RELATIONSHIP OF JOB SATISFACTION AND TURNOVER
AMONG LOCAL WORKERS AT CASUAL-DINING
RESTAURANTS IN PENANG ISLAND

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By

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Research Report submitted in partial fulfillment of
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ENDORSEMENT

The project report entitled **Relationship of Job Satisfaction and Turnover among Local Workers at Casual-Dining Restaurants in Penang Island** by **Oon Su Huey**, Matric No. **UK17227** has been reviewed and corrections have been made according to the recommendations by examiners. This report is submitted to the Department of Food Science in partial fulfillment of the requirement of the degree of Bachelor of Food Science (Food Service and Nutrition), Faculty of Agrotechnology and Food Science, University Malaysia Terengganu.

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DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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ABSTRACT

Over the years, foodservice industry has been receiving a bad rap due to its reputation of low pay, minimum education requirements, long working hours and high labour turnover. To add insult to injury, the negative image has affected job satisfaction and employee's turnover. Previous researcher works conducted in this area merely investigated job satisfaction and turnover intention on numerous occasions as standalone or in combination. However, this is the first one in determining the relationship between job satisfaction and turnover in the casual-dining restaurants. This quantitative longitudinal research work has a general objective of exploring the job satisfaction and its relationship to demographic variables and turnover of local casual-dining restaurants workers in Penang Island. In achieving that objective, the study aims to determine the relationship between Job Descriptive Index (JDI) components and job satisfaction of the workers; to compare job satisfaction level of JDI components between terminators and stayers of workers; to determine the relationship between job satisfaction scores of JDI components and turnover among the respondents; to measure the relative importance of each of the JDI components among casual-dining restaurant workers. After three-month gap, a simple survey was conducted to identify employees those who stayed and those who quitted. The modified Job Descriptive Index (JDI) questionnaire was used in this study. Beforehand, a pilot test which involved 38 respondents was conducted. Internal-consistency-of-measure was used to test the reliability of the questionnaire while content validity (professional view) was used to check the validity of the questionnaire. Snow ball sampling was used in the selection of respondents. The respondents involved were 100 foodservice workers in 41 casual-dining restaurants. Three months after the survey, approximately 21 employees who had earlier participated in the survey were found to quit (terminators) their jobs voluntarily. The results showed that there was no significant relationship between the demographic variables and job satisfaction in terms of gender, age, marital status, highest education level, job position, general working experience in foodservice industry, and length of employment in present restaurant among the population of foodservice workers in Penang Island. However, one of the demographic variables, which was race, had a weak relationship ($r = -0.282$; $p < 0.05$). When it came to comparison of satisfaction mean score of JDI components between stayers and terminators, the result were analyzed by using independent t-test. Within the scope of this study, the former had higher mean score for job satisfaction (mean score = 50.673 ± 6.978) if compared to the latter (mean score = 44.876 ± 8.070) with $p > 0.05$. In addition of that, the study showed a significant relationship between JDI components and job satisfaction among the casual-dining restaurant workers. There were a high correlations for two components namely pay ($r = 0.706$; $p < 0.01$) and the work itself ($r = 0.793$; $p < 0.01$). While within moderate correlation category, the component of supervision ($r = 0.625$; $p < 0.01$), co-workers ($r = 0.649$; $p < 0.01$), and promotion ($r = 0.699$; $p < 0.01$) were found to be significantly related at moderate level. Besides that, job satisfaction score of JDI components were weakly correlated with turnover among respondents. The promotion component ($r = -0.452$; $p < 0.01$) recorded was found to be most correlated with turnover. Almost 50% of the respondents ranked pay as the most important aspect of their jobs. This study might be a good reference for foodservice employers to devise better working environment and works benefits to increase employee retention and loyalty in foodservice industry.

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ABSTRAK

Kebelakangan ini, industri perkhidmatan makanan mempunyai imej yang buruk disebabkan oleh faktor gaji yang rendah, syarat kelayakan tahap pendidikan yang rendah, waktu kerja yang panjang dan kadar pertukaran kerja *(turnover rate)* yang tinggi. Imej negatif ini boleh mempunyai kesan ke atas tahap kepuasan kerja di kalangan pekerja dan kadar pertukaran kerja. Kajian yang dijalankan sebelum ini kebanyakannya adalah mengenai kepuasan kerja dan hasrat *(intention)* pertukaran kerja yang dikaji sama ada secara berasingan atau secara gabungan. Akan tetapi kajian ini merupakan kajian yang pertama dilakukan untuk menentukan hubungan antara kepuasan kerja dan kadar pertukaran kerja di restoran-restoran kasual. Penyelidikan berbentuk *quantitative longtidunal* ini mempunyai objektif am untuk mengkaji kepuasan kerja dan hubungannya dengan pembolehubah demografik dan pertukaran kerja *(turnover)* di kalangan pekerja tempatan di restoran kasual Pulau Pinang. Untuk mencapai matlamat itu, objektif khusus bagi kajian ini juga mengenalpasti hubungan antara komponen *Job Descriptive Index* (JDI) dengan kepuasan kerja pekerja; perbandingan tahap kepuasan kerja komponen JDI antara mereka yang berhenti *(terminators)* dan mereka yang kekal bekerja *(stayers);* mengenalpasti hubungan antara skor kepuasan kerja komponen JDI dan pertukaran kerja di kalangan responden; dan mengenalpasti kepentingan setiap komponen JDI di kalangan pekerja-pekerja restoran kasual. Selepas 3 bulan, satu kaji selidik yang ringkas telah dijalankan untuk mengenalpasti pekerja yang kekal dan pekerja yang berhenti dari restoran yang terlibat. Borang soal selidik yang dimodifikasikan daripada JDI telah digunakan dalam kajian ini. Sebelum itu, kajian perintis *(pilot test)* yang melibatkan 38 responden telah dijalankan. *Internal-consistency-of-measure* telah digunakan untuk menguji kebolehpercayaan *(reliability)* soal selidik manakala *content validity* (pandangan professional) digunakan untuk menyemak kesahihan *(validity)* soal selidik. Kaedah persampelan bola salji *(snow ball sampling)* telah digunakan semasa pemilihan responden. Sampel kajian terdiri daripada 100 pekerja perkhidmatan makanan daripada 41 restoran kasual. 3 bulan selepas kaji selidik, lebih kurang 21 pekerja yang telah terlibat dalam kaji selidik ini didapati berhenti kerja secara sukarela *(terminators)*. Hasil kajian menunjukkan bahawa tiada hubungan signifikan antara pembolehubah demografik dengan kepuasan kerja daripada jantina, umur, status perkahwinan, tahap pendidikan tertinggi, jawatan kerja, pengalaman kerja dalam industri perkhidmatan makanan, dan tempoh pekerjaan di restoran sekarang di kalangan populasi pekerja perkhidmatan makanan di Pulau Pinang. Walau bagaimanapun, salah satu pembolehubah demografik iaitu bangsa, mempunyai hubungan yang lemah ($r = - 0.282$; $p < 0.05$). Ujian-t sampel bebas *(independent t-test)* telah digunakan untuk menganalisis perbandingan skor purata bagi kepuasan terhadap komponen JDI di antara kumpulan *stayers* dan *terminators*. Dalam skop kajian ini, *stayers* mempunyai skor purata yang lebih tinggi untuk kepuasan kerja (skor purata $= 50.673 \pm 6.978$) jika dibandingkan dengan *terminators* (skor purata $= 44.876 \pm 8.070$) masing-msiang dengan $p > 0.05$. Di samping itu, hasil kajian telah merekodkan korelasi yang signifikan antara komponen JDI dengan kepuasan kerja di kalangan pekerja restoran kasual. Terdapat korelasi yang tinggi bagi kedua-dua komponen gaji ($r = 0.706$; $p < 0.01$) dan keadaan pekerjaan sekarang ($r = 0.793$; $p < 0.01$). Manakala dalam kategori korelasi yang sederhana, komponen penyeliaan ($r = 0.625$; $p < 0.01$), rakan sekerja ($r = 0.649$; $p < 0.01$), dan peluang kenaikan pangkat ($r = 0.699$; $p < 0.01$) didapati berhubungan secara signifikan pada tahap korelasi sederhana. Sementara itu, skor kepuasan kerja komponen JDI mempunyai korelasi negatif yang lemah berkaitan dengan pertukaran kerja di kalangan responden.

Komponen peluang kenaikan pangkat (r = - 0.452; p < 0.01) direkod mempunyai hubungan yang paling ketara dengan pertukaran kerja dalam kajian ini. Sesuatu yang menarik apabila hampir 50% daripada responden meletakkan gaji sebagai aspek yang paling penting dalam pekerjaan mereka. Kajian ini boleh menjadi rujukan yang baik untuk majikan perkhidmatan makanan bagi mewujudkan persekitaran kerja yang lebih baik dan manjaga kebajikan pekerja untuk meningkatkan kesetiaan pekerja dan minat bekerja dalam industri perkhidmatan makanan.