

# Job satisfaction and job-hopping behaviour among employees of casual dining restaurant

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## Abstract

Job hopping has been labelled as common practice among the labour workforce and this trend has been affecting many companies to review back their human resource strategy in order to reduce cost in high turnover and retain their employees within the organization. This paper aims to examine the relationship between job satisfaction and job-hopping behaviour mediated by affective commitment among employees working in the casual dining restaurant in Klang Valley area. With a total of 230 participants responded, data had been thorough screening of which only local workforce selected with an experience of working approximately one year from their employment life. Mediator affective commitment was also being examined in defining the mediation effect towards job hopping behaviour. Results from research findings indicated that job satisfaction does not predict job hopping behaviour and relationship are not significant. Job satisfaction has a positive relationship with affective commitment and is significant while affective commitment is weakly correlated to job hopping behaviour but not significant. This stipulates that even job satisfaction is a highly significance predictor towards affective commitment, both variables do not have strong causal effects to job hopping behaviour.

## Keywords:

Job hopping behaviour, job satisfaction, affective commitment, casual dining restaurant

## **1 Introduction**

Job hopping which seen as a taboo in the past decade has turned to be a potentially worrying future trend for major companies. Job hoppers are those who frequently jump from one job to another in a short period of time during their employment. In Asian context, job hopping has become a common trending in Malaysian's workforce as reported by Human Resource Online (2015) where 83% of Malaysian chooses better salary as their top priority when they are attempting to job hop. Main concerns for major companies with regard to this job-hopping movement is the increased cost of labor and reduced productivity, wasted resources in terms of time and skill for those training conducted on new workers. Companies are also facing a problem of knowledge 'spill over' to competitors especially in manufacturing companies when these workers were trained and job hop to competitors to work.

Job hopping usually linked to turnover intention and one study shows that average turnover in Malaysia in 2012 was 12.3% and increased 0.9% to 13.2% in 2013 and this expressed employee's turnover will be a problem for the employers in coming year (Watson, 2013). This movement had been arisen in Malaysian workforce since 2005 (The Sunday Daily) according to a study conducted by international firm Taylor Nelson Sofres (TNS) which stated that majority of the adults' workforce (58%) switches job on an average of at least three jobs in five years' time due to their low job satisfaction.

Job satisfaction can be discussed in many scopes of term, such as extrinsic and intrinsic factors, and mostly wages or salary is part of the predictors that used to scale the reason of workforce to job hop. Queiri et al. (2015) quoted in their research that millennial or generation-Y which has gradually taking over the workforce currently changes job frequently due to their dissatisfaction with current pay and fringe benefits, seeking work-life balance and availability of alternative jobs. Low job satisfaction will lead employees to seek other job employment that will suit their satisfaction level. Past researchers had indicated in their studies that job dissatisfaction among employees had stirred them to look up for other job or vacancies to which they enjoy doing and thus create the intention to quit (Hellman, 1997; Shaw, 1999; Heydarian & Abhar, 2011). Hospitality industry is well-known for its high turnover due to the job characteristics such of long working hour and job stress, but the information or research conducted to examine employees' job-hopping behaviour in casual dining restaurants is still lacking. Therefore, the purpose of this study is to identify the reasons among casual dining restaurant employees to job hop and the implication of the study will be discussed further in this paper.

## **2 Literature Review**

### **2.1 Affective commitment**

Affective commitment is defined as "the positive feelings of identification with, attachment to, and involvement in the work organization" (Meyer & Allen, 1984, p. 375).

Affective commitment is one part of the dimension from organizational commitment, which refers to the employee's emotional attachment to, in a situation where employees want to continue his or her association with the organization (Meyer & Allen, 1997). Meyer et. al. (1993) also cite that employees with strong affective commitment keep working for the organization voluntarily and eagerly not only because they feel they need the job, but they want to work. Bagram (2003) views this as a psychological bond between the employees and their attached organization. Extensive studies have been using affective commitment as a reliable measurement in variable construct as affective dimensions consistently explains more variance in outcome variables. Nevertheless, very few research have explored the mediation effect of affective commitment to job hopping behaviour. Therefore, the purpose of this paper is to examine the extent of affective commitment mediating job satisfaction and job-hopping behaviour and to test if any significant relationship exists. Having said that, it is proposed that affective commitment has a positive relationship with job hopping behaviour, and, mediates the relationship between job satisfaction and job-hopping behaviour.

## **2.2 Job satisfaction**

The importance of job satisfaction has been emphasized in enhancing employees' efficiency in organizational activities and their productivities. Job satisfaction is deemed important and it is an essential instrument to enhance organization performance (Mathieu, 1991; Ostroff, 1992). Odom et al. (1990) define job satisfaction as the extent to which a worker feels positively or negatively on his or her job. In addition, Peng et al. (2016) describe job satisfaction as one's personal feeling and current mental state in regards of the nature of their job. In hospitality and food and beverage industry, job satisfactions of employees are crucial in ensuring they treat the customers at utmost respect (Arnett et al., 2002). Job satisfaction is associated to have a strong positive organizational commitment where employees who are satisfied with their jobs have greater organizational commitment than those who does not (Fletcher & Williams, 1996; Yavas & Bodur, 1999). This is supported by Supeli and Creed (2016) in their research among Indonesian worker with protean career orientation. They claimed that the employees with higher organizational commitment tend to have higher level of job satisfaction than those who have lower commitment due to the feeling of neglected by the company.

## **2.3 Job hopping behaviour**

Job hopping is generally defined as one moving from one job to another with no apparent or rational reason regardless they have or have not secure a job (Ghiselli, 1974). The author describes this attitude as hobo syndrome behaviour as, "...the periodic itch to move from a job in one place to some other job in some other place" (p. 81). It is the habit of few employees called job hoppers and detected by the number of times they are leaving job in their whole working period. Khatri et al. (1999) define job hopping behaviour in two types, which the first is individuals tend to change jobs because of personal desire and just for fun. The second type describes as a turnover

culture where one changes their job through peer pressure. Staying in a specific organization for a long period of time seems as a sign of incompetency and changing jobs might occur when there are urges from their colleagues to do so. Branham (2005) in his book, "The Seven Hidden Reasons Employees Leave" outlines the reason for job hopping; i) the job or work place does not living up to one's expectations, ii) mismatch between the job and person, iii) little or less coaching or feedback from supervisor to employee, iv) lacking in career advancement growth or opportunities, v) job stress from overwork and work life imbalance, vi) unrecognized work performance or feeling not valued which include pay, vii) loss of trust and confidence in senior leaders.

There has been extensive movement of the talent pool voluntarily or involuntarily. The involuntary job hopping is recognized as retrenched employees and this contributes to job hopping in the light of recent global economic meltdown (Bansal, 2014). The voluntary movers or the job hoppers move for financial factors, or increments primarily, and those who want to satisfy their self-esteem needs to which according to Pettinsky and Shih (2004) are "knowledge Nomads" that need for enhancement of knowledge in the new technology and global exposure, those growing faster in their organization. Job hopping is said to have a positive relation to turnover intention for general employees (Cave et al., 2013) but in Feng and Angeline (2010) research of job hopping behaviour among school teachers, they indicate that job satisfaction was not related to their affective commitment and job-hopping behaviour. Therefore, this paper aims to study the relationship between job satisfaction and job-hopping behaviour among casual dining restaurant employees.

### **3 Methodology**

Various journals mostly through online databases have been referred as secondary sources of information while data collected from the questionnaires were the primary sources of information. Research approach was adopted from Feng and Angeline (2010) job hopping scale to examine the extent of casual dining restaurant employees to hop jobs. Casual dining restaurant is a restaurant that served moderately-priced foods in a cosy and casual atmosphere which also provides table service for their customers. This study is a cross sectional study and the unit of analysis of this study is local employees of all level in the casual dining restaurant in Klang Valley.

#### **3.1 Sample and data collection**

To examine the relationship between job satisfaction and job-hopping behaviour and the mediating effect of affective commitment, a non-probability sampling method was used to distribute questionnaire survey to a total of 250 employees in casual dining restaurants. Only 230 participants had responded and returned the questionnaires. The questionnaire consists of 15 demographic questions and 49 items related to perceived organizational support, emotional exhaustion, job satisfaction, affective commitment, job hopping behaviour and turnover intention. But in this paper, only relationship

between job satisfaction and job-hopping behaviour mediated by affective commitment will be analysed and discussed.

Throughout the data gathering, participants were clearly informed that their responses are anonymous and confidential and their participation is voluntarily. Only local participants were required to take up the survey ranging from non-supervisory to supervisory level in the restaurant. Questionnaire surveys were being distributed by researcher herself in Shah Alam, Subang Jaya and Puchong where most of the casual dining restaurants are located inside shopping malls. Each returned questionnaire had a thorough screening of manual checking for selected criteria that researcher had set out prior to the analyses. The criteria outlined that only local employee would be accepted for the survey and they must be in the labour force for a minimum of one year throughout their entire employment life.

### **3.2 Measurement**

A five-point Likert scale ranging from 1=strongly disagree to 5=strongly agree is used for all study items. Participants were asked to provide demographic information such as gender, age, education, salary range, position in current restaurant, tenure at their current restaurant, job hop behaviour, past job industry and reason for job hop. Job satisfaction has a total of 12 items, affective commitment has eight items and job-hopping behaviour with six items. Each of these dimensions were adopted from different sources of authors relevant to this study.

### **3.3 Data analysis**

Out of 250 distributed questionnaires, only 230 were successfully collected and found usable for analysis. The Statistical Package for Social Science Programme (SPSS), version 21 was used for this survey. Demographic statistics were used to summarise key responses and demographic characteristics of the samples. Cronbach's alpha was used to test the reliability of the constructs for each scale and Pearson's correlation was used to examine the inter-relationship between all the variables. Regression and PROCESS plugin (Hayes, 2013) analysis was used to test the research hypotheses. The results of the research findings are explained in the next section.

## **4 Findings**

### **4.1 Demographic analysis of respondents**

Overall, the respondents' rate for gender is almost equal where male's respondent rates at 50.9% and females at 49.1%. With regard to ethnicity, Malay made up to 83.9% of the sample. Majority of the respondents were single and mostly half of them were aged between 20 and 25 years old. About 40.4% of the respondents were SPM leavers, followed by 30.9% diploma holders. With majority (65.2%) hold the full-time position in the restaurant, it is reported that 42.6% of the respondents are making RM1200 and below per month.

Regarding their job-hopping behaviour, 24.3% of the respondents job hopped once in their entire working life, followed by 22.2% of them who did it twice. Most of them job hopped for a higher salary, new experience and knowledge with better opportunity.

Table 1: Participants demographics

Measure	n	Percentage (%)
Gender		
Male	117	50.9
Female	113	49.1
Age		
Below 20	53	23
20-25	130	56.5
26-30	32	13.9
31-35	12	5.2
36-40	2	0.9
41 above	1	0.4
51 above	0	0
Race		
Malay	193	83.9
Chinese	11	4.8
Indian	16	7.0
Others	10	4.3
Marital Status		
Single	204	88.7
Married	26	11.3
Level of Education		
SPM Leaver	93	40.4
Diploma	71	30.9
Undergraduate	50	21.7
Postgraduate	2	0.9
Others	14	6.1
Position in Restaurant		
Full time	150	65.2
Part time	73	31.7
Contract	7	3.0
Hourly	0	0
Income		
Below RM1200	98	42.6
RM1201-RM2000	90	39.1
RM2001-RM3000	33	14.3
RM3001-RM4000	6	2.6
RM4001-RM5000	2	0.9
RM5000 and above	1	0.4

Note: N=230

## 4.2 Correlation between constructs

Table 2 presents the descriptive statistics for the study variables, which includes mean, standard deviation and correlation. The mean value shows that employees of the casual dining restaurant have a moderate satisfaction for their job (3.37) and moderate point for affective commitment (2.93). Respondents also showed a moderate level for job hopping behaviour (3.07). Correlations between variables indicate that job satisfaction is positively significant to affective commitment ( $r = .371, p < .001$ ), and job-hopping behaviour is weakly correlated with affective commitment but not significant. On the other note, results indicate that there is no significant relationship between job satisfaction and job-hopping behaviour ( $r = .014, p = .831$ ).

Table 2: Pearson correlation analysis, mean and standard deviation

Variables	Mean	SD	JS	AC	JHB
JS	3.37	5.75	(.689)		
AC	2.93	3.87	.371**	(.479)	
JHB	3.07	4.09	.014	.139	(.713)

Note:  $N=230$ , JS=job satisfaction, AC=affective commitment, JHB=job hopping behaviour, \*\* $p < .001$ , \* $p < .05$ .

## 4.3 Hierarchical regression analysis

Hierarchical regression equation is usually used to test the mediational hypotheses. According to Baron and Kenny (1986), in order for a mediation to occur, the following conditions must exist: First, the independent variable must be related to the dependent variable, second, the independent variable must be related to the mediator and third, the mediator must be related to dependent variable. If these conditions are all met, then the independent variable must have no effect on dependent variable when mediator is held constant (full mediation) or become significantly smaller (partial mediation).

Since the relationship of job satisfaction and job-hopping behaviour is not correlated, Baron and Kenny (1986) mediation analysis for the first procedures are not met. Hence, according to Rucker et al. (2011) in their new conceptual and empirical evidence, the first step of causal relationship is not required in order to assessing mediation where significant indirect effects might exist in the absence of significant total or direct effect. Therefore, in order to test if there is any possible mediation effect exists, two models were developed to conduct regression analyses of job satisfaction predicting affective commitment and, job satisfaction together with affective commitment predicting job hopping behaviour.

In the first model, affective commitment is regressed with job satisfaction while in the second model, both job satisfaction and affective commitment predict job hopping behaviour. Then both models were tested for the significance and indirect effect. Table 3 shows the descriptive results for regression analysis of total, direct and indirect effect using PROCESS macro. Bootstrapping approaches (Preacher and Hayes, 2004) at 95% CIs was conducted to analyse mediation effect if statistically significant.

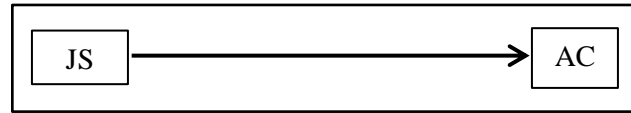


Figure 1: Model 1: Regression of Job Satisfaction and Affective Commitment

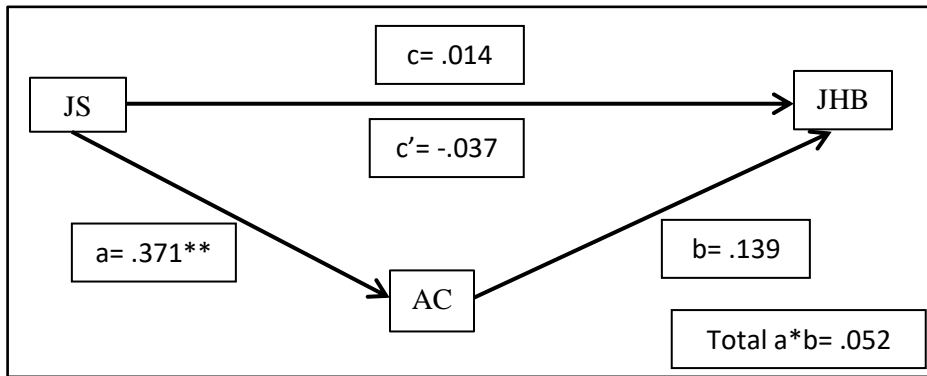


Figure 1: Model 2: Job Satisfaction and Affective Commitment regressed on Job Hopping Behaviour.

Table 3: Mediation effects of Affective Commitment on the relationship between Job Satisfaction and Job-Hopping Behaviour.

Effect	b	95% CI	
		Lower	Upper
Total	.010	-.083	.103
Direct, c'	-.027	-.126	.073
Indirect (mediation)	.037	-.002	.083

Note: If LLCI and ULCI does not include zero, then the effect is significant at  $p < .05$ . Bootstrap at 5000.  $N=230$

From Table 2, the analysis of the first model indicates that job satisfaction is positively correlated and significant with affective commitment. This enlightens that employees who are satisfied with their job have a moderate level of affective commitment towards their organization. With this, the hypothesis of job satisfaction having a positive significant correlation with affective commitment is accepted. The second model shows that job satisfaction and affective commitment have no significant effect on job hopping behaviour. Job satisfaction has no significant relationship towards job hopping behaviour and therefore the null hypothesis is rejected as job satisfaction, in this context, does not affect employees' job-hopping behaviour. Affective commitment has no role in mediating employees' job satisfaction towards their job-hopping behaviour and with this null hypothesis is rejected, thus concluding that affective commitment is at the border of statistically significant to job hopping behaviour ( $r = .139, p = .051$ ), deduced



not significant. There is no mediation between job satisfactions towards job hopping behaviour through affective commitment. Referring to Table 3, it is indicated that there is no indirect effect of job satisfaction on job hopping behaviour through affective commitment and the result is not significant,  $b=.037$ , BCaCI  $(-.002, .083)$ . Even direct effect is not significant and negatively related with  $b= -.027$ , BCaCI  $(-.126, .073)$ .

## **5 Conclusion**

There had been plenty of studies conducted by past researchers on employees' job satisfaction but very little information is available on their job-hopping behaviour. Most of the studies were on burnout, job stress, job characteristics, and retention and turnover intention. In conjunction to this, it is recommended for the organizations to provide better remuneration package, training, and a better working environment for the employees to remain loyal towards their organization and not quitting. It is common that in food and beverage industry, the occurrence of turnover cases is very high and costly.

Job satisfaction is always inter-correlated to affective commitment. William and Hazer (1986) found a strong relationship between job satisfaction and organizational commitment. This study result is consistent with the finding from other studies (Akanbi and Itiola, 2013; Farris, 2012; Yurvati, 2015). Many scholars refer job satisfaction as both strong antecedent and determinant towards affective commitment (Lok and Crawford, 2001). In this study, it was predicted that job satisfaction has a significant positive relationship towards job hopping behaviour but from the results, it is indicated that job satisfaction is not a strong predictor of employee's job-hopping behaviour. There is no causal relationship between job satisfaction and job-hopping behaviour. This finding contradicts the study by Feng and Angeline (2010) who claimed that teachers that have high level of job satisfaction have lesser intention towards their job hopping. Employees from casual dining restaurant with high level of job satisfaction are still likely to job hop even though they are satisfied with their job.

On the other hand, affective commitment has no mediation effect towards the relationship between job satisfaction and job-hopping behaviour. This explains that even job satisfaction is correlated significantly with affective commitment, there is no ground for affective commitment to mediate the indirect relationship between job satisfaction and job-hopping behaviour. Therefore, there might be other causal or factors that can be used to explain more on employees' job-hopping behaviour. According to James (1991), there may be other factors that would explain stronger on the link towards job hopping behaviour than organizational commitment, and they might job hop because of other external factors; such as a greater number of labour market opportunities and better alternatives offered.

From this study, it can be concluded that employees of casual dining restaurant are satisfied with their job with moderate level of affective commitment but this does not refrain them from job hopping. From academic perspective, this study will add

information on employees' job-hopping behaviour which can be useful for future researchers who want to embark studies on the similar topic. This may also contribute to the businesses to enhance their understanding on their employees' behaviour and further strategize their employees' retention efforts.

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