

Effect Of Job Benefits, Employee Turnover, Working Environment On Employee Satisfaction: Evidence From Hospitality Industry Of Malaysia

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Abstract: The aim of the study is to identify the relationship among job benefits, employee turnover, working environment and employee satisfaction in the restaurants of Malaysia specifically Kuala Lumpur. Quantitative methodology, non-probability sampling and questionnaire was used for this study to collect data. SPSS used to analyse the usable 200 responses. Findings reveal that job benefits and employee satisfaction has moderate relationship. Employee turnover and employee satisfaction, working environment have small effect. This study will help the owners, policy makers, industry players and stakeholders to formulate strategies to retain employee and develop work condition. Thus, the productivity and output of industry will improve.

Keywords: *Job benefits, employee turnover, working environment, employee satisfaction, hospitality, Malaysia.*

Introduction

Recently there is a tremendously rapid growth of restaurant and Café businesses in the world as eating out has become part of daily human's life. Whilst the rapid growth of the business is obvious, the competition in restaurant and café businesses have been very tight so far. In response to the high competition pressure and the dynamic market changes, many restaurants and cafés have made efforts to execute continuous improvement and necessary immediate changes in order not to be left behind the competition. Not only are restaurant and café businesses expected to provide 'good' food and beverages but also the service delivery to the customers. In other words, restaurants dan cafés should provide both 'good' food and beverages and at the same time 'good' or 'satisfying' service delivery.

In Malaysia, the food and beverage industry has been recognized as a potential prospect in the growth of the service industry. Malaysian government's determination is to tap the potential of the tourism industry. In 2007, the number of foreign tourists who visited Malaysia exceeded the 20 million targets set by the government. In terms of revenue, this industry earned RM46.1 billion which surpassed the targeted revenue of RM44.5 billion. As part of the tourism industry, the hotel and restaurant sector are entrusted with a significant role to continuously assist the Malaysian government in realizing the economic potential of the industry (Kasim & Minai, 2009). The labour force in hotel and restaurant industry is about 800,500 (Guna Tenaga Employment, 2009). In addition, based on the statistics by Malaysian Association of Hotels (2011) from 2007 to 2010 the number of tourist arrival has increased from 20.9 million to 23.6 million and this was followed by the increment in the number of hotels and motels from 1567 to 2005. However, the growth is impeded by the high turnover rates of employees in the hotel industry. Many organizations in the hotel industry face difficulties in retaining employees since the organization unable to identify the factors which contribute to employee satisfaction and the resultant loyalty (Bashir et al., 2020).

Fast food employees spend substantial part of their salary on uniformed such as clothing and shoes. It has been observed that more than 38% of their time at work is spent doing other things that are not part of their job description such as washing of plates, cleaning the floor and toilet, emptying of refuse bins, etc. In addition to that, it has been estimated that over 36% of workers in the fast food industry work during weekend shifts (Dawson, 2007). Generally, workers do not have enough time to rest at home or visit friends. In fact, there is no time to make new friends and meet new people. A total of 6% of employees maintained that their sex lives have been adversely affected (Dent, 2007). Some workers claim that their jobs are not challenging and lacks career progression. More than that, poor salaries and less benefits such as paid holiday leaves were also issues for almost

25% of the workers (Dent, 2007). Fast food jobs indeed have adverse effect on the lives of most employees due to the nature of the working environment, which has exacerbated the level of stress and stress related illnesses, which negatively impacts job satisfaction. Recent global study shown that the restaurants are found to experience 37% attrition rate within 6 months of service since their roles have become increasingly complex (Hossain et al., 2018). This study aims to investigate the relevant factors for employee turnover, working environment and employee satisfaction which will provide valuable insights.

Objectives

The objectives of this paper are:

1. To identify the relationship between job benefits and employee satisfaction in the Malaysian restaurants
2. To find out the relationship between employee turnover and employee satisfaction in the Malaysia restaurants.
3. To find out the relationship between working environment and employee satisfaction in the Malaysian restaurants.

Literature review

Job satisfaction

Over years, employee satisfaction has been a key area of research among industrial and organizational psychologists. There are important reasons why companies should be concerned with employee job satisfaction, which can be classified according to the focus on the employee or the organization (Polas et al., 2020).

First, the humanitarian perspective is that people deserve to be treated fairly and with respect. Job satisfaction is the reflection of a good treatment. It also can be considered as an indicator of emotional well-being or psychological health.

Second, the utilitarian perspective is that job satisfaction can lead to behaviour by an employee that affects organizational functioning. Furthermore, job satisfaction can be a reflection of organizational functioning. Differences among organizational units in job satisfaction can be diagnostic of potential trouble spots. Each reason is sufficient to justify concern with job satisfaction. Combined they explain and justify the attention that is paid to this important variable. Managers in many organizations share the concerns of researches for the job satisfaction of employees. The assessment of job satisfaction is a common activity in many organizations where management feels that employee well-being is important (Kaur et al., 2020). Some people like to work and they find working an important part of their lives. Some people on the other hand find work unpleasant and work only because they have to. Job satisfaction tells how much people like their jobs. Job satisfaction is the most studied field of organizational behaviour. It is important to know the level of satisfaction at work for many reasons and the results of the job satisfaction studies affect both the workers and the organization. In the workers' point of view, it is obvious that people like to be treated fairly. If workers feel respected and satisfied at work it could be a reflection of a good treatment. In the organization's point of view good job satisfaction can lead to better performance of the workers which affects the result of the company. Employee satisfaction is generally considered as the driver of the employee retention and employee productivity. Satisfied employees are a precondition for increasing productivity, responsiveness, quality, and customer service. (Kaur et al., 2020). The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work (Javed et al., 2020). It is believed that the behaviour that helps the firm to be successful is most likely to happen when the employees are well motivated and feel committed to the organization, and when the job gives them a high level of satisfaction. The research showed that the key factors affecting job satisfaction are career opportunities, job influence, teamwork and job challenge. Companies typically measure employee satisfaction with an annual survey, or a rolling survey in which a specified percentage of randomly chosen employees is surveyed each month. Abdullah (2011) stated that, staff training programs can help to create the employee's satisfaction and loyalty. Besides, according to Islami et al. (2018) also agrees that training is one of the main drivers of employees' satisfaction. From here, researchers also know that an industry which offers training programme to their employees may increase their employee satisfaction.

Employee turnover

Within the fast food industry, the attitudes of employees influence their intentions to behave in a certain way, and those intentions in turn, influence their general behaviour (Fishbein & Ajzen, 1975). One behavioural manifestation of an employee's attitude towards his/her job is employee turnover. Employee turnover in the fast food industry is approximately 104% (Chin, 2018). The cost of replacing an employee has been estimated at R35, 000 a year (depending on the service level). Thus, almost R8.4 million is spent on hiring and training workers in a year (Fulford, 2005).

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Workplace Environment

the workplace environment is where an employee's working surrounding is according what the organization gives of the quality for the facilities, tools, ergonomic design, light, air, temperature, noise, ventilation and the cooperation with manager and co-workers. The environment can affect the employees' productivity, safety and health, and psychologically. At present the workplace is different, diverse and continuously changing if compare to past (Bhattacharjee et al., 2019). According to (Heap, 2001) study result show over 90% respondents say the quality of their working environment affects their mood and attitude about their work.

Job benefits

One of the main reason's organizations should pay attention to the concept of job design is that it helps to function and produce better (Hannah, 2005). The main purpose of job design is to increase both employee motivation and productivity. Increased productivity can be seen in various forms. For instance, the focus can be that of improving quality and quantity of goods and services, reduce operational costs, or reduce turnover and training costs (Hossain et al., 2018). On the other hand, increasing employees' motivation can be achieved through increased job satisfaction. Job provides greater responsibility, recognition and opportunities for growth. There is a risk that too much responsibility and autonomy in the planning and control aspects of the job would be transferred to the employee (San et al., 2020). However, if it is implemented right, the new found control will stimulate the employee to work more efficiently.

Methodology

The research design is a master plan specifying the methods and procedures for collecting and analysing the needed information (Goddard & Melville, 2004). According to Hair, Bush, and Ortinau (2002) causal research is designed to collect raw data and allow researcher to model cause effect relationship. Quantitative methodology, non-probability sampling is used for this study. Kuala Lumpur is our scope of the study as it is the prime business city. There have 380 hotels in kl and the sample size is too large for researchers to collect the information for the research. Moreover, not every employee in the restaurant industry is willing to do the questionnaires since they feel that their point of view about the employees' loyalty is a quite sensitive matter for them. For this research, samples of 200 respondents are taken into this study and will represent the all population of the Hotel Industry. Self-administrated questionnaire is used to collect primary data of this research. 5-point Likert scale is used. Researchers were analysed 30 sets of questionnaires for pilot test and reliability ensure by acceptable level (Upper 0.7) of Cronbach Alpha. Pre-test was conducted by 3 academicians and 3 industry players.

Findings

The data that are obtained from respondents which comes from different hotel employees was analysed with the aid of Statistical Package of the Social Sciences (SPSS) software version 26.

Respondent Demographic Profile

Table 1: Respondent Demographic Profile

Items	Frequency	Percent	Valid Percent	Cumulative Percent
Gender				
Male	98	49.0	49.0	49.0
Female	102	51.0	51.0	100.0
Age				
Below 25 years	80	40.0	40.0	40.0
25-29 years	46	23.0	23.0	63.0
30-34 years	32	16.0	16.0	79.0
35 years and above	42	21.0	21.0	100.0
	200	100.0	100.0	
Race				
Malay	79	39.5	39.5	39.5
Chinese	71	35.5	35.5	75.0
Indian	49	24.5	24.5	99.5
Others	1	.5	.5	100.0

Job Designation				
Manager	27	13.5	13.5	13.5
Cook	50	25.0	25.0	38.5
Chef	42	21.0	21.0	59.5
Cashier	20	10.0	10.0	69.5
Service	61	30.5	30.5	100.0
	200	100.0	100.0	
Education				
STPM	46	23.0	23.0	23.0
Diploma	62	31.0	31.0	54.0
Degree	70	35.0	35.0	89.0
Masters	9	4.5	4.5	93.5
PhD	6	3.0	3.0	96.5
Others	7	3.5	3.5	100.0
Experiences				
Below 5 years	111	55.5	55.5	55.5
5-9 years	57	28.5	28.5	84.0
Above 10 years	32	16.0	16.0	100.0
Total	200	100.0	100	

Demographic analysis is used to draw an illustration of respondents' characteristics. From the demographic information, within the sample of 200 respondents, the percentages for gender are 49% of male respondents and 51% female respondents who took part in the questionnaires. Most of the respondents were from age group below 25 years old (40%). The least respondents were from age group 30-34 years old (16%). Moreover, the result shows that the most respondents are from the Malay race, which is up to 52.5% (79 respondents), the least respondents which are only 0.5% (1 respondent) is from others race. Moreover, the most respondents in job designation is Service which has 61 respondents (30.5%) whereas the least is Cashier which is only 20 respondents (10%). Besides, data result showed the qualification of respondents mostly is under degree level which is 35%, and there are only 3% of the respondents from PhD level. From the result, the most working duration experienced by the respondents is from who are work for the duration of below 5 years, which is 55.5% (111 respondents), and the least working duration experienced by the respondents is from who are work for the duration of above 10 years, which is 16% (32 respondents).

Inferential Analyses

Relation between Job Benefits & Employee Satisfaction

Table 2: Job Benefits & Employee Satisfaction

	Job Benefits	Employee Satisfaction
Job Benefits	1	.469
Pearson Correlation		.000
Sig. (2-tailed)		
N	200	200
Employee Satisfaction	.469	1
Pearson Correlation	.000	
Sig. (2-tailed)		
N	200	200

Table 2 shows that the p-value is 0.000 which is less than the significant level of 0.01, ($p < 0.01$). Therefore, H₀ will be rejected and H₁ is accepted since there is significant relationship between job benefits and Employee Satisfaction in restaurant.

The result indicates that Pearson Correlation (r-value) is 0.469, 46.9%, this represent that there is a positive relationship between job benefits and Employee Satisfaction. Thus, when increasing in job benefits will lead to increase in Employee Satisfaction.

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The value of this correlation coefficient 0.469 is fall under coefficient range from + 0.41 to + 0.70. Therefore, the relationship between job benefits and Employee Satisfaction is moderate.

Relation between Employee turnover & Employee Satisfaction

Table 3: Employee turnover & Employee Satisfaction

	Employee turnover	Employee Satisfaction
Employee turnover	1	.200
Pearson Correlation		.004
Sig. (2-tailed)		
N	200	200
Employee Satisfaction		
Pearson Correlation	.200	1
Sig. (2-tailed)	.004	
N	200	200

Table 3 shows that the p-value is 0.004 which is less than the significant level of 0.01, ($p < 0.01$). Therefore, H0 will be rejected and H1 is accepted since there is significant relationship between Employee turnover and Employee Satisfaction in restaurant.

The result indicates that Person Correlation (r-value) is 0.200, 20.0%, this represent that there is a positive relationship between Employee turnover and Employee Satisfaction. Thus, when increasing in employee turnover will lead to increase in Employee Satisfaction. The value of this correlation coefficient 0.200 is fall under coefficient range from + 0.00 to + 0.21. Therefore, the relationship between Employee turnover and Employee Satisfaction is slight, almost negligible.

Relation between Work place Environment & Employee Satisfaction

Table 4: Work place Environment & Employee Satisfaction

	Work place Environment	Employee Satisfaction
Workplace environment	1	.386
Pearson Correlation		.000
Sig. (2-tailed)		
N	200	200
Employee Satisfaction		
Pearson Correlation	.386	1
Sig. (2-tailed)	.000	
N	200	200

Table 4 shows that the p-value is 0.000 which is less than the significant level of 0.01, ($p < 0.01$). Therefore, H0 will be rejected and H1 is accepted since there is significant relationship between workplace environment and Employee Satisfaction in restaurant.

The result indicates that Person Correlation (r-value) is 0.386, 38.6%, this represent that there is a positive relationship between workplace environment and Employee Satisfaction. Thus, when increasing in workplace environment will lead to increase in Employee Satisfaction.

The value of this correlation coefficient 0.386 is fall under coefficient range from + 0.21 to + 0.40. Therefore, the relationship between workplace environment and Employee Satisfaction is small but definite relationship.

Discussion

Job benefits is the predictor variables that contribute the highest to the variation of the dependent variable (Employee satisfaction) because Beta value (under standardized coefficients) for these predictor variables is the largest (0.382) if compare to other predictor variables. This means that job be make the strongest unique contribution to explain the variation in dependent variable (employee satisfaction), when the variance explained by all other predictor variables in the model is controlled for.

Workplace environment is the predictor variables that contribute the second highest to the variation of the dependent variables (Employee satisfaction) because Beta value (under standardized coefficients) for this predictor variable is the second largest (0.38) if compare to other predictor variables. This means that workplace environment makes the second strongest unique contribution to explain the variation in dependent, when the variance explained by all other predictor variables in the model is controlled for. Spector (1997) observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. The predominant view has focused on the situational context (e.g., supervisory

support) as a cause of satisfaction and has argued that high-performance work practices and thus a positive working climate foster employee satisfaction (Al Qalhati et al., 2020; Wright et al., 2005). Bakotic & Babic (2013) found that for the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor.

Employee turnover is the predictor variables that contribute the third highest to the variation of the dependent variables because Beta value (under standardized coefficients) for this predictor variable is the third largest (0.160) if compare to other predictor variables. This means that job benefits make the third strongest unique contribution to explain the variation in dependent variable (Employee satisfaction), when the variance explained by all other predictor variables in the model is controlled. In a unique study conducted by Harter et al. (2002), based on 7,939 business units in 36 organizations, the researchers found positive and substantive correlations between employee satisfaction-engagement and the business unit outcomes of productivity, profit, employee turnover, employee accidents, and customer satisfaction.

Recommendations

The first recommendation is the future research should be done by opening the survey to more locations in order to reduce the bias of result and improve the reliability and accuracy of data. Thus, the future research can target on a larger sample where questionnaire can be distributed to more hotels in other states in Malaysia. So that, the data obtained from the whole nation will generate the result more accurate and comprehensive from the respondents.

Furthermore, the second recommendation is to solving the limitation of questionnaire survey that cause bias and inaccurate result done by using other data collection technique. For example, the data collection technique that can be used is interview survey, to get an unbiased and more accurate result for the research. The future researchers will able to understand more what the respondents actually thinking about and enable the research to be more accurate during the interview survey.

The third recommendation is while there are only 200 copies of questionnaire were being collected in this research, the number of respondents can be increased to all state in Malaysia for future research. Besides, the increase number of respondents can be done by sending the questionnaires through internet. Since the internet is commonly using by whole people in Malaysia. Therefore, this can be the easier and faster way to send the questionnaires for respondents. The researchers can collect the questionnaire by using computer with lower cost and saving time. Moreover, the fourth recommendation is that the future research can be done by focus on other related factors since the main factors in this research are Job Benefits, Employee turnovers, Management leadership and workplace environment that affect the employee satisfaction in restaurant. Thus, this is a limitation in this research study because the other factors that affect the employee satisfaction in the restaurant have not been covered. The fifth recommendation is to examine in other antecedents such as job position and individual based factors which is included gender, age, marriage and education (Al Qalhati et al., 2020). This is believed that different demographic characteristic will have different perception on employee satisfaction which will impact their satisfaction in restaurant. Thus, this research can use to analyse of data collected at different points of time. Thus, the researchers can look at the changes of research and finding over time and make comparison.

Limitations & Conclusion

There are several limitations on this research study which require further examination and additional research in the future. There is limited sample size and lack of geographical coverage to seek for wider range of data as the data is only obtained from KL. Therefore, this sample size might not accurately to represent all the employees in restaurants in Malaysia.

In additional, the limitation of using survey questionnaires will make the results to be bias and inaccurate because some of respondents confuse with the questions that distributed. Furthermore, different people will have different view of grading for the Likert scale. So, this will also directly affect the result analysed become bias and error will occur. Besides, due to the time, financial, and facilities limitation in supporting the researchers to carry out this research, this indirectly will influence the comprehension of this research.

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