be "One of the few negative consequences of leaving this organization would be the scarcity of available" with 2.02 mean score while the last ranked statement is "Too much of my life would be disrupted if I decided I wanted to leave my organization now" with the mean score of 1.99.

This part will be discussing about the standard deviation. The statement for "I would not leave my organization right now because I have a sense of obligation to the people in it" scored the highest standard deviation of 1.526. It is then followed by "I would feel guilty if I left my organization now" with the standard deviation 1.461. The third ranked standard deviation would be "I really feel as if this organization's problems are my own" with the standard deviation 1.366. The fourth ranked standard deviation would be "One of the few negative consequences of leaving this organization would be the scarcity of available alternatives" with the standard deviation

1.356 followed by the statement "I owe a great deal to my organization" with standard deviation of 1.354. The sixth ones would be "I feel "emotionally attached" to this organization" with 1.312. The seventh ranked statement would be "It would be very hard for me to leave my organization right now, even if I wanted to" that had a standard deviation of 1.302. The second last ranked statement would be "Too much of my life would be disrupted if I decided I wanted to leave my organization nom" with the mean score 1.243. The last ranked statement would be "I would be very happy to spend the rest of my career with this organization" that carries a standard deviation of 1.108.

Table 4.40

Mean: Item 3 "I feel "emotionally attached" to this organization"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	119	27.5	27.5	27.5
	Disagree	103	23.8	23.8	51.3
	Neutral	95	21.9	21.9	73.2
	Agree	74	17.1	17.1	90.3
	Strong Agree	42	9.7	9.7	100.0
	Total	433	100.0	100.0	

There are 119 (27.5%) of respondents opts for strongly disagree for the statement "I feel emotionally attached to this organization". 103 (23.8%) of respondents disagree with the statement while 95 (21.9%) of respondents opts for neutral for this statement. The other 74 (17.1%) of respondents agree with this statement while the remaining 42 (9.7%) of respondents strongly agree with this statement (see Table 4.40).

Table 4.41

Second Ranked Mean: Item 9 "I would feel guilty if I left my organization now"

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strong Disagree	111	25.6	25.6	25.6
	Disagree	178	41.1	41.1	66.7
	Neutral	21	4.8	4.8	71.6
	Agree	36	8.3	8.3	79.9
	Strong Agree	87	20.1	20.1	100.0
	Total	433	100.0	100.0	

A majority of 178 (41.1%) of respondents disagree with the statement "I would feel guilty if I left my organization now". There is 111 (25.6%) of respondents strongly disagree with the statement while 87 (20.1%) of the respondents strongly agree with the statement. The other 36 (8.3%) of respondents agree with the statement while the remaining 21 (4.8%) respondents indicate that they feel neutral with the statement (see Table 4.41).

Table 4.42

Third Ranked Mean: Item 7 "I would not leave my organization right now because I have a sense of obligation to the people in it"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	140	32.3	32.3	32.3
	Disagree	163	37.6	37.6	70.0
	Neutral	7	1.6	1.6	71.6
	Agree	30	6.9	6.9	78.5
	Strong Agree	93	21.5	21.5	100.0
	Total	433	100.0	100.0	

There is 163 (37.6%) of respondents disagree with the statement "I would not leave my organization right now because I have a sense of obligation to the people in it". 140 (32.3%) of respondents strongly disagree with the statements while 93 (21.5%) of respondents strongly agree with the statement. 30 (6.9%) of respondents agree with the statement while the other 7 (1.6%) of respondents is feeling neutral with the statement (see Table 4.42).

Table 4.43

Fourth Ranked Mean: Item 8 "I owe a great deal to my organization"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	126	29.1	29.1	29.1
	Disagree	200	46.2	46.2	75.3
	Neutral	14	3.2	3.2	78.5
	Agree	28	6.5	6.5	85.0
	Strong Agree	65	15.0	15.0	100.0
	Total	433	100.0	100.0	

A majority of 200 (46.2%) of respondents disagree with the statement "I owe a great deal to my organization". 126 (29.1%) of respondents strongly disagree with the statement while 65 (15%) of respondents strongly disagree with the statement.28 (6.5%) of respondents agree with the statement. A minority of 14 (3.2%) respondents is feeling neutral with this statement (see Table 4.43).

Table 4.44

Fifth Ranked Mean: Item 4 "It would be very hard for me to leave my organization right now, even if I wanted to"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	141	32.6	32.6	32.6
	Disagree	169	39.0	39.0	71.6
	Agree	95	21.9	21.9	93.5
	Strong Agree	28	6.5	6.5	100.0
	Total	433	100.0	100.0	

A majority of 169 (39%) of respondents disagree with the statement "It would be very hard for me to leave my organization right now, even if I wanted to". 141 (32.6%) of respondents strongly disagree with this statement while 95 (21.9%) of respondents agree with the statement. The

remaining 28 (6.5%) of respondents strongly agree with the statements (see Table 4.44).

Table 4.45

Sixth Ranked Mean: Item 1 "I would be very happy to spend the rest of my career with this organization"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	89	20.6	20.6	20.6
	Disagree	251	58.0	58.0	78.5
	Neutral	14	3.2	3.2	81.8
	Agree	51	11.8	11.8	93.5
	Strong Agree	28	6.5	6.5	100.0
	Total	433	100.0	100.0	

Majority of 251 (58%) respondents disagree with the statement "I would be very happy to spend the rest of my career with this organization. 89 (20.6%) of respondents strongly disagree with the statement followed by 51 (11.8%) of respondents that agree with the statement. There is 28 (6.5%) of respondents strongly agree with the statement while only a minority of 14 (3.2%) of respondents feels neutral with this statement (see Table 4.45).

Table 4.46

Seventh Ranked Mean: Item 2 "I really feel as if this organization's problems are my own"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	177	40.9	40.9	40.9
	Disagree	126	29.1	29.1	70.0
	Neutral	51	11.8	11.8	81.8
	Agree	23	5.3	5.3	87.1
	Strong Agree	56	12.9	12.9	100.0
	Total	433	100.0	100.0	

There is 177 (40.9%) of respondents strongly disagree with the statement "I really feel as if this organization's problem is my own. 126 (29.1%) of respondents of the respondents disagree with it while 56 (12.9%) of respondents strongly agree with the statement. 51 (11.8%) of the respondents chooses neutral for this statement. The other 23 (5.3%) of respondents agree with the statement (see Table 4.46).

Table 4.47

Eighth Ranked Mean: Item 6 "One of the few negative consequences of leaving this organization would be the scarcity of available alternatives"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Disagree	222	51.3	51.3	51.3
	Disagree	111	25.6	25.6	76.9
	Neutral	14	3.2	3.2	80.1
	Agree	43	9.9	9.9	90.1
	Strong Agree	43	9.9	9.9	100.0
	Total	433	100.0	100.0	

A large amount of 222 (51.3%) respondents strongly disagrees with the statement "One of the few negative consequences of leaving this organization would be the scarcity of available alternatives". There is 111 (25.6%) of respondents disagree with the statement. 43 (9.9%) respondents agree with the statement while the same amount of another 43 (9.9%) strongly agree with the statement. The remaining 14 (3.2%) of respondents is feeling neutral with this statement (see Table 4.47)

Table 4.48

Nineth Ranked Mean: Item 5 "Too much of my life would be disrupted if I decided I wanted to leave my organization now"

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strong Disagree	199	46.0	46.0	46.0
	Disagree	148	34.2	34.2	80.1
	Neutral	7	1.6	1.6	81.8
	Agree	50	11.5	11.5	93.3
	Strong Agree	29	6.7	6.7	100.0
	Total	433	100.0	100.0	

A majority of 199 (46%) of respondents strongly disagree with the statement "Too much of my life would be disrupted if I decided I wanted to leave my organization now". 148 (34.2%) of the respondents disagree with the statements while 50 (11.5%) of the respondents agree with the above statement. There is 29 (6.7%) of respondents strongly agree with the statements while the remaining 7 (1.6%) of respondents is feeling neutral with the statements (see Table 4.48).

4.2 Scale Measurement

Table 4.49

Reliability Test Results

Dimensions	Cronbach's Alpha	Number of Items
Turnover Intention	0.916	3
Job Stress	0.977	8
Job Stressor	0.819	8
Job Satisfaction	0.949	10
Organization Commitment	0.943	9

Table 4.49 presents the comprehensive results of the reliability test conducted on a sample of 433 respondents. This test aims to evaluate the internal consistency of the four independent variables (Job Stress, Job Stressor, Job Satisfaction, Organization Commitment), the dependent variable (Turnover Intention), and the overall internal consistency of the variables.

By referring to Chapter 3, the internal consistency increases when the Cronbach's alpha value's closer to 1.00. Table 4.48 showed that every Cronbach's alpha values for each variable are significantly higher than 0.80. Hence, the five variables show good reliability, the study's internal consistency reliability of the measures used is considered adequate.

In the study, job stress displays the highest Cronbach's alpha value of 0.977, indicating excellent reliability. Other than that, job satisfaction (0.949), organization commitment (0.943) and turnover intention (0.916) also exhibit Cronbach's alpha values above 0.9, representing very good reliability. Among the variables, job stressor obtained the lowest value at 0.819, but it still demonstrates good reliability as it has the value above 0.8.

Since every variable had a value more than 0.8, it could be concluded that the questionnaire employed in this study has good reliability. This indicated that the internal consistency of all variables in the actual study is characterized by excellent reliability.

4.3 Inferential Analysis

Inferential analysis is a statistical method used to draw conclusions about a population by analyzing random samples. It aims to make broader generalizations based on the sample data collected from the population.

4.3.1 Multiple Regression Analysis

Multiple Regression Analysis is a statistical technique that utilizes two or more independent variables to predict the outcome of a dependent variable. It enables analysts to assess the variation in the model and the individual contributions of each independent variable to the overall variance (Taylor,

2022). In this study, Multiple Regression Analysis was employed to explore the connection between independent variables (job stress, job stressors, job satisfaction, organizational commitment) and the dependent variable (turnover intention). Thus, the hypotheses 1 to 4 are being developed.

Hypothesis 1:   Job stress has a significant effect on employee turnover intention among Generation Z in fast food industry.

Hypothesis 2:   Job stressors has a significant effect on employee turnover intention among Generation Z in fast food industry.

Hypothesis 3:   Job satisfaction has a significant effect on employee turnover intention among Generation Z in fast food industry.

Hypothesis 4:   Organizational commitment has a significant effect on employee turnover intention among Generation Z in fast food industry.

Table 4.50

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870ᵃ	.758	.755	.55727

a. Predictors: (Constant), Organizational commitment average, Job stressors average, Job stress average, Job satisfaction average

b. Dependent Variable: Turnover intention average

The R-value, or correlation coefficient, shows the relationship's strength and direction between each independent variable and the dependent variable. The correlation coefficient (R-value) for this study is 0.870 (see Table 4.50). It shows a strong and positive correlation between the dependent variable

(turnover intention) and independent factors (job stress, job stressors, job satisfaction, organizational commitment).

The R square shows the percentage amount that the independent variables may account for in explaining changes in the dependent variable. In this study, the job stress, job stressors, job satisfaction, organizational commitment are independent factors that can clarify 75.8% (see Table 4.50) of the changes in the dependent variable (turnover intention). However, 24.2% (100% - 75.8%) of the findings remain unexplained. In other words This study has not taken into account other important factors that characterize turnover intention.

Table 4.51

ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	415.480	4	103.870	334.475	<.001[b]
	Residual	132.914	428	.311		
	Total	548.393	432			

a. Dependent Variable: Turnover intention average

b. Predictors: (Constant), Organizational commitment average, Job stressors average, Job stress average, Job satisfaction average

Table 4.51 indicates that the p-value (Sig. <.001) is less than the alpha value of 0.05, demonstrating statistical significance. Therefore, the F-statistic is significant, suggesting that the relationship between the dependent and predictor variables is well described by the study model. Thus, the independent variables (job stress, job stressors, job satisfaction, organizational commitment) are significant to explain the variation in turnover intention. The alternate hypotheses are supported by the data.

Table 4.52

Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.243	.498		2.494	.013
	Job stress average	.756	.063	.858	11.960	<.001
	Job stressors average	-.058	.056	-.049	-1.026	.305
	Job satisfaction average	-.411	.086	-.400	-4.763	<.001
	Organizational commitment average	.363	.074	.358	4.910	<.001

a. Dependent Variable: Turnover intention average

According to the individual p-value in the Coefficient table (see Table 4.52), job stress significantly predicts the dependent variable (turnover intention) in this study. This is evidenced by the p-value for job stress, which is below 0.001, indicating statistical significance compared to the alpha value of 0.05.

Besides that, job stressors do not significantly predict the dependent variable (turnover intention) for this study. This is because the p-value for job stressors is 0.305 which is more than the alpha value of 0.05.

Additionally, in this study, job satisfaction is significant to predict the dependent variable (turnover intention). This is due to the fact that the p-value for job satisfaction is below 0.001, which is lower than the 0.05 alpha value.

Furthermore, organizational commitment emerges as a significant predictor of the dependent variable (turnover intention) in this study. This significance

is evidenced by the p-value for organizational commitment, which falls below 0.001, below the standard alpha value of 0.05.

The four independent variables represent the factors influencing employee turnover intention. The formula of regression equation is $Y = a + b_1 (x_1) + b_2 (x_2) + b_3 (x_3) + b_4 (x_4)$.

According to Table 4.61, the regression equation of this study is stated below:

Turnover intention = 1.243 + 0.756 (job stress) – 0.058 (job stressors) – 0.411 (job satisfaction) + 0.363 (organizational commitment)

Where:

Y = Turnover intention

a = Regression constant

x_1 = Job stress

x_2 = Job stressors

x_3 = Job satisfaction

x_4 = Organizational commitment

Table 4.53

The Ranking of Independent Variables' Contribution

Independent Variable	Standardized Coefficients (Beta)	Ranking
Job stress	.858	1
Job stressors	-.049	4
Job satisfaction	-.400	2
Organizational commitment	.358	3

The beta value (under standardized coefficients) of job stress is 0.858 (see Table 4.53). Among the predictor factors (work stress, job satisfaction, and organizational commitment), job stress contributes the most to the variation of the dependent variable (turnover intention). This is because it has the largest beta value. This suggests that, when the variance explained by all other predictor factors in the model is taken into account, job stress makes the largest unique contribution to explaining the variation in the dependent variable (turnover intention).

Additionally, the beta value (under standardized coefficients) of job satisfaction is -0.400 (see Table 4.53). Among the predictor factors (work stress, job stressors, organizational commitment), job satisfaction has the second largest beta value, making it the predictor variable that contributes the second most to the variation of the dependent variable (turnover intention). This suggests that, among all the predictor factors in the model, job satisfaction represents the second most significant contributor to explaining the variation in the dependent variable (turnover intention), when the variance explained by all other predictor factors in the model is considered.

Moreover, the beta value (under standardized coefficients) of organizational commitment is 0.358, as shown in the Table 4.53. Among the predictor variables (job stress, job stressors, job satisfaction), organizational commitment exhibits the third highest beta value. This suggests that organizational commitment is the third most influential factor in explaining the variation in the dependent variable (turnover intention), when the variance explained by all other predictor factors in the model is considered.

Furthermore, the beta value (under standardized coefficients) of job stressors is -0.049, as shown in the Table 4.53. Among the predictor variables (job stress, job satisfaction, organizational commitment), job stressors display the lowest beta value. This implies that job stressors exert the least influence in explaining the variation in the dependent variable

(turnover intention), when considering the variance explained by all other predictor factors in the model.

In conclusion, job stress emerges as the highest contributor with a significant impact on turnover intention. Following this, job satisfaction ranks as the second-highest contributor, while organizational commitment ranks third highest with a significant impact on turnover intention. Conversely, job stressors exhibit the lowest contribution and no significant impact on turnover intention. As a result, Hypotheses 1, 3, and 4 are accepted, indicating that job stress, job satisfaction, and organizational commitment have a significant effect on employee turnover intention among Generation Z in the fast-food industry. However, Hypothesis 2 is rejected, as job stressors demonstrate no significant impact on employee turnover intention among Generation Z in the fast-food industry.

4.4 Chapter Summary

In this section, we summarize the questionnaire data and evaluate the SPSS analysis results. The three primary sections of the study are scale measurement, inferential analysis, and descriptive analysis.

Firstly, descriptive analyses were employed to examine the responses gathered from the targeted respondents. For example, we analysed the demographic profile of our respondents, such as their gender, ethnic and their service length by presenting the results in table and graphs. The findings show that most of the respondents were Malay women who had between one and five years of experience working in the fast-food industry. Also, the responses of each variable (job stress, job stressor, job satisfaction, organization commitment, turnover intention) have been analysed in this part.

In the scale measurement part, reliability test was carried out. The results show that the questionnaire used in this study is thought to have good general reliability. Lastly,

inferential analysis unveils that job stress exerts the most significant impact on turnover intention among Generation Z workers in the fast-food industry, followed by job satisfaction and organizational commitment. However, job stressors show no substantial effect on turnover intention.

All of the data and interpretations will be examined further in the following chapter, along with the overall research's conclusions and implications.

CHAPTER 5 DISCUSSION AND CONCLUSION

5.0 Introduction

A summary of the main research findings is given in this chapter. It provides a summary of the preceding chapter's descriptive and inferential studies, providing reasons or evidence to support the hypotheses. Additionally, it discusses the recommendations and limitations of the research. The overall research project conclusion is presented in the final portion of this chapter.

5.1 Summary of Statistical Analyses

5.1.1 Descriptive Analysis

The survey included 433 respondents, with females comprising 72% and males 28%. Within the fast-food industry, the majority of Gen Z workers are women. In terms of ethnicity, Chinese respondents were the highest at 48%, followed by Malay at 43.9%, and Indian respondents the lowest at 8.1%. Regarding work experience, 61.2% of those surveyed had one to five years of experience in the field, 21.7% for less than a year, and 17.1% for more than five years.

5.1.2 Central Tendencies Measurement of Construct

To find the mean scores for the five interval-scaled variables included in the questionnaire, we examined the central trends. Job stress emerged with the highest mean score of 4.0898, followed by turnover intention at 3.7475, and job stressors at 3.5924. Conversely, job satisfaction and organizational commitment had relatively lower mean scores of 2.9575 and 2.3007, respectively.

The mean scores indicate respondents' perceptions, with job stress and turnover intention showing higher agreement levels. Job stress, in particular, received the highest mean score, indicating a prevalent perception of high stress levels in fast-food workplaces. Conversely, mean scoring of job stressors is moderate, while both job satisfaction and organizational commitment have low mean scores.

Additionally, examining the standard deviations revealed the spread of responses from the mean. The dependent variable, turnover intention, had a standard deviation of 1.12669, while the independent variables (job stress, job stressors, job satisfaction, organizational commitment) had standard deviations of 1.27767, 0.94793, 1.09717, and 1.11275, respectively. Job stressors had the lowest standard deviation, indicating responses concentrated around the mean, while other variables displayed higher standard deviations, suggesting a broader dispersion of responses and potential disagreement among respondents.

5.1.3 Scale Measurement

A reliability test was performed on a sample of 433 respondents to evaluate the internal consistency of the dependent variable (turnover intention) and four independent variables (job satisfaction, job stress, job stressor, and organizational commitment).

Each variable's Cronbach's alpha value ranged considerably over 0.80, demonstrating strong reliability. Job Stress showed the greatest Cronbach's alpha value at 0.977, then came Job Satisfaction (0.949), Organizational Commitment (0.943), and Turnover Intention (0.916), all exceeding 0.9, indicating very good reliability. Although Job Stressor obtained the lowest value at 0.819, it still demonstrated good reliability, above the accepted threshold of 0.8.

5.1.4 Inferential Analysis

The study utilized Multiple Regression Analysis to examine the correlation between various independent variables (job stress, job stressors, job satisfaction, organizational commitment) and the desire of Generation Z workers to leave the fast-food industry.

The correlation coefficient (R-value) of 0.870 suggests that turnover intention is strongly positively related to the independent variables (work stress, job stressors, job satisfaction, and organizational commitment). Besides, the R square value indicates that these independent factors collectively explain 75.8% of the variability in turnover intention, leaving 24.2% unexplained. This suggests that while the identified factors play a significant role, The study did not take into account other crucial elements impacting turnover intention.

In addition, the individual p-values indicate the significance of each predictor variable in predicting turnover intention. Job stress, job satisfaction, and organizational commitment demonstrate significant predictive power with a p-value below 0.001, indicating its strong influence on turnover intention. Conversely, job stressors fail to significantly predict turnover intention, as evidenced by its p-value of 0.305, exceeding the alpha value of 0.05.

Furthermore, the standardized beta values provide insights into the relative contributions of each predictor variable to the variation in turnover intention. Job stress exhibits the highest beta value of 0.858, indicating its strongest unique contribution in explaining turnover intention. Following closely, job satisfaction ranks as the second-most crucial element with a beta value of -0.400. Organizational commitment, with a beta value of 0.358, ranks third in influence. Conversely, job stressors have the lowest beta value of -0.049, suggesting minimal impact on the intention to turnover in relation to the other predictor factors.

In summary, the study concludes that job stress, job satisfaction, and organizational commitment significantly influence turnover intention among Generation Z workers in the fast-food industry. Job stress emerges as the primary contributor, followed by job satisfaction and organizational commitment. However, job stressors do not significantly impact turnover intention. Therefore, hypotheses 1, 3, and 4 are supported, while hypothesis 2 is rejected.

5.2 Discussion of Major Findings

Table 5.1

The summary of hypotheses testing result

Hypothesis	Description	Accepted	Rejected
Hypothesis 1	H1: Job stress has a significant effect on employee turnover intention among Generation Z in fast food industry.	$\beta = 0.858$ $p = 0.001 < 0.05$	

Hypothesis 2	H2: Job stressors has a significant effect on employee turnover intention among Generation Z in fast food industry.		β = -0.049 p = 0.305 > 0.05
Hypothesis 3	H3: Job satisfaction has a significant effect on employee turnover intention among Generation Z in fast food industry.	β = -0.400 p = 0.001 < 0.05	
Hypothesis 4	H4: Organizational commitment has a significant effect on employee turnover intention among Generation Z in fast food industry.	β = 0.358 p = 0.001 < 0.05	

5.2.1 Relationship between Job Stress and Employees' Turnover Intention

H1: Job stress has a significant effect on employee turnover intention among Generation Z in fast food industry.

Our research demonstrates a strong connection between job stress and turnover intention among Generation Z in fast food industry. The outcome of Chapter 4 indicates that there is a considerable correlation between job stress and employees' intention to leave. The p-value of 0.001 is smaller than the alpha value of 0.05, which explains this. Hypothesis 1 significant, is consistent with a few researchers (Ryan et al., 2011; Moore, 2001). According to Ryan et al. (2011), they support that There is a strong positive correlation between job stress and the intention to leave. This is consistent

with Moore (2001) research, that focus on the potential determinants of the intention to leave with a few factors that includes work stress.

Moreover, Ghazali, H. (2010) found that job stress could lead to burnout, anxiety, and somatic problems, which could make employees have high intention to leave the job. Burnout is one of the elements in job stress. Burnout occurs when there is increase job demand and a lack of adequate employment resources for employees (Muhammad & Mayra, 2018). When employees deal with a high volume of complaints and issues from customers daily, it can create excessive workload for employees (Poulston, 2008). This continuous pressure to overcome the difficult situation can lead to emotional exhaustion, one of the key elements of burnout. This constant pressure to handle difficult situations can lead to emotional exhaustion, a key component of burnout.

Moreover, Generation Z employees that tend to avoid complicated tasks may feel stressed by the challenges of dealing with difficult customers. This behaviour will contribute to burnout as employees may be struggling in coping with the demands of their jobs (Chillakuri & Mahanandia, 2018). According to the research carried out by us, we found that a huge proportion of respondents strongly agree that they feel burnt-out at their job and the turnover intention of the respondents is significantly high that is prevalent with the studied area.

Anxiety happens when employees face significant strain and stress in their jobs. They could also face high level of anxiety related to their responsibilities in their job (refer to Kinnunen and Mauno, 1998). This had increased the job anxiety and contribute significantly to their intention to leave their job (Batlis, 1980). When customers continue to demand for fast food and prioritize it to be fast, employees will face pressure in delivering quick and high-quality service that could result to work anxiety (Ereno et al., 2014). Thus, this led to the turnover intention among Generation Z in fast food industry. Based on our research, it shows that majority of the 296

respondents tend to lose appetite due to their job-related issues contributing to anxiety.

Gu et al. (2019) claims that job stress brings anxiety, depression, and somatic problems. High blood pressure, poor immunological and digestive system performance, high cholesterol levels, bodily inflammation, a higher rate of blood sugar synthesis, stomach acidity, heart disease, poor pregnancy outcomes, and mental health issues are somatic responses to stress. Many fast-food employees work weekend shifts due to the long operation hours in the industry. This had occupied their time off during weekend that could be used to rest and socialize (Ukandu & Ukpere, 2014). This is contradicted with Generation Z that prioritize work life balance, being tech-savvy and individualism (Scholz, 2019). Social support and sufficient time for rest is important in maintaining well-being (Ozbay et al., 2007). When employees not able to socialize due to job, this can cause isolation and loneliness feelings leading to mental health issues. The research carried out by us shows that many respondents strongly agree that they loss their appetite due to their jobs. Loss of appetite can be one the response to somatic problems as mentioned in the study by Gu et al. (2019). It is a physiological response to stress.

To summarize, when Generation Z feels stress physically and mentally while not able to maintain their balance lifestyle by demanding multiple tasks, they will be intent to quit. In short, these findings support the hypothesis mentioned where job stress and turnover intention among Generation Z in fast-food industry have a strong relationship as job stress led to turnover intention due to burnout, anxiety, and somatic problems.

5.2.2 Relationship between Job Stressor and Employees' Turnover Intention

H2: Job stressors has no significant effect on employee turnover intention among Generation Z in fast food industry.

Our research studies on the connection between job stress and turnover intention among Generation Z in fast food industry. In accordance with Chapter 4 results, it had indicated that job stressor does not have a significant relationship on employee turnover among Generation Z in fast-food industry. This is because the p-value 0.305 is more than the alpha value 0.05.

The hypothesis is strongly supported by Dodanwala et al. (2022) that there is an indirect relationship between these two variables where a higher level of work role stressors affects employees' job satisfaction and leads to an indirect increase in turnover intention as proposed in Chapter 2. Moreover, Firth et al. (2004) emphasized no direct association between job stressors and intention to leave.

There are three main elements in job stressors that include role ambiguity, role conflict and role overload. Role ambiguity is characterized by a lack of clarity regarding work objectives and expectations associated with a role (Dodanwala et al., 2022). Employees in fast food industry often face challenges in their workplace such as work pressures and demands that does not align with their knowledge and abilities (Leka et al., 2003). Thus, they will be struggling to meet the expectations given (Nnenna Eme Ukandu & Ukpere, 2012). However, the population in this research is specifically focus on Generation Z. Thus, with their creativity and intelligence, they might be able to understand the responsibilities, objectives and clear with the expectations of colleagues (Francis & Hoefel, 2018). The results carried by us indicates moderate mean showing that the respondents have average role ambiguity.

Role conflict ensues when an employee encounters inconsistency or incompatibility in the demands and expectations of several parties that cannot be met simultaneously (Dodanwala et al., 2022). It led to a situation where meeting one expectation makes meeting the other difficult or impossible (Hang-yue et al., 2005). The research results indicate that role conflict is quite high, but it does not have a significant effect on turnover intention of Generation Z in fast food industry. It is being contradictory with the literature review and results. However, this might happen as it does not directly contribute to the turnover intention among Generation Z employees. Role overload is a stressor that meditate on the perception that the demand of an individual role in work go beyond a permitted limit of personal resources (Tang & Vandenberghe, 2021). According to Desk (2022), there is a case where employees became emotional by crying due to long queues causing high volume of orders with only three staff and it had exceeded their job scope. The hypotheses that propose job stressors do not significantly influence employee turnover intention among Generation Z could be supported as other factors may play a more vital role in determining the turnover intention in this studied generation.

According to Benítez-Márquez et al. (2022), Generation Z prioritize advancement for their career while it is being contradicted with the condition in the fast-food industry. However, it is shown that there are limited skills needed in the fast-food industry. Thus, the opportunity for advancement is very low. Therefore, even the job stressors are low it could also lead to high turnover as they aim for personal growth and career advancement. The lack of opportunity in this industry could lead them to seek for opportunities in other industry (Butler & Hammer, 2018).

Besides, Generation Z employees prioritize work-life balance. Even though their role conflict is low, but they might be unsatisfied with other aspect such as limited work life balance. When they are not able to balance their lifestyle and work, they will have the intention to leave (Scholz, 2019).

In conclusion, it shows that the job stressors such as role ambiguity, role conflict and role overload do not significantly influence the turnover intention of Generation Z in fast food industry. This research shows that job stressor had no direct influence on the studied area. Generation Z do not think that the fast-food industry that they work in have intense role ambiguity, role conflict and role overload. Job stressor may be a challenge in the industry but there are more variables that play vital role in determining the turnover intention in the studied population and industry.

5.2.3 Relationship between Job Satisfaction and Employees' Turnover Intention

H3: Job satisfaction has a significant effect on employee turnover intention among Generation Z in fast food industry.

According to the findings in Chapter 4, there is a substantial relationship between job satisfaction and employees' intentions to leave. This is because the p-value of 0.001 is lower than the alpha value of 0.05. This suggests that when Generation Z workers are not satisfied in their positions, they are more likely to leave the fast-food industry.

The research by Jehanzeb et al. (2015), Rahman (2020), and Pratama et al. (2022) supports the hypothesis that job satisfaction significantly influences the intention to leave, as was previously mentioned in Chapter 2. The findings show that Generation Z workers in Malaysia's fast-food industry agree with the eight elements covered in the previous chapter, as evidenced by their low job satisfaction ratings and high intent to quit.

The results about pay, potential for advancement, and job security highlight the value of attending to tangible aspects that influence employees' financial security and professional growth in the fast-food industry. According to

Saleem and Qamar (2017), well-planned perks and rewards can serve as both extrinsic and intrinsic motivators for retaining employees (Umezurike, 2021). Employees feel more valued when their efforts are recognized and appreciated, which increases job satisfaction and lowers the likelihood that they will leave. Research by Tulgan (2013), Wood (2013), and Half (2016) revealed that Generation Z often desire more stability in their careers, which may boost their drive to work harder and more competitively to advance their careers (Andino, 2019). However, our results show that the average of respondents disagrees with the advancement opportunities in the fast-food industry, probably due to Generation Z employees' ratings of the industry's lack of clear career paths, limited training possibilities, and focus on immediate operational needs. As a result, dissatisfied workers may be more probable to leave the company due to a lack of competitive a wage, growth opportunities, or job security.

Furthermore, the study emphasizes the significance of elements that influence the way that employees regard their jobs, including training programs, supervisor relationships, recognition, empowerment, and work conditions. Paul and Vincent (2018) contend that business leaders should offer benefits, respect, and recognition to boost satisfaction among employees and retention. Thus, good supervisory relationships can reduce turnover by providing guidance, support, and recognition. As Kubatova (2016) declared, Generation Z employees need leaders who will listen to their ideas, mentor them, and provide them with meaningful tasks to do (Hollis, 2017). However, our result indicates most of Generation Z employed in the fast-food industry do not obtain the necessary training before starting their jobs. As a result, Generation Z employees may become dissatisfied with their jobs and more likely to quit if they feel unprepared or unsupported in their roles.

In conclusion, it was evident from previous research and the findings that job satisfaction had a significant effect on Generation Z's intention to leave the fast-food industry.

5.2.4 Relationship between Organizational Commitment and Employees' Turnover Intention

H4: Organizational commitment has a significant effect on employee turnover intention among Generation Z in fast food industry.

The findings in Chapter 4 indicate a significant effect between employees' intention to leave and organizational commitment. This is because the p-value of 0.001 is lower than the alpha value of 0.05. It is clear that when Generation Z employees show less commitment to their jobs, they are more likely to leave the fast-food industry.

The research proves that organizational commitment is a substantial factor in influencing Generation Z employees' intention to leave their jobs, which is in line with previous research by researchers like Kumar (2012), Nasir and Ghazali (2019), and DiPietro and Bufquin (2017). This implies that more commitment is associated with a lower desire to leave the job.

Employees' desire to stick with a company due to their positive alignment and identification with its shared values is known as affective commitment (Loi et al., 2018, as cited in Umezurike, 2021). They have a strong emotional attachment, which drives people to actively participate in tasks that are consistent with the organization's goals and values. When employees are content with their jobs, they will show their commitment to the company by working hard to achieve its goals and grow its business (Pratama et al., 2022). According to a McKinsey study, Generation Z is purpose-driven because they want to know how their efforts and teamwork contribute to the organization's goal (Fernandez et al., 2023). However, our findings indicate that Generation Z employees in the fast-food industry have low affective commitment, which could be brought on by a misalignment between their values and the goals of this industry, potentially leading them to leave their jobs.

According to Yao et al. (2019), continuance commitment indicates the extent to which employees feel it is cost-effective for them to leave the company. Mitchell et al. (2001) discovered that workers who have high continuation commitment remain with an organization since they see it as essential. Employees may believe that staying with the company is the best choice because leaving could hurt their ability to secure employment or financial stability. According to the research, Generation Z is pragmatic and concerned about job security and progress. However, our research found that most Generation Z employees have low levels of continuous commitment because they worry that staying in the fast-food industry may affect their ability to secure future employment. As a result, employees may feel less committed to the industry and be more likely to leave.

On the other hand, normative commitment entails an obligation to remain to organization and social expectations. According to Julie Lee, Gen Z wants to work on meaningful work with those who collaborate and with a sense of autonomy, flexibility, and work-life balance (Peterson, 2023). However, our result reveals that most Generation Z employees in the fast-food industry show low normative commitment. Therefore, Gen Z traits may conflict with normative commitment. Employees may perceive their duties as transient and less worthy of long-term obligation due to the transient nature of the job in this industry. As a result, Generation Z employees may be more inclined to leave their jobs.

In conclusion, previous research and study findings show that organizational commitment has a substantial effect on employee turnover intentions among Generation Z in the fast-food industry.

5.3 Implications of the study

5.3.1 Theoretical Implications

The findings of this study hold several significant theoretical implications for both academia and industry. Firstly, this study has addressed a research gap by examining the impact of variables such as job stress, job stressors, job satisfaction, and organizational commitment on Generation Z workers' intention to leave the fast-food sector. The study provides empirical evidence that job stress, job satisfaction, and organizational commitment significantly impact the turnover intention of Generation Z employees in this sector. Notably, our study diverges from previous research conducted by scholars such as Nasir and Ghazali (2019) and Hang-yue et al. (2005), which suggested a different connection among job stressors and turnover intention. This disparity underscores the importance of considering generational dynamics and industry context when applying existing theoretical frameworks. As such, our findings suggest the need for a tailored model that focuses on job stress, job satisfaction, and organizational commitment to accurately measure turnover intention among Generation Z workers in the fast-food restaurants.

Furthermore, this study has identified job stress, job satisfaction, and organizational commitment as key determinants of Generation Z employees' turnover intention in the fast-food industry. This result underscores the applicability of well-established organizational behavior theories such as the Job Demands-Resources model and the Social Exchange Theory in determining the factors in influencing employee's turnover intention. These theories posit that individuals' perceptions of their job demands, resources, and social exchanges with their organizations directly influence their attitudes and behaviors, including turnover intentions.

5.3.2 Managerial Implications

This research could benefit fast food companies and Human Resource manager. Human Resource managers can utilize the research results to tailor recruitment and selection processes to attract candidates. By looking into the research results, fast food companies can use the data to implement targeted interventions aimed at reducing turnover rates among Generation Z employees. They can design training and development programs that focus on stress management techniques and foster a positive work environment. For example, development of employee wellness programs, flexible work arrangements, and training initiatives that address these concerns. By understanding the specific factors affecting turnover intention, company can improve employee retention and enhance overall operational efficiency, customer service quality, and brand reputation.

The finding shows that job stressors such as role ambiguity, role overload, and role conflict do not significantly impact turnover intention among Generation Z employees in the fast food industry presents an opportunity for managers to focus on other factors that may influence retention and job satisfaction within their workforce. Understanding this, managers can allocate resources and efforts towards addressing areas that have a more pronounced effect on turnover intention among Generation Z employees.

Considering the results, job stress, job satisfaction, and organizational commitment are key determinants of Generation Z workers' intention to leave the fast-food industry. Thus, it underscores the importance of adopting employee retention strategies that address both the root causes of job stress and the factors contributing to job satisfaction and organizational commitment.

Job stress emerges as the primary contributor to employee's intention to leave. Managers can offer counselling services as a supportive measure to help employees cope with workplace stress (Ryba, 2019). for example,

McDonald's has introduced Employee Assistance Programs (EAPs) to provide private counseling and assistance to its staff, addressing issues connected to both personal and professional lives and promoting mental well-being (McDonald's Journey, 2024). Besides, fostering open communication and creating a positive work environment are essential strategies recommended by Antony and Raja (2015). Managers can conduct regular feedback sessions between employees and management to encourage open communication, provide constructive feedback, and address concerns promptly, thereby managing and mitigating stress factors in the workplace.

In addition, managers should recognize the critical role of job satisfaction in influencing employees' turnover intentions, especially among Gen Z workers who prioritize happiness over their career and may not prioritize long-term loyalty to organizations as previous generations did (Duc Anh et al., 2023). Consequently, if they experience unhappiness or negative feelings towards their job, they are more inclined to think about going. Therefore, managers should take proactive measures to boost job satisfaction among Gen Z employees in the fast-food industry. This can include providing opportunities for skill development, offering competitive compensation packages, implementing performance-based recognition systems, and providing clear career development pathways.

Furthermore, organizational commitment emerges as the third factor influencing employee intention to turnover. To retain Generation Z workers in the fast-food industry, it's crucial to understand their characteristics. According to Fernandez et al. (2023), Generation Z values job security and opportunities for advancement. Managers can address this by outlining clear paths to career progression, empowering employees to take control of their future. Additionally, Generation Z is purpose-driven, seeking meaning in their work and desiring to understand how their contributions contribute to the organization's mission. Managers can foster this by communicating the team's vision and impact on the organization. Moreover, cultivating a strong

culture of teamwork promotes a positive work environment and boosts commitment levels, contributing to long-term organizational harmony.

Furthermore, McDonald's provides a notable example for other fast-food restaurants seeking to retain Generation Z employees. McDonald's has embraced inclusivity, recognizing the value of a diverse workforce in creating a supportive workplace. increases organizational commitment and gives workers a sense of worth.

In short, it is important for managers to recognize the role of job stress, job satisfaction, and organizational commitment in shaping turnover intention among Generation Z employees in the fast-food industry. It is necessary for manager to implement comprehensive employee retention strategies that address these key factors. Understanding how generational dynamics impact turnover intentions enables managers to refine their employment practices in fast-food establishments, ultimately reducing turnover among Generation Z workers. This not only strengthens the organization but also provides a competitive edge by retaining valuable talent.

5.4 Limitations of the study

The sample site is the first study restriction. In research, sampling location is important since it affects how reliable the results are. However, this study focuses primarily on urban areas such as Ipoh, Kuala Lumpur and Penang. This is because of the surveys only being sent to few states in Malaysia. This might make it difficult to accurately represent Malaysia's fast-food industry as a whole. Due to survey location limitations, the data for analysis may be not enough to adequately represent the turnover intention of Generation Z in whole Malaysia's fast-food industry.

In addition, this research excluded the demographic variable as a factor that affecting employees' turnover intention. However, demographic is also playing a significant role that affecting turnover intention. For example, the position of the

employee does affect the turnover intention of the employees. Different position might have different perspective towards the variables and hence causes different rate of turnover intention. Therefore, this study might have a risk to be not reliable enough since there is no classification in the demographic.

In this research, the results show that the job stressors cannot directly influence the Generation Z's plan to leave the fast-food sector. This is because there is insufficient persuasive supporting the specificity of the relationship between the dependent variable and the independent variables. Also, there is absence of intermediate variables, such as mediator or moderator. In other words, job stressor is better to be included as a moderator, rather than as an independent variable. Hence, this study might not be able to give an in-depth understanding of what is really causing the associations. This restriction reduces the conclusion of our results and raises the possibility of making inaccurate or incorrect conclusions regarding the correlations between the variables in question.

5.5 Recommendation for future research

To improve data accuracy, future study should consider expanding sampling locations to cover a broader range of areas across Malaysia. To get more solid and trustworthy results, future researcher is suggested to distribute the survey in other areas. It enables the future research to gain insight from a wider range of viewpoints within the fast-food sector. Therefore, the outcomes of this method will be highly reliable and more accurate.

Additionally, to address the sampling element limitation and improve the reliability of the findings, future research can include demographic when studying for the elements influencing Gen Z workers' inclination to leave the fast-food sector. Future researchers should examine the connection between employee turnover intention and demographics of the respondents. Also, they are suggested to Investigate how and what to add to an employee's demographic characteristic that may have an impact on their intention to leave. For example, the position in fast food industry

such as manager, or front line. When reach manager level, the turnover intention might be lower. Hence, when focusing on only manager level, the research can gain more different viewpoints and results on how the organizational commitment, job satisfaction, job stress and job stressor affect turnover rate by concentrating on this demographic data.

Lastly, job stressor is suggested to be an intermediate variable that explains how job stress, job satisfaction and organizational commitment affect turnover rate. In intermediate variable, mediator is a variable which is caused by the independent variable and influences the dependent variable; moderating variables can modify the relation between independent variable and dependent variable. As a result, a moderator or a mediator is suitable to be included in the future research. It might change the flows of the interaction between dependent variable and independent variables.
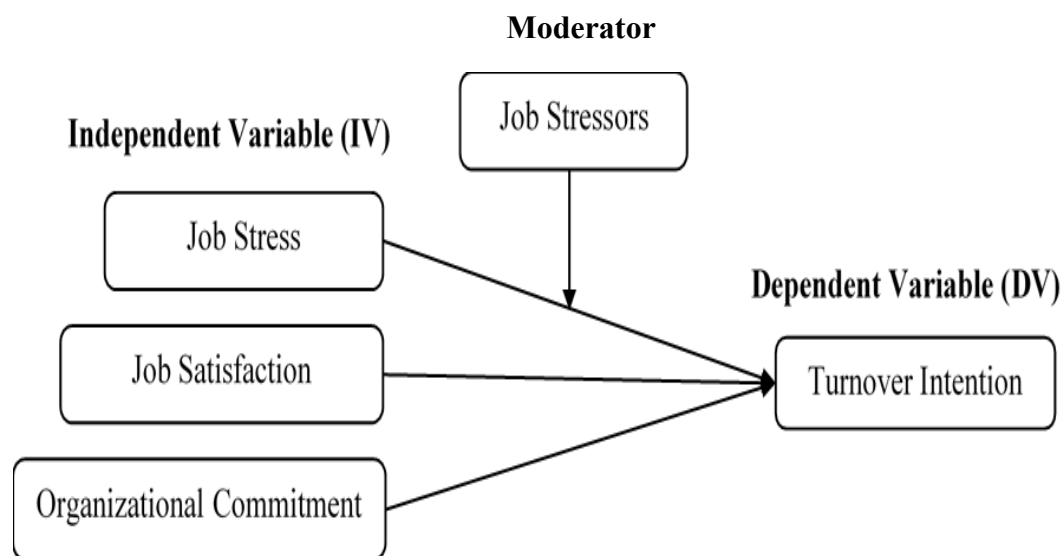
Figure 5.1 Example of Recommended Conceptual Framework

For example, the conceptual framework is suggested to be revised by future researchers to adjust for the job stressor as the moderator to test the impact of the job stressor on employee turnover intention. Hence, the study could provide deeper insights into the factors influencing turnover rate and get more reliable results

regarding the relationships between the variables by including a more complex understanding of job stressor as a moderator.

5.6 Conclusion

Through this research, we have gained a deeper insight into variables influencing Generation Z workers' intentions to leave the fast-food sector in Malaysia. This study has identified the four independent factors that are crucial for helping managers and organizations in their efforts to enhance employee work involvement in Malaysian fast-food restaurants. Furthermore, this study offers a deeper comprehension of the variables influencing workers' job participation. We summarized that job stress emerges as the primary contributor, followed by job satisfaction and organizational commitment. However, job stressors do not significantly impact turnover intention.

It is advised that researchers make an effort in their upcoming studies on the data accuracy. For example, by distributing surveys in different regions in Malaysia. Hence, the future research can achieve more reliable and accurate results, thereby enriching the understanding of the factors influencing turnover intention in whole Malaysia. Moreover, demographic variables in future studies can provide deeper insights into the relationship between individual characteristics which also may affect employee's turnover intention. Furthermore, future researchers can consider placing job stressor as an intermediate variable. It can explain the complex interplay between job stress, job satisfaction, organizational commitment, and turnover intention. By exploring into more different perspectives, Scholars have the potential to enhance the comprehension of Generation Z's intention to leave the fast-food industry.

In summary, this study's outcomes offer valuable guidance for managers seeking to lower the turnover rates among Generation Z employees in fast food sector. It is critical for managers to understand how job stress, job satisfaction, and organizational commitment influence Gen Z workers' intentions to leave the fast-

food business. Managers at fast-food restaurants can improve their hiring procedures and eventually lower turnover among Generation Z employees by having a better understanding of how generational dynamics affect turnover intentions. By enhancing job satisfaction and improving working conditions, managers can cultivate a more dedicated and skilled workforce, thereby reducing turnover intention.

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APPENDICES

Appendix A: Coding of Questions from Section A to Section F

Name	Labels	Values
Section A: Demographic Profile		
Respondent identification	Are you a Generation Z (age between 18 to 28) who currently working in fast food industry?	1= Yes 2= No
Gender	Gender	1= Male 2= Female
Ethnic Group	Ethnic Group	1= Chinese 2= Malay 3= Indian 4= Others
Service Length	How long have you been working in the fast-food industry?	1= Below 1 year 2= Between 1 to 5 years 3= Above 5 years

Name	Labels	Values
Section B: Turnover Intention (TI)		
TI1	I often think about quitting.	1= Strongly Disagree
TI2	I intent to make a genuine effort to find another job over the next few months.	2= Disagree

TI3	I intend to leave the organization.	3= Neutral 4= Agree 5= Strongly Agree
Section C: Job Stress (JS)		
JS1	I feel burnt-out at my job.	1= Strongly Disagree
JS2	I feel frustrated at my job.	2= Disagree
JS3	I feel tense at my job.	3= Neutral
JS4	I feel stigmatized at my job.	4= Agree
JS5	I lose my appetite because of my job-related problems.	5= Strongly Agree
JS6	Job-related problems keep me awake all night.	
JS7	Job-related problems make my stomach upset.	
JS8	Job-related problems make my heart beat faster than usual.	
Section D: Job Stressors (ST)		
ST1	My job responsibilities are well-defined.	1= Strongly Disagree
ST2	My job objectives are well-defined.	2= Disagree
ST3	It is clear what my fellow worker expects of me at my job.	3= Neutral
ST4	To satisfy someone at my job, I have to upset others.	4= Agree
ST5	At my job, I find it difficult to follow guidelines.	5= Strongly Agree

ST6	It seems that I have more work at my job than I can handle.	
ST7	My job requires continuous hard work.	
ST8	I am given enough time to do what is expected of me at my job.	
Section E: Job Satisfaction (SA)		
SA1	The benefits (uniform, insurance, etc) given to me are excellent.	1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree
SA2	I receive a good pay rate for my work.	
SA3	Career advancement at my current job is very good.	
SA4	I get a good recognition when I do a good job.	
SA5	I have a freedom to do my best at my job.	
SA6	My job is very secure.	
SA7	Physical condition at my workplace are very good.	
SA8	My working hours are adequate.	
SA9	My supervisor's style in managing staff is excellent.	
SA10	I have been provided excellent training since I started to work here.	
Section F: Organizational Commitment (OC)		
OC1	I would be very happy to spend the rest of my career with this organization.	1= Strongly Disagree

OC2	I really feel as if this organization's problems are my own.	2= Disagree
OC3	I feel "emotionally attached" to this organization.	3= Neutral 4= Agree 5= Strongly Agree
OC4	It would be very hard for me to leave my organization right now, even if I wanted to.	
OC5	Too much of my life would be disrupted if I decided I wanted to leave my organization now.	
OC6	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	
OC7	I would not leave my organization right now because I have a sense of obligation to the people in it.	
OC8	I owe a great deal to my organization.	
OC9	I would feel guilty if I left my organization now.	

Appendix B: Letter of Permission to Conduct Survey

UNIVERSITI TUNKU ABDUL RAHMAN *DU012(A)*

Wholly owned by UTAR Education Foundation *(200201010564(578227-M))*

Faculty of Business and Finance
Jalan Universiti, Bandar Barat, 31900 Kampar, Perak
Phone: 05-468-8888
https://fbf.utar.edu.my/

1st March 2024

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 (Honours) 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
Lum Li Heng	21ABB02883
Yap Chen Mun	20ABB03159
Too Jing Yu	21ABB01763
Khor Wei Man	20ABB03265

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

Thank you.

Yours sincerely,

……………………………….
Dr Siti Fazilah Binti Abdul Shukor
Head of Department
Faculty of Business and Finance
Email: sitifazilah@utar.edu.my

Administrative Address: Jalan Sg. Long, Bandar Sg. Long, Cheras, 43000 Kajang, Selangor D.E.
Tel: (603) 9086 0288 **Homepage:** https://utar.edu.my/

Appendix C: Questionnaire Survey

A Study on the Factors Affecting Employee Turnover Intention Among Generation Z Workers in Fast-Food Industry

Dear respondents,

We are students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). The purpose of this study is to observe that a study on the factors affecting employee turnover intention among generation Z Workers in fast-food industry. This study can help us to know more about the factors which will affecting the turnover intention among Generation Z in the fast-food industry.

There are SIX (6) sections in this questionnaire. Section A is on demographics. Section B, C, D, E and F cover all of the variables in this study. Please read the instructions carefully before answering the questions. Please answer ALL questions in ALL sections. Completion of this questionnaire will take you approximately 5 to 8 minutes.

Your participation in this study is entirely voluntary. There will be no disadvantages if you decide not to complete the attached anonymous questionnaire. You can withdraw at any time without any penalty. You can refuse to answer any question at any time if you feel uncomfortable.

The information collected from you will be kept strictly private and confidential. All responses and findings will be used solely for academic purpose.

Your assistance in completing this questionnaire is very much appreciated. Thank you for your participation.

If you have any question regarding to this questionnaire, you may contact us at:
- Lum Li Heng (liheng0909@1utar.my)
- Yap Chen Mun (chenmun2007@1utar.my)
- Khor Wei Man (weiman23@1utar.my)
- Too Jing Yu (toojingyu2002@1utar.my)

If you decide to complete this attached anonymous questionnaire, this will be taken as you voluntarily agree and formal consent to participate in this study. Thank you very much for your cooperation and willingness to participate in this study.

Yours sincerely,

Lum Li Heng

Yap Chen Mun

Khor Wei Man

Too Jing Yu

PERSONAL DATA PROTECTION NOTICE

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

1.   Personal data refers to any information which may directly or indirectly identify a person which could include sensitive personal data and expression of opinion. Among others it includes:

a) Name
b) Identity card
c) Place of Birth
d) Address
e) Education History
f) Employment History
g) Medical History
h) Blood type
i) Race
j) Religion
k) Photo
l) Personal Information and Associated Research Data

2.   The purposes for which your personal data may be used are inclusive but not limited to:

a) For assessment of any application to UTAR
b) For processing any benefits and services
c) For communication purposes
d) For advertorial and news
e) For general administration and record purposes
f) For enhancing the value of education
g) For educational and related purposes consequential to UTAR
h) For replying any responds to complaints and enquiries
i) For the purpose of our corporate governance
j) For the purposes of conducting research/ collaboration

3.   Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

4.   Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

5.   UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

6.   By submitting or providing your personal data to UTAR, you had consented and agreed for your personal data to be used in accordance to the terms and conditions in the Notice and our relevant policy.

7.   If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

8.   You may access and update your personal data by writing to us at Lum Li Heng (liheng0909@1utar.my).

Acknowledgment of Notice

[   ] I have been notified and that I hereby understood, consented and agreed per UTAR above notice.

[   ] I disagree, my personal data will not be processed.

…………………………

Name:

Date:

Section A: Demographic Profile

In this section you will be asked about your demographic profile. Please tick and fill in your personal information.

1. Are you a Generation Z (age between 18 to 28) who currently working in fast food industry? (If no, then this questionnaire is not relevant to you, thank you for your time)
   o   Yes
   o   No

2. Gender
   o   Male
   o   Female

3. Ethnic Group
   o   Chinese
   o   Malay
   o   Indian
   o   Others, please specify__

4. In which state are you presently employed?
   o   Kuala Lumpur
   o   Perak
   o   Penang

5. How long have you been working in the fast-food industry?
   o   Below 1 year
   o   Between 1 to 5 years
   o   Above 5 years

Section B: Turnover Intention

In this section you will be asked about the turnover intention among Generation Z in the fast-food industry. Please tick the most appropriate option that best indicates your experiences.

Likert scare indicator:

1= Strongly Disagree (SD)

2= Disagree (D)

3= Neutral (N)

4= Agree (A)

5= Strongly Agree (SA)

No.	Questions	SD	D	N	A	SA
TI1	I often think about quitting.	1	2	3	4	5
TI2	I intent to make a genuine effort to find another job over the next few months.	1	2	3	4	5
TI3	I intend to leave the organization	1	2	3	4	5

Section C: Job Stress

In this section you will be asked about the job stress among Generation Z in the fast-food industry. Please tick the most appropriate option that best indicate your experiences.

No.	Questions	SD	D	N	A	SA
JS1	I feel burnt-out at my job.	1	2	3	4	5
JS2	I feel frustrated at my job.	1	2	3	4	5
JS3	I feel tense at my job.	1	2	3	4	5

JS4	I feel stigmatized at my job.	1	2	3	4	5
JS5	I lose my appetite because of my job-related problems.	1	2	3	4	5
JS6	Job-related problems keep me awake all night.	1	2	3	4	5
JS7	Job-related problems make my stomach upset.	1	2	3	4	5
JS8	Job-related problems make my heart beat faster than usual.	1	2	3	4	5

Section D: Job Stressor

In this section you will be asked about the job stressor among Generation Z in the fast-food industry. Please tick the most appropriate option that best indicate your experiences.

No.	Questions	SD	D	N	A	SA
ST1	My job responsibilities are well-defined.	1	2	3	4	5
ST2	My job objectives are well-defined.	1	2	3	4	5
ST3	It is clear what my fellow worker expect of me at my job.	1	2	3	4	5
ST4	To satisfy someone at my job, I have to upset others.	1	2	3	4	5
ST5	At my job, I find it difficult to follow guidelines.	1	2	3	4	5
ST6	It seems that I have more work at my job than I can handle.	1	2	3	4	5
ST7	My job require continuous hard work.	1	2	3	4	5
ST8	I am given enough time to do what is expected of me at my job.	1	2	3	4	5

Section E: Job Satisfaction

In this section you will be asked about the job satisfaction among Generation Z in the fast-food industry. Please tick the most appropriate option that best indicate your experiences.

No.	Questions	SD	D	N	A	SA
SA1	The benefits (uniform, insurance, etc) given to me are excellent.	1	2	3	4	5
SA2	I receive a good pay rate for my work.	1	2	3	4	5
SA3	Career advancement at my current job is very good.	1	2	3	4	5
SA4	I get a good recognition when I do a good job.	1	2	3	4	5
SA5	I have a freedom to do my best at my job.	1	2	3	4	5
SA6	My job is very secure.	1	2	3	4	5
SA7	Physical condition at my workplace are very good.	1	2	3	4	5
SA8	My working hours are adequate.	1	2	3	4	5
SA9	My supervisor's style in managing staff is excellent.	1	2	3	4	5
SA10	I have been provided excellent training since I started to work here.	1	2	3	4	5

Section F: Job Commitment

In this section you will be asked about the job commitment among Generation Z in the fast-food industry. Please tick the most appropriate option that best indicate your experiences.

No.	Questions	SD	D	N	A	SA
OC1	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
OC2	I really feel as if this organization's problems are my own.	1	2	3	4	5
OC3	I feel "emotionally attached" to this organization.	1	2	3	4	5
OC4	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
OC5	Too much of my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5
OC6	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5
OC7	I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5
OC8	I owe a great deal to my organization.	1	2	3	4	5
OC9	I would feel guilty if I left my organization now.	1	2	3	4	5