

INTI INTERNATIONAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

FACTORS AFFECTING VOLUNTARY TURNOVER INTENT OF FAST FOOD INDUSTRY IN KLANG VALLEY, MALAYSIA

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ABSTRACT

Turnover intent of employee has become one of the essential topics in job market, organizations or industries. This topic has made by many researchers before, there are so many factors could give impact on turnover intent; nevertheless job related factors, organizational factors, and environmental factors will focus on this research because most of the turnover intent started with job satisfaction, promotion of the organization, and also environmental issues. In addition, studies on job related factors, organizational factors and environmental factors toward employees' turnover intention specifically in the fast food industry of Malaysia are limited. The objective of this research is to investigate the influence of job related factors, organizational factors and environmental factors towards turnover intention in the fast food industry. The total respondents are 151 from middle level until the lower level employees in the fast food industry. Sampling location is Klang Valley, Malaysia. By using the factor analysis and multiple regressions; it found that job related factors, organizational factors and environment factors give an impact on turnover intent in the fast food industry.

Keywords: Turnover intent, Job related factors, Organizational factors, Environmental factors, Fast food industry.

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Regards,

Thong Chun Fat

April, 2013

DECLARATION

"I hereby declare that this research project is on my own effort except for that information of which the sources are clearly specified"

9th April 2013

Thong Chun Fat

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CHAPTER 1

INTRODUCTION

Chapter one introduces objective of this research, employees' turnover intent background, and fast food industry in Malaysia. Initially, the research depicts the correlation of Malaysia employees' turnover intent, particularly in the fast food industry of Malaysia, and employees' turnover intent proportion within the six famous fast food restaurants (KFC, McDonald, Burger King, A&W, Pizza Hut and Dominos Pizza) in Klang Valley, Malaysia. In addition, problem statement, research question, research objective and significance of the study were discussed in detail. After that, continues with limitation of this research, relevant assumptions of this research outlined in the research and operational definition.

1.0 Research Background

Turnover intent in the industries is the hottest issue in Malaysia. It's always discusses by the society, community, and even government. There are many factors affecting turnover intention of the employee, one of the uncontrollable factors are global economic crisis in 2008. No matter voluntary and involuntary employees leave the organizations; this achieved the highest percentage within the past twenty years in Malaysia. Consequently, many actions had taken by the Malaysia government, it included donated sustention funds to the secondary industries, and the employers are putting so much effort in order to minimize the employee turnover in the organization. Therefore, turnover is a serious issue, no matter high turnover happened in any industry also bring a negative effect on development.

When an employee leaves, there may be costs for advertising the position of job and training for the new employee (Samad, 2006). Therefore, many companies try to minimize the turnover rate as possible by field of maintaining, managing developing and training the employees in the short run and long run. According to Kevin and others (2004), even there are no standard models to comprehend the employees' turnover process, but an extensive range of variables has proved that helpful to interpret the worker actual turnover. On the other hand, high turnover rate also the serious issues for a country, because it's bringing negative effects on development progressing.

Turnover intention it's not explicit, it's different with actual turnover. Sousa-Poza & Henneberger (2002) defined turnover intention is an indication of "the subjective probability that an individual will change his job within a certain time period". Price (2001) mentioned there are quite a lot of researches have demonstrated that turnover intention is one of the important investigated phenomenon in organization behaviour. Huge range of turnover intention researches symbolic of the complexity & significance of problem. This incident engages interest as a result of its psychological measurement, its economic size and significance of organizations.

Employee turnover can be segmented into a voluntary and involuntary turnover. When the employees leave the company intentionally is voluntary turnover, example quitting. While employees leaving the organization's unwillingness, it called involuntary turnover, an example being fired. (Lee, Weller, & Trevor, 2008). Some other aspects, Voluntary turnover happened because the employees desire to seek better tangible and intangible compensation of other organization, example much higher salary, more holidays, and etc. However involuntary turnover happened when the employees are considered as redundancy. Consequently, tangible and intangible compensation might be able to influence voluntary turnover group in a particular industry. However, if the organizations not able to retain their employees, the organizations have to spend more expenses to provide

training and development and seeking for the new employees. Therefore, this research is helpful because it lets people understand clearly about the turnover intent in the fast food industry.

1.0.1 Development of Fast Food Industry in Malaysia

Fast-food industries in Malaysia are wide. According to Franchising Market (2005), there are over 12 % of the country's GDP contributed by franchising, it had been growing 10% rate with approximately annual sales Ringgit Malaysia \$1.3 billion over the past few years. Esa & Nadzrah (2009) also mention that, "fast food restaurants are one of the most notable developments in the Malaysian foodservice industry. The sector has grown at a rapid rate over the past 20 years". In addition, Malaysia Economic Statistics–Time Series (2009) recorded that the retail trade, wholesale, restaurants and hotels at current prices were the 2nd largest provider which total of 14.08% in 2009.

Furthermore, National Account (2009) stated that the Gross Domestic Product (GDP) of retail trade, wholesale, restaurants and hotels has been growing beyond two hundred percentages throughout 10 years from the year of 2000 to 2009. Recently, Domestic Trade, Cooperatives and Consumerism Minister Datuk Seri Ismail Sabri Yaakob (2013) mentioned "the franchise industry is expected to contribute RM 23.6 billion to the gross domestic product this year, up from RM 22.5 billion last year". For the reasons above, fast food industry is so important in contribution to GDP in Malaysian economy. Therefore, understand the turnover intent in fast food industry became necessary.

1.0.2 Employees' Turnover Intent within the Fast Food Industry

The annual turnover rate of food-service industry was reaching 300% stated by Weinstein (1994). Then, Goel and others (1996) also stated that the tourism and hospitality industry suffers from high employee turnover.

Therefore most of the researchers defined the hospitality industry contains the complex network industries; it's designed to provide a wide range services to the customers, included travelling customers. The organizations included are hotels, restaurants, conference centres, marinas and also restaurants. Hence, Royle and Towers (2002) stated that the fast food industry was known as the highest level in employee turnover rate.

Even though there are no any publish about precise turnover percentages in the Malaysia fast-food industry. However there are some other information which personally obtained from the fast-food industry' HR managers face to face interviews, they mentioned ninety-three percentage turnover rates were non-managers, while thirty percentages are managers level involved in turnover.

1.1 Problem Statement

According to Yeung and Berman (1997); Chow, Teo and Chew, (2012), human resources management are at creating value by associating human resources strategies to business strategies. Roles of human resources management have changed over time. (Buren et al., 2011; Buller and McEvoy, 2012; Chow et al., 2012) Therefore, employee's turnover intention has become a critical issue and challenges for most of the industries; the industries included fast food industry.

This research focuses the workers' turnover intent in the fast-food industry, the famous fast food organizations which are McDonalds, Pizza Hut, Dominos Pizza, A&W, Kentucky Fried Chicken (KFC) and Burger King also known as well-known multinational companies. Most of the fast food industry in Asia worth billions each year, it is growing in an ongoing basic (Datamonitor, 2005). Jekanowski & Binkley (2001) also stated that the fast-food industry is known as the world's fastest blooming food types. It is now accountable

approximately half of all the restaurant's revenues in developed and developing countries, it continues to develop there and in many others industrialized countries in the coming years. Nevertheless, he also mentioned that the high turnover rate in the fast food industry may affect the companies' growth rate, competitive advantage, and etc. Before employee decided to turnover, turnover intention of employee had encouraged his/her action.

Besides that, since the early paragraph mentioned about flourishing growth in the industry, Hall (2010) also stated that front line employees have contributed significantly to an organization's competitive advantage. The front line employees also have a serious effect on its bottom line. In addition, he also stated that the work performance of employee in the fast food industry would directly lead to customer satisfactions or dissatisfaction since they are the employees who face directly to customers. Furthermore, according to the research conducted in Malaysia by Converging Knowledge Pte Ltd (as cited in the summary of the Independent Market Research Report, 2011), Malaysia food service industry is highly competitive. Every player in this industry always encounters with challenge in improving the standards and innovating their food offerings in order to attract more consumers.

Mobley (1997) and Hom & Griffeth (1991) stated that turnover intent was reported to be highly correlated with actual turnover. While Price (2001); Home & Griffeth (1991) mentioned the most researched phenomenon in organizational behaviour are turnover. To understand organizational behaviour, theories of understanding turnover intention are also used for HR purpose to increase the output by reducing the turnover rate in the organization and avoiding negative affects in progressing development.

Turnover act included voluntary and involuntary turnover, Staw (1980) mentioned that the voluntary turnovers create both direct and indirect cost, direct costs are such as a replacement in the organization, while the indirect

cost such as the pressure on retaining the employee. Nowadays, the employees are more emphasizing to cash compensation but there are still quite numbers of employees prefer to non-cash compensation like benefits. Through, this study is going to focus voluntary turnover intent. Furthermore, this study must conclude that so many others did before, at the same time they're also many authors suggested that more turnover intention research are necessary to conduct in order to investigate the principal constructs of employee turnover. For this research, it will more clearly examine elements influencing employee's turnover intention; the factors included organizational job factors, organizational factors, and environmental factors, particularly in fast food industry Klang Valley, Malaysia.

The unseen problem would influence employees' turnover intent in the fast-food industry in Malaysia is the organizational factors, job-related factors and environmental factors. These 3 factors may increase the workers' turnover intent of the fast food organization; especially when the organization cannot efficient and effectiveness overcome the factors issue. Therefore, if the fast food organizations want to increase the customer satisfactions by providing the best customer service, the organizations should understand what factors affecting employees' turnover intent the most, because the employees' high turnover intent may influence the employees voluntary resignation. When the high turnover rate happen the high costs may face by the organizations, the cost included training cost, threats of losing customers, cost of times, and etc. Thus this research objective is to investigate the main three factors which are job-related factors, organizational factors, and environmental factors could affect employees' voluntary turnover intent toward fast food industry in Klang Valley, Malaysia. In addition, there are many researchers emphasis on the importance of the correlation between the employees' turnover intent and organizational development; there is still limited published research which examined the environmental factors on fast food industry. This research is designed to bridge the gaps as well.

1.2 Research Questions

This study would like to investigate the main factors influencing the employees' turnover intent within the fast food industry and the relationship between each factor. The following are questions:

1. Does job performance influence the employees' turnover intent in the fast food industry in Klang valley, Malaysia?
2. Does job satisfaction influence the employees' turnover intent in the fast food industry in Klang valley, Malaysia?
3. Do management supervision & style influence the employees' turnover intent in fast food industry in Klang valley, Malaysia?
4. Does pay and promotional opportunity influence the employees' turnover intent in the fast food industry in Klang valley, Malaysia?
5. Does opportunity influence the employees' turnover intent in the fast food industry in Klang valley, Malaysia?
6. Does kinships responsibility influence the employees' turnover intent in the fast food industry in Klang valley, Malaysia?

1.3 Research Objectives

This research is to investigate factors affecting voluntary turnover intent of fast food industry Klang Valley, Malaysia. This research focuses on a study to examine the factors influence employees' turnover intent within the fast-food industry and the significant & correlation between each factor and employees' turnover intent.

The specific objectives of the research are:

- To examine whether the job performance affects employees' turnover intent toward fast food industry in Klang Valley.
- To examine whether there is a significant relationship between job satisfaction and employees' turnover intent toward fast food industry in Klang Valley.
- To examine whether management supervision & style affect employees' turnover intent toward fast food industry in Klang Valley.
- To examine whether there is a significant relationship between pay and promotional opportunity and employees' turnover intent toward fast food industry in Klang Valley.
- To examine whether there is a significant relationship between kinship responsibility and employees' turnover intent toward fast food industry in Klang Valley.
- To examine whether there is a significant relationship between alternative opportunity and employees' turnover intent toward fast food industry in Klang Valley.

1.4 Significance of the Study

For the industry perspective, employee turnover rate has increased in fast-food industry stated by Bauer et. al. (1998). Consequently, increase the training or recruitment costs to the organization. By doing this research, its help the fast-food organizations reduce turnover rates, it's also reduced the organizational costs in terms of time, hiring and training the new employees. In addition, by understanding the factors focus to retain the talented employees to perform the excellence job.

From an employer perspective, the supervisors or managers needed to identify and execute the practices and policies that help to retain employees. The employers can use this research's result to design or develop a retain strategic plan to increase employees' job satisfaction on management style, pay, promotions, and etc.

From the academic perspective, the scholar or a future researcher will be benefitting the foundation of the research implemented. This research discusses many concepts, models, and recommendations to avoid high turnover rate in the fast-food industry.

1.5 Limitations of the Study

Firstly, the research results were based on the selected employees which working at particular fast food organizations in Klang Valley, Malaysia. There might less accurate on the research results because it only covers a small portion of employees who working at Klang Valley, Malaysia.

Next, the survey is based on the use of self-administrated survey data, which may be influenced by response biases example misinterpretation of the question and some individual errors.

Thirdly, researcher examines only elements which related to job factors, organizational related factors, and also environment factors. However, the additional significant factors might be ignored. Therefore, the results might be interested but not decisive.

Lastly, these studies are completed in the limited time and limited budget, many specific parts ignored.

1.6 Assumptions of the Research

Convenience sampling methods are used for this research. The organizations involved in this research are McDonald, KFC, A&W, Pizza Hut, Dominos Pizza, and Burger King. Therefore, the respondents of this selected organization assumed to represent the whole population of the fast food industry's employees who working in Klang Valley, Malaysia. Convenience sampling are used in this research because lack of budget and time. However, the data and information obtaining from Kuala Lumpur & Selangor state strongly represent general information of Klang Valley, Malaysia. Therefore, the result is reliable for the findings and discussion.

Targeted sample is those peoples who workings in the fast food industry, most of the respondents are bottom level employees in the organizations. Although some of the employees are limited educational background, but this research assumes those employees will have some basic ability to read and answer the questionnaire.

1.7 Operational Definitions

Turnover Intent

Turnover intention is a measurement of an organization's employees plan to leave their positions, or whether the organization plans to fire the employees from positions. Turnover intention has a high correlated relationship with turnover; it can be either voluntary or involuntary.

Job-related Factor

Job-related factor can be many aspects of a job, its included job performance, job satisfaction, and job knowledge, skills of the job, mental, physical demands and working conditions that can be recognized.

Organizational Factors

Organizational factors are elements and descriptors that define an organization's character, property, function, and impact. Example of organizational factors included management & supervision style, pay and promotional opportunity, structure, climate, politics, process and procedure, etc.

Environment Factors

Environmental factors are the elements included physical, cultural, demographic, economic, political, regulatory, alternative opportunities for changing a better job, kinship responsibility or technological environment that affects the growth of the organization.

1.8 Outline of the Chapter

Chapter 1 Introduction

Chapter one (1), the objective of this research and background of fast food industry employee turnover rate will be described. Followed by research objective, research assumptions, research limitations, the significance of the study and operational definition are being explained in specifically.

Chapter 2 Literature Review

Chapter two (2), there are some of the theories, definitions, and finding of previous researchers that related to this research are being discussed. The research hypotheses and research model are designed based on the previous studies.

Chapter 3 Research Methodology

Chapter three (3), methods of research will be explained, it included research design, type of research, data collection, sampling method, target respondents, sample size, validity & reliability test, measurement of variables and etc.

Chapter 4 Findings and Discussions

Chapter four (4), this chapter consists of the findings or results of data collection explained in detail.

Chapter 5 Conclusions, Recommendations, and Personal Reflections

Chapter Five (5), in the last chapter, the summary of the research will be stated. Recommendations to Human resource managers or fast food industry will be stated in this chapter. Then, personal reflections will be included in this research as well.

CHAPTER 2

LITERATURE REVIEW

2.0 Chapter Summary

In the chapter two (2), it's about the description of conceptual analysis, description of theories, results of previous studies about turnover intention, the dependents and independent variables of the research. Moreover, there are some research models will be illustrated. Then, research framework and research hypotheses will be designed based on previous research.

2.1 The Definition of Employee Turnover and Turnover Intent

2.1.1 The Definition of Employee Turnover

"Employee turnover is the ratio of the number of workers that had to be replaced in a given time period to the average number of workers" said by Agnes (1999). Glebbeek & Bax (2004) stated that employee decided to turnover is a process of deeds that takes from the worker to resign or forced to resign to his/her being replaced. This actions influence company performance in terms of organization's efficiency and effectiveness. Price and Mueller (1981) defined that employee turnover is a ratio of organizational employees who leave the organization throughout the time being considered divided by the total number of employees at the organization. Woods (1995) also stated that when an employee is leaving, it might be a new worker will be hired and also trained for organizational performance. This process is known as employee turnover. In simpler words, employee turnover is a process associated with filling the vacancy.

In addition, Ongori (2007) mentioned employee turnover is not a new conception in management but it is a serious issue in human resources management that make awareness of government and influencing industry relations management practitioners in the different industries in the world. In the globalization and 21st century, the high competition in organizations affected by continuously developing tangible products and services provider for organizations which based on the strategies and involved of employees, so retaining employees to avoid high turnover rate became a vital issue.

According to Hom and Griffeth (1995), there are some models different with traditional turnover thinking, example "Unfolding Morel" of voluntary turnover are focal point of employee's decisional aspect, it is related to instances of voluntary employee turnover as decisions to quit the organization. In fact, Beach (1990) stated that the model is based on the theory of decision making, and image theory. The image theory explained cycles of how individuals progression in information throughout the decision of making. In other words, this model is that employee quits an organization after they have analyzed the causes for leaving. Beach (1990) also stated that the employee doesn't often have the cognitive resources in order to methodically appraise the inward information. Beach also mentioned that, he rather compares incoming information to more heuristic type of decision making for option.

2.1.2 The definition of Turnover Intent

Hom and Griffeth (1991) explained that turnover intent is a result variable and operationally defined by 3 aspects of thoughts: which is intent to search, intent leave & thinking of quitting. Thus the conceptual definition for turnover intention has a high correlation to an individual's intent to leave the company. Cotton and Tuttle (1986) defined turnover intentions refer to an individual's perceived probability of retaining or quitting a company. In addition, the turnover behaviour is the primary antecedent for turnover intentions. Hom and Griffeth (1995) also mentioned that turnover intentions as a cognizant and

intentional wilfulness of an individual voluntary leave the organization. Therefore, Employee turnover intentions are the greatest predictor of employee turnover behaviours. (Griffeth, et al, 2000; Price, 2001; Hemdi, 2006; Samad, 2006)

2.2 Types of Employee Turnover

Voluntarily employee turnover vs. involuntary employee turnover

Emeka and Ikemefuna (2012) defined that employee turnover can be divided into an involuntarily and voluntary turnover. Voluntary employee turnover is when the worker initiates decided that quit the company, while involuntarily worker turnover are forced to resign or termination by the organization. The example of the situations in employee turnover is redundant, retirement, dismissal, termination, relocating and etc.

Price (2001) stated that actual turnover is often correlated with turnover intention, it is very important to differentiate voluntary and involuntary turnover because voluntary turnover has high influences toward organizational performance while involuntary turnover rate will be lesser compare with voluntary turnover. In addition, according to the previous studies, there is more than half of the researchers focus on voluntary turnover. The example of factors affecting voluntary turnover can be job satisfaction, job performance, rules and regulations of the organization, promotion opportunities, job opportunity for the environment, or kinship responsibility. Therefore, this research is going to focus voluntarily turnover intent in fast food industry Klang Valley, Malaysia.

2.3 Impact of Employee Turnover on Organization

There are so much concentration has been paid and discussed the turnover problems because many previous studies have been proved that turnover have high influence toward organizations. (DeMicco and Giridharan, 1987; Dyke and Strick, 1990; Cantrell and Saranakhsh, 1991; Denvir and McMahon, 1992). In addition, a lot of researchers also stated that the high turnover ratio in the organization might have the more negative effects on the productivity and profitability of the company (Wasmuth and Davis, 1993). Therefore, whatever reason that an employee quit the organization must have an effect to the organization. From the business point of view, employee turnover is very costly. It included replacement, retraining, rehire the potential employees, and other (John, 2000). Asides from economic effect, voluntary turnover or involuntary turnover can have social and psychological effects toward the company.

Other than that, Gustafson (2002) also stated that turnover not only a lost in internal organization but external organization as well, because the lost productivity may cause lost of sales or customers, lost of management's time and etc. "Research estimates indicate that hiring and training a replacement worker for a lost employee costs approximately 50 percentage of the worker's annual salary" said by Johnson (2000). In addition, when a new worker involved in understanding a new job, culture, rule and regulation, vision and mission, it takes some time to learn, therefore it will affect productivity drops as well. Meaghan (2002) mentioned competitors are potentially gaining the advantages if the turnover issue happened in the organization. In the conclusion, employee turnover would influence the organization, especially organizational costs, if not managed properly it would affect the liquidity position of the company.

Tziner (1996) had also explained in his studies about "Several Categories of Expenses by Cascio". According to Cascio, employee voluntary or involuntary turnover may cause three categories of costs should comprise in organizational loss. The three categories of costs included separation cost, replacement cost and training cost. The detail of "Several Categories of Expenses by Cascio" shown in the table 1 below:

Table 1: Several Categories of Expenses by Cascio

Type of costs	Features
Separation cost	<ul style="list-style-type: none"> ✓ The costs incurred for exit interviews. ✓ Administrative functions related to the termination. ✓ Separation/severance pay.
Replacement cost	<ul style="list-style-type: none"> ✓ Advertising position available in various media. ✓ Entrance interviews. ✓ Holding decision making meetings.
Training cost	<ul style="list-style-type: none"> ✓ Norms of conduct and performance. ✓ Disseminating relevant information for organizational socialization. ✓ Participate in on-the-job training activities.

(Tziner et al, 1996)

2.4 Reviews of Relevant Theoretical Models

There are many studies were conducted on estimating and developing a causal model related to factors of voluntary turnover (Barak et al., 2001). There are multistage processes included in the turnover theoretical model; the examples of turnover behaviour include behavioural, attitudinal, and decisional components.

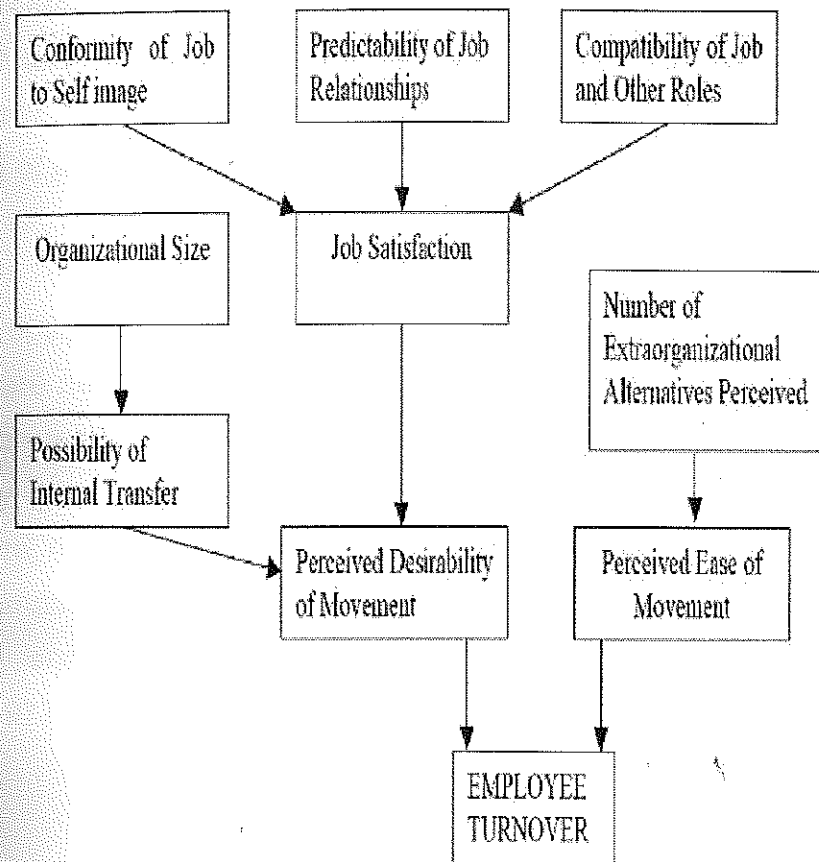
2.4.1 March & Simon's Model

The March & Simon's model is an essential model for voluntary turnover, because many studies of voluntary turnover are lineage to the March & Simon's (1985) research model, example Mobley (1977) & Lee et. al. (1999). The March & Simon's model also link to Barnard-Simon's theory, which organizational equilibrium theory where all workers making turnover decisions through their relations with their organization (Mano, 1994). Bowen & Siehl (1997) also stated that March & Simon's model are concerned in the "decision to participate", the key variable is "desirability and ease of movement in and out of the organization".

There are two factors can influence the employees' decision to quit the organization, which is "perceived ease of movement", and "perceived desirability of movement". "Perceived ease of movement" refers to the appraisal of perceived opportunity around the environment, while "perceived desirability of movement" is referring to affected by the job happiness of employees stated by Morrell and others, (2001). In simpler words, the terms of inducements can affect the employee's turnover intention; the inducements included pay, and contributions. When inducements increased by the organization, it will lower down the turnover intention of employees.

However, Morrell and others (2001) also argued that, there are many limitations in March and Simon's model. They are failing to comprise important factors that can influence the turnover process; examples job stress, job involvement, and etc. Figure 1 shown Simplified March & Simon's model:

Figure 1: Simplified March & Simon's Model



(Morrell et. al., 2001)

2.4.2 Mobley's Model

Mobley's model is the pioneered a wide explanation of the psychological turnover process. It is based on the several former preceding studies, for example March & Simon's theory (1958) about the "ease" and the "desirability" of the work concept, while Porter and Streer's model (1973) of met-expectation and intention to quit. However the Mobley's model is heuristic rather than descriptive model (Mobley, 1977). Therefore, the employee turnover decision process stated by Mobley (1977) has shaped course of turnover studies in the past.

Mobley's model determined the termination decision process as a series of cognitive stages; the cycle included appraising the current job, continued with the emotional circumstances of satisfaction or dissatisfaction. The initiate thoughts of leaving the organization are affected by dissatisfaction. Then the next is the appraising of the expected utility of research and cost of leaving the company. Expected utilities of research are referred to lost work time or desirability of possible alternative travel and etc.

When the opportunity of finding an alternative is available, at the same time the costs are not that high, then the next footstep would be the behavioural intent which to search the opportunity followed by the research. When the opportunity is there, the next steps are evaluation of alternative will proceed. Furthermore, the comparison of the current job to alternatives job will go after. If the alternative is better than current job, the intention to leave will be stimulated, and then the decision to quit will become an actual turnover (Mobley, 1977).

In addition, some other researchers improved Mobley's model by comprising with other variables, example organizational commitment by Kim et al., (1996), while Price & Mueller (1981), including factors that influencing job satisfaction in their studies. Hom & Griffeth (1991) mentioned that Mobley's model is lack of empirical evidence for the conceptual differentiation between his explanatory constructs, example their study resulted that "intent to leave" takes place before the "intent to search". Therefore, Hom and others (1991) had enhanced the Mobley's construct. The schematic illustration of the turnover decision process is illustrated in Figure 2.