

EXAMINING THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT TOWARDS JOB-HOPPING BEHAVIOUR: A CASE OF CASUAL DINING RESTAURANT EMPLOYEES' IN KLANG VALLEY AREA, MALAYSIA

Hazrina Ghazali ^{*1}, Nathalie J. Jules ², Mohhidin Othman ³

¹ H. Ghazali is with the Department of Food Service Management, University Putra Malaysia, Serdang, Selangor, 43400 Malaysia. (phone: 013-2777933; e-mail: hazrina@upm.edu.my, *corresponding author).

² N. J. Jules is with the Faculty of Food Science and Technology, University Putra Malaysia, Serdang, Selangor, 43400 Malaysia (phone: 011-15485100; e-mail: nathalie_joan88@yahoo.com).

³ M. Othman is with the Department of Food Service Management, University Putra Malaysia, Serdang, Selangor, 43400 Malaysia. (phone: 017-2373824; e-mail: mohhidin@gmail.com).

Accepted date: 7 April 2018

Published date: 11 July 2018

To cite this document: Ghazali, H, Jules, N.J. & Othman, M. (2018). Examining the Influence of Perceived Organizational Support towards Job-Hopping Behaviour: A Case of Casual Dining Restaurant Employees' in Klang Valley Area, Malaysia. *International Journal of Accounting, Finance and Business (IJAFB)*, 3(12), 101 - 108.

Abstract: *Food and beverage industries are playing a big role in offering a wide range of job vacancies for job seekers. With many job vacancies and opportunities available, people are moving from one job to another. This behaviour called job hopping. Theoretically, employees with higher perceive organization support tends to have lower intention to quit and job hop to another company to work with. This has caused organizations restless in retaining employees especially skilled and valuable were not an easy task. It was uncertain either these employees have a low level of their perceived organization support or job hop for no apparent reason. Thus, the main objective of this study conducted was to determine employee's perceived organization support mediated with affective commitment towards their job-hopping behaviour. Methodologically, main primary data used in this study were quantitative data survey, which was distributed to employees of casual dining restaurants in Klang Valley area, Malaysia. Criteria for selection of respondents were strictly only Malaysian and who had worked at least a year throughout their working career. Total of 612 questionnaires was usable for data analysis. After the screening of eligible respondents, data were analysed using Software Package Statistical Analysis (SPSS) version 21 and PROCESS MACRO plugin for regression analysis together with bootstrapping method to determine mediation effect. The result indicated perceived organization support predicts job-hopping behaviour with negative significant relationship (Beta = -.087, p-value < .05). When perceived organization support held constant with mediator affective commitment predicting job hopping, it was directed that mediation occur in the relationship and is significant. Employees of casual dining restaurants with a higher level of perceived organization support tend to have a higher affective commitment towards their organization and a lesser tendency to job hop. With peer and supervisor support available for one, one will feel being part of the organization. Hence,*

employers may provide moral support for their respective employees in need apart from given that basic well-being in place while motivate and retain them.

Keywords: *Job Hopping, Perceived Organizational Support, Affective Commitment, Casual Dining Restaurant, Klang Valley*

Introduction

Restaurant industries are part of Malaysian sector industry that plays a big role in offering job vacancy to job seekers. According to The Star Online (2017), food and beverage establishments in Malaysia shows rapid growth in 2015 with an annual growth rate of 5.1% since 2010. Apart from that, reports of personnel engaged in food and beverage services show annual growth of 6.7% annually to 891,616 persons as recorded by Department of Statistics Malaysia (The Star Online, 2017). Increasing of job vacancy allows more people to acquire a job and fill in the position required, however, there are also reports of people job hopping and indirectly increase the turnover rate in restaurants industry. Job hopping phenomenal was not entirely a new thing in the labour workforces as this had been in trend in the past years. In 2012, it was stated that 12% of labour workforces job hopped annually especially in hospitality, food and beverage industries (The Star, 2012). Job hopping behaviour generally defines as a person changes current job to another job, within the same industry or another. There were several factors that identified which leads to employees to job hop and turnover, most frequently was salary and wages, followed by their level of job satisfaction and career advancement.

Human Resource Online (2015) in their report stated that at least 83% of Malaysian employees choose higher salary as their top priority when attempting to job hop, while Feng and Angeline (2010) in their study found out music teachers tends to job hop when they felt dissatisfied continuously with their job and experience emotional exhaustion. In restaurants industry, the job characteristics were known for long working hours, relatively lower salary and stressful environment as frontline employees need to deal with the various type of customers and guest in order to deliver their services. With these factors, employees whom unable to cope will eventually have the intention to search for another job and job hop. Therefore, it is important for the head of the restaurant to identify these complications within the restaurants' employees in order to retain their employees and reduce high turnover.

The employee that perceived organizational support likely were appreciative to revert positively in their work behaviours and attitude. This would eventually exert higher self-esteem to perform better without being forced, thus will explain the increase in affective commitment with higher perceived value. Therefore, in this study researcher will examine the relationship of employee perceived organizational support mediated with an affective commitment towards their job-hopping behaviour.

Literature Review

Perceived Organizational Support

Perceived organizational support (POS) theory mainly describes the relationship between employee and employer in an organization where benefits requirement of employer meets the needs and well-being of employee (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Employees who perceive their organization values their efforts and contributions by providing special support, assistance, and equipment in order to complete their job tasks and assignments, they are likely obligated to reciprocate positively in the work behaviours and attitudes (Kahumuza & Schlechter, 2008; Eisenbeger et al., 1986). According to Nasyira, Ghazali and Othman (2014), employees who perceive their organizations support them would have higher intentions to stay and exert greater effort thus performing better than those who have lower POS level. Kim, Leong and Lee (2005) also suggested that with continuous effective organizational support provided for the employees, arising problems such as inability and inconsistency in delivering superior service, unwilling to conform organizational standards, lack of accountability and failure to abide by instructions can be avoided. It is also added that empowerment and delegated authority to employees to exceed their guests' expectations may exhibit a higher degree of self-confidence and initiative which may improve their job satisfaction and performance. Moreover, employees are found to be more attached and committed to their organization, have a strong sense of belongings to the organization, increasing satisfaction and interest in their job, higher job performance and less likely to be tardy, absent or resign (Nasyira et al., 2014; Arshadi, 2011). These findings were established in a recent meta-analysis on POS by Kurtessis et al. (2017). Precisely, through the social exchange process, POS was positively demonstrated to predict obligation, affective and normative commitment, organizational identification to the organization (Eva et al., 2018).

Affective commitment

Affective commitment or organizational commitment is generally defined as the positive feelings of recognition with involvement and connection in the work organization (Meyer & Allen, 1993). Mowday, Porter and Steers (1982) imply that commitment mean the identification and the attachment to an organisation with a strong belief which employees that are committed to their organizations will accept the corporate objectives and values and will make the effort to achieve organizational effectiveness. There are three types of organizational commitment which are normative commitment, continuous commitment and affective commitment (Meyer & Allen, 1990). Affective commitment defines employee's positive emotional correlation to the organisation. They support the organization because they want to and wish to be part of the organisation. Often in organizational commitment, affective commitment will be the focus to be studied upon. As many studies had been done on affective commitment has a significant relationship with intention to leave. Employee engagement had been pointed as the most important challenges faced by HR professionals in the organization in maintaining employees' job satisfaction (SHRM, 2014). Zhao and Zhao (2017) stated that when the affective commitment of employees is stronger, employees' work engagement will be improved and employees will be willing to devotes their effort in the work, eventually, employees' intention to leave the organization can be reduced. On the other note, Gim and Desa (2014) added that type of organization whether public sector or private sector employees have the equal turnover intention rate if their employees are not affectively committed to their organisation. This may indicate that the more affective the commitment to the organization, the less tendency employee has the intention to quit and job hop.

Job hopping

Job hops generally define an employee moving to another job from current job in their entire career. Ghiselli (1974) notes that employees without apparent or rational reason with the natural internal impulse move from one job to another, irrespective of whether they have a better

alternative job offer or not. The author also asserts that this behaviour is called hobo syndrome or phenomenon as "...the periodic itch to move from a job in one place to some other job in some other place" (p. 81). Job hopping becomes a rising trend among employees in Malaysia, where high employee turnover rate can be witnessed in 10% (2009) to 15.9% (2011) which positioned Malaysia sixth in the Asia-Pacific in term of employee mobility (Goh, 2012). According to Malaysia Human Resources Minister Datuk Seri Dr S. Subramaniam, job hopping issue of among young employees is getting serious which indicates the escalating turnover problem in Malaysia (News Straits Times, 2012). Job hopping behaviour has become as raging in Asian countries as this behaviour seen had become a culture especially in restaurants industry which involves turnover rates of more than 40% (Khatri et al, 2001; Zainol et al, 2015). Khatri et al (2001) suggest job hopping in two parts, which the first as employees switch their jobs because they have an itch to try new things or fun in doing so. The second part is consisting of social influences or turnover culture. The author also adds that job hopping behaviour varies from one country to another. Turnover culture is a mutual value among peers within the organization who dare each other to leave for another job or organization and makes this culture as acceptable social work behaviour (Abelson, 1993). Chew (1996) added that job hoppers would find alternatives employment but will leave the job even before they secure to have the new job. Feng and Angeline (2010) in their research of job hopping behaviour among music teachers' finds that they were likely to job hop when they persistently feel dissatisfied with their job and emotionally exhausted. James (1991) correspond that money is not usually the main reason why some highly educated employees or employees working in the favourable market to job hop, they job hop because of the availability of enormous options in the job market. There are wide reasons for job hops which broad choices of jobs, organisation culture, career advancement, perfect job fit, gaining more skills or opportunities, and work-life balance etc (Pranaya, 2014).

Methodology of research

The design of this research study is exploratory factor analysis and method of data collection was in quantitative survey questionnaires. The concept of this study was adopted from Feng and Angeline (2010) study on the music school teachers job-hopping behaviour. Researcher uses the same concept to study the job-hopping behaviour of casual dining restaurant employees with personalized research questions that adopted by other resources which presumably relevant and suitable for the job characteristic of restaurants industry. This study was a cross-sectional study, and the unit of analysis was local employees of casual dining restaurant in Klang Valley area which consist employees from managerial level to non-managerial level. Criteria for selection of respondents are, they must be local or Malaysian and have at least worked for a year throughout their working career. Questionnaires collected was manually screened and selected according to criteria stated.

Questionnaires constructed to consist of two sections. The first section was instruments of variables in 5-points Likert scale in a range from 1 = strongly disagree to 5 = strongly agree. The second section was constructive questions of demographic profile and with open-ended questions related to job hopping behaviour. A total of 612 respondents from casual dining restaurants was collected and available for analysis. Data then recorded and analysed using Statistical Package Social Science (SPSS) version 21 with the support of Hayes (2013) Process Macro plugin version 3 for regression and mediation analysis. Result and discussion will be discussed in next section.

Findings and result

Demographic characteristic of respondents

In general, about 51.1% of the 612 respondents were females, with males 48.9%, mostly Malay top in the job with 85.3%, Chinese at 3.3%, and Indian at 6.7% of the samples. Almost 88.3% of the respondents were single and a half (57.5%) of them were in between of 20 to 25 years of age. 71.6% of the respondents were on their full-time employment while part-time and contract are at 25.7% and 2.3% respectively.

Correlations

Table 1 shows the descriptive statistics of the measure and their mean score, standard deviations and correlations. Based on the 5-points Likert scale for each measure of perceived organizational support, affective commitment and job-hopping behaviour, the mean values for POS showed that respondents moderately had good perceptions of their organization support (3.36). The relationship between perceived organizations support and job-hopping behaviour is negatively related and significant but in a weak level. Correlation between perceived organizational support and affective commitment is significant in moderate level and affective commitment predicts job-hopping behaviour and the relationship is significant.

Table 1: Mean score, standard deviations and correlations between constructs

Variables	Mean	SD	1	2	3
1. POS	3.36	3.99	1.00		
2. AC	2.99	3.78	.296**	1.00	
3. JHB	3.17	4.43	-.087*	.146**	1.00

Note: * $p < .05$, ** $p < .01$

Mediation relationship

Baron and Kenny (1986) mediation analysis was widely used to test mediation relationship, but there are three conditions must exist in order to establish the connection in the mediation. If any of the three conditions were not met, then it was decided that there was no mediation exist. Since Hayes (2009) research that there must be possibilities for mediation can occur in a construct even there not all three of the conditions must meet and through his study, PROCESS MACRO was created for that purposes. Alternately, for this study mediation relationship between construct, regression analysis was run using PROCESS MACRO (Hayes, 2013).

Table 2: Mediation relationship analysis between POS, AC and JHB

Dependent Variable JHB								Mediator AC
Predictors	<i>b</i> (SE)	<i>t</i>	F	<i>df</i>	R ²	95% CI	Bootstrap	<i>b</i> (SE)
Model 1								
POS	-.097(.045)	-2.16	4.68*	(1,610)	.0076			.281(.037)
Model 2								
AC	.221(.048)	4.54			.023			
POS	-.159(.046)	-3.44	12.73**	(2,609)	.0401	(.0282,.1010)	3.88**	
Indirect	.062							

Note: N= 612. POS = perceived organizational support, AC= affective commitment, JHB= job-hopping behaviour. * $p < .05$, ** $p < .01$

From the result in Table 2, the F ratios presented the statistical significance of the overall regression model. There are two models, which model 1 and model 2. Model 1 is the total effect of the relationship between independent variable and dependent variable without the presence of a mediator. Model 2 is the indirect effect of the independent variable to the mediator, and towards dependent variable. Bootstrapping method was conducted with 95% of confidence interval at 5000 samples.

Based on the table, model 1 F-ratio value was $F(1,610) = 4.68$ which explained 0.76% of employees' job-hopping behaviour. When mediator exists, $F(2,609) = 12.73$ explained increasing to 4.01% employees' job-hopping behaviour. Result indicates that perceived organizational support was a significant predictor of affective commitment, where $b = .281$, $SE = .047$, $p < .01$, and affective commitment was also a significant predictor to job hopping, $b = .146$, $SE = .044$, $p < .01$. From this result, there was mediation occur between perceived organizational support and job-hopping through mediator affective commitment.

Discussion

The result from this study indicated that casual dining restaurants employees relate their job hopping was directly related towards their perceived organizational support, with the influence of their affective commitment. Thus saying, when an employee felt that they do not perceive their organization support, addition to the lower level of affective commitment, they intend to search for other job and quit their current job. Pathak (2012) inquest that employees who perceived their organizational support, likely have the lesser tendency to quit thus changing their job. Employees that were not perceived support with a low commitment towards their organization, higher intention to quit occur and incur job search and job hop as compared to those have a higher level of affective commitment and perceive note (Allen et al., 2003; Wahab et al., 2014). Additional to that, employees in the food and beverage line especially in restaurants industry, occasionally they easily felt the stress from daily job routine and will experience job burnt out. It was important to the head of the restaurant or human resource executive to notice any changes in their employees' level of commitment or working behaviour. Restaurant manager has the responsibility to ensure that their employees understand and acknowledged that restaurants will always have their support towards them, especially in a condition where employee require a special request or assistant from managerial level, an example, an employee requires emergency and an additional day off as close family member was apart from the family.

The well-being of employees also important to look into as most of them do perceive more when the organization shows support towards their employees. The higher they acknowledge that their organization care for their employee, more often they will be loyal and refrain from quitting and job hop. Additional proportion when these employees have the higher affective commitment, they are willing to accomplish their job task without the need to be requested by their superior.

Acknowledgement

This research project is funded by Ministry of Higher Education (MOHE) – FRGS Vot 5524963. The researchers would like to thank MOHE for the financial support.

References

- Abelson, M. A., (1993). Turnover cultures. *Research in Personnel and Human Resource Management*, 11: 339-376.
- Allen, D. G., Shore, L. M., & Griffith, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of management*, 29(1), 99-118.
- Andrew F. Hayes (2009): Beyond Baron and Kenny: Statistical Mediation Analysis in the New Millennium, *Communication Monographs*, 76:4, 408-420
- Ang, J. (2015, August 17). 83% of Malaysian say money is top priority while job hopping. Retrieved from <http://www.humanresourcesonline.net/83-malaysians-say-money-top-priority-job-hopping/>
- Arshadi, N. (2011). The relationships of perceived organizational support (POS) with organizational commitment, in-role performance, and turnover intention: Mediating role of felt obligation. *Procedia-Social and Behavioural Sciences*, 30, 1103-1108.
- Baron, R. M., Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations. *J. Pers. Soc. Psychol.* 51: 1173-1182.
- Chew, R., (1996). Excessive labour turnover: The case of clerical staff in Singapore. *International Journal of Manpower*, 14(9): 32-40.
- Eisenberger R., Huntington R., Hutchison S., Sowa D. (1986), "Perceived Organizational support", *Journal of Applied Psychology*. 71: 500-507
- Eva, N., Newman, A., Miao, Q., Wang, D., & Cooper, B. (2018). Antecedents of Duty Orientation and Follower Work Behavior: The Interactive Effects of Perceived Organizational Support and Ethical Leadership. *Journal of Business Ethics*, 1-13.
- Feng, W. C., & Angeline, T. (2010). Turnover intention and job-hopping behaviour of music teachers in Malaysia. *African Journal of Business Management*, 4(4), 425.
- Ghiselli, E. E., (1974). Some perspective for industrial psychology. *American Psychologist*, February: 80-87.
- Gim, G. C. W., & Desa, N. M. (2013). The Impact of Distributive Justice, Procedural Justice, and Affective Commitment on Turnover Intention among Public and Private Sector Employees in Malaysia. *International Journal of Social Science and Humanity*, 4 (6), 487-492.
- Goh, L. (2012, February). Why Job-hoppers Hop? *The Sunday Star*, 24. Retrieved April 1, 2012, from Malaysian Employers Federation (MEF).
- Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication monographs*, 76(4), 408-420.
- Hayes, A. F. (2013). Introduction to mediation, moderation, and conditional process analysis: A regression-based approach. Guildford Publications.
- Hayes, A. F. (2013). Model templates for PROCESS for SPSS and SAS. Retrieved December, 12, 2013.
- James, L. R. (1991). Testing hypotheses in the context of the unmeasured variables problem. *Human Resource Management Review*, 1(4), 273-291.
- Kahumuza, J. & Schlechter, A. F. (2008). Examining the Direct and Some Mediated Relationships between Perceived Support and Intention to Quit. *Management Dynamics*, 17 (3): 2-19.
- Khatri, N., Fern, C. T. & Budhwar, P. (2001), Explaining employee turnover in an Asian context, *Human Resource Management Journal*, 1 (3), 300-314.

- Kim, W. G., Leong, J. K. & Lee, Y. K. (2005). Effects of service orientation on job satisfaction, organizational commitment and intention of leaving in a casual dining chain restaurant. *Hospitality Management* 24, pp. 171-193.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854–1884
- Loh, F.F. (2012, February 10). Youths turning down work and job-hopping, says minister. *The Star Online*. Retrieved from <http://www.thestar.com.my/news/nation/2012/02/10/youths-turning-down-work-and-jobhopping-says-minister/>
- Malaysia's F&B establishments show steady growth. (2017, August 30). Retrieved from <https://www.thestar.com.my/business/business-news/2017/08/30/malaysia-food-and-beverage-sector-shows-steady-growth/>
- Meyer, J. P. & Allen, N. J. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization, *Journal of Occupational Psychology*, 63, 1-18.
- Meyer, J. P. & Allen, N. J. (1993). Organizational Commitment: Evidence of career stage effects? *Journal of Business Research*, 26, 49-61.
- Mowday, R. T., Porter, L. W., Steers, R. M., (1982). Organizational Linkages: The psychology of commitment, absenteeism and turnover. *Academic Press*
- Nasyira, M.N, Othman, M. & Ghazali, H. (2014). Predictors of Intention to Stay for Employees of Casual Dining Restaurant in Klang Valley Area. *International Food Research Journal*, 21(3), 863-871.
- Pathak, D. (2012). Role of perceived organizational support on stress-satisfaction relationship: An empirical study. *Asian Journal of Management Research*, 3(1), 153-177.
- Pranaya, D. (2014). Job hopping: An analytical review. *Impact: International Journal of Research in Business Management*, 2(4), 67-72.
- Queiri, A., Yusoff, W. F. W., & Dwaikat, N. (2015). Explaining Generation-Y Employees' Turnover in Malaysian Context. *Asian Social Science*, 11(10), 126.
- Society for Human Resource management, (2014). Employee Job Satisfaction and Engagement, The Road to Economic Recovery. A Research Report by the SHRM.
- Wahab, E., Hong, G. C., Shamsuddin, A., Abdullah, N. H., & Ali, Z. (2014). The effect of perceived organizational support (POS) and affective commitment (AC) on employees' turnover intention: A study of Malaysian manufacturing company. *Social Sciences Research*, 545-552.
- Zainol, N., Abdul, R. A. R., Nordin, N., Tazijan, F. N and Abdul Rashid, P. D. (2015). Employees dissatisfaction and turnover crises: A study of hotel industry, Malaysia. *Human Resource Management and Organizational Behaviour e-Journal*.
- Zhao, L., & Zhao, J. (2017). A Framework of Research and Practice: Relationship between Work Engagement, Affective Commitment, and Turnover Intentions. *Open Journal of Social Sciences*, 5(10), 225.