



The Effects of Job Satisfaction of Employees in Fast-Food Businesses on the Intention to Leave Job: The Case of Kırklareli

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Abstract

Nowadays, ensuring the sustainability of organizations and achieving competitive advantage are based on employing qualified human resources. In this context, employment of qualified human resources is not only sufficient, but also continuity in employment is taken as the basis. In this respect, management techniques are needed to connect the employees to the organization and keep their job satisfaction high. If an individual has high job satisfaction, he/she may feel himself/herself in the institution, otherwise the situation may change. The aim of the study is to determine the effect of the employees in fast-food business on their job satisfaction and their separation from their professions. For this purpose, “What is the relationship between job satisfaction and job leaving levels in fast-food business?” was answered. As a result of the research; It was determined that internal job satisfaction did not have a statistically significant effect on intention to leave profession. However, it was determined that external job satisfaction had a statistically significant negative effect on the intention to leave the profession.

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INTRODUCTION

Workforce is important in all industries; however, this importance is more for the service industry due to the fact that the achievements of the enterprises significantly depend on the existence of the workforce. The establishment of quality in the industry is based on employee motivation and organizational dependence (Reichel and Pizam, 1984). Job satisfaction, which is an important factor in providing adequate, efficient and high-quality service to foreign customers who are known as internal customers in the service sector, is an issue that businesses should pay attention to. Job satisfaction affects the work performance of the employees, absenteeism, their intention to leave and their employment turnover. Knowing the job satisfaction levels of the employees in the organization will help them and other employees to guide their business objectives. Employers should pay attention to the job satisfaction due to the reduction of labor productivity during the training of new employees and the increase in the costs of the enterprise as a result of the new employees' replacement (Taner, 1993, p.15). In particular, by determining the job satisfaction levels of the employees working within the enterprise, evaluating the business objectives in terms of these levels will help to create a more efficient and peaceful working environment besides preventing many problems in enterprises (Telman and Ünsal, 2004, s.12)

Within the service sector, fast food enterprises, which are a branch of the food and beverage industry, are growing in the economy of developing countries. One of the most important problems of the enterprises in this industry, which provides business opportunities to many people, is that the efficiency of the manpower, which is one of the building blocks of the industry, is weak and the turnover rates are high. For this reason, workforce is the most important problem to be solved by fast food enterprises both in terms of cost and availability. The success of fast-food enterprises is largely based on the workforce of enterprises. In order to make the workforce sufficient and efficient, it is necessary to create satisfied, motivated employees, who have embraced the basic objectives of the enterprise and who are dependent on work and enterprise. (Barney, 1986, p.657). Among the results of Çekmecelioğlu's research, he stated that job satisfaction is a strong factor that has a positive effect on productivity. Low job satisfaction decreases employees' loyalty to the organization. For this reason, they either work towards a job they can provide more satisfaction or they work inefficiently. The low efficiency is the result of this. When the job satisfaction level increases, the effectiveness of the organization will increase (Ay and Karadal, 1995, p.63).

According to Akıncı (2002, p.2), employers should take into account that employees are not only an economic gain, but also have a social structure and they work in an organization to meet their different demands and needs for their economic interests. He stated that establishing the job satisfaction of the employees is also a social duty of the organizations. Job satisfaction is created by the organization's own characteristics and more to the dimensions of the organization's own structure and different personal characteristics of employees. (Agho, Mueller and Price, 1993, p.1022). As a result, it is important for employers to know how employees feel about their work environment or their work.

Job Satisfaction and Intention to Leave Work

Job satisfaction is used as synonymous with the concepts of "employee satisfaction" and "job satisfaction" in the literature. In foreign sources, job satisfaction is used similar to "job satisfaction" and "work satisfaction". It is stated

in a study that more than 11.000 researches have been carried out in the literature in the academic sense since 1930s on job satisfaction (Dikili, 2012: 26). Job satisfaction; organizational psychology, organizational behavior and human resources management is one of the important issues. (Şahin, 2004).

According to another definition, job satisfaction is expressed as "pleasant feeling of being successful (Locke and Henne, 1986: 21). Spector (1986) explained job satisfaction with individual and organizational happiness. According to Spector (1986), job satisfaction is "how individuals feel about their work and the different dimensions of their work" (Osborne, 2002: 44). Porter, Lawler and Hackman job satisfaction "the amount of results expected to be taken by individuals and the amount of results determined by the difference between the business attitude" (Osborne, 2002: 46).

According to another definition, job satisfaction is defined as the attitude towards the work as a result of his / her comparison between the feelings, thoughts and tendencies in the expectations level of the employee and his / her work environment (Özdevecioğlu, 2003: 695). Job satisfaction refers to the person's attitude towards his / her job and the situations encountered in his / her job, his / her perceptions about the job and the benefits of the job and his emotional response (Luthans, 1995: 108).

If we make a general definition based on all these definitions, job satisfaction is defined as satisfaction or positive emotional expression about the results of evaluating the work experience of the person (Erdil and Keskin, 2003: 14).

The intention to leave work is defined differently by many researchers. Porter et al. (1973) describes the intention to leave work as an employee's desire not to work in the enterprise. Lynos (1971) defined the intention to leave work "a tendency for a person to leave the organization". Rusbelt et al. (1988: 599) defines the intention to leave work as a destructive and active action if the employees are unsatisfied with their employment conditions. In other words, leaving work is the tendency of an individual to exit from a social system on his own initiative (Gaertner, 1999: 479).

Employee intention to leave work is important in industrial and organizational psychology. According to Hardy (1987), employees do not intend to leave by considering the possible successes of the organization and themselves. If the achievements are not considered sufficient, the productivity of employees can be reduced, their commitment to the organization can be reduced, and those who work can be investigated outside of the organization (Biçer, 2005: 57).

According to Hiemstra (1987), it is an important problem that the speed of job release rate in service sector. Studies conducted in Turkey and in the world; reveals that workforce turnover rate in the service sector is quite high. According to many studies; the actual loss of the labor force to the enterprises is not seen and unimpeded effects (Türker, 1998). The high level of job dissatisfaction and work leave tendency in the service sector compared to other industries can be considered as a sector dependent on human factors (Taner, 1993: 15). For food and beverage enterprises, the intention to leave and the turnover rate are the most problematic issues. Long working hours in food and beverage enterprises increase the tendency of employees to leave (Pavesic and Bryner, 1990: 90-92).

Chang and Chang (2008) work satisfaction as internal and external satisfaction two size. Internal satisfaction, employee the level of emotional and behavioral satisfaction expresses. If external satisfaction is a good business-related working environment, welfare, high salary and other awards Includes aspects such as

The Relationship Between Job Satisfaction and Intention to Leave Work

Job satisfaction literature shows that; job satisfaction is closely linked to intention to leave work. Job satisfaction can effectively predict the intention to quit. Therefore, measuring job satisfaction levels of employees can be a determining factor in their intention to quit (Lu, Li, Wu, Gsieh and Chang, 2002: 215).

Tett and Meyer (1993) argued that the relationship between job satisfaction and intention to leave is more than the job relationship with organizational commitment (DeConinck and Stilwell, 2004: 227).

Research shows that there is a negative relationship between intention to leave work and job satisfaction. Employees will be able to evaluate their work according to job satisfaction and perception of job dissatisfaction. If the assessment is negative, inappropriate work behaviors will be seen with the reluctance to work and workplace, and in the following stage, it will be considered to leave work (Poyraz and Kama, 2008: 146).

According to Hanisch and Hulin (1990); absenteeism and other job withdrawal behaviors reflect invisible attitudes such as job dissatisfaction, low level of organizational commitment or intention to leave (Sagie, 1998: 156). When individuals think about leaving the organization, they change their behavior and need to seek and evaluate alternative job opportunities from the outside environment (Hwang and Kuo, 2006: 255).

Job satisfaction is closely related the concept of leaving work (Coomber and Barribell, 2007: 297). Many studies have been carried out in the service sector based on the relationship between job satisfaction and intention to leave, and a negative correlation has been found between job satisfaction and intention to leave. (Choi and Sneed, 2001: 13; Hellman, 1997: 985). In addition to these, it is stated that job satisfaction has an effect on the intention to leave the work and it is stated that the employees who have poor job satisfaction have a higher intention to leave (Albattat and Som, 2013; Zopiatis et al., 2014; Carbery et al. , 2003; Kim et al., 2005).

Methodology

Purpose and Importance of Research

The purpose of this study is to determine the relationship between the job satisfaction and the intention to quit. Job satisfaction affects the efficiency and performance of both businesses and individuals. High job dissatisfaction can result in employees leaving their jobs. Apart from these, job dissatisfaction causes negative results in the employees and leads to a decrease in service quality and in the long term it can affect the achievement of the objectives of the enterprise. For this reason, job satisfaction has important effects on intention to leave jobs. Taking all these into consideration, this study contributes to the literature in terms of revealing the relationship between the individuals who work in fast-food enterprises and the job satisfaction and intention to leave.

Research universe and sample

The population of the research consists of employees who work in Kırklareli. The data of the study were collected by sampling method. In June 2017, a total of 550 questionnaires were left to 52 catering establishments providing fast-food service in Kırklareli. The purpose of the study was explained and the questionnaires were requested to be filled. A total of 207 completed questionnaires were obtained in the following process and 7 questionnaires were

excluded from the study due to missing data. Therefore, research analyzes were conducted with the data obtained from 200 questionnaire forms.

Research Management

The survey technique was used in the study. The study was carried out between April 1 and May 10, 2017. There are 24 questions in my study. A 20-item version of the Minnesota Satisfaction Survey (MSQ) prepared in 1977 was used for the measurement of job satisfaction. To measure the effects of job satisfaction on the intention to quit, Weng and McElroy (2010) developed the intention to quit the profession. A 5-point Likert scale was used on the scales (1-strongly disagree, 2-disagree, 3-I am undecided, 4-Agree, 5-strongly agree). In determining the demographic dimensions, 6-point statements including gender, age, educational status, marital status, how many years they have been working and the salary have been asked.

Hypothesis of research

Researches have shown that there is a relationship between job satisfaction and intention to leave and generally the workers with low job satisfaction have a higher intention to quit (Qureshi et al., 2013: 768; Fong and Mahfar, 2013: 33; Noor and Maad, 2008: 93) Research's in food and beverage companies Jung vd. (2012: 2145), in a study conducted with the personnel working in the kitchen departments in Korea, there was a negative relationship between job satisfaction and intention to quit, and a low level of job satisfaction. O'Neill and Davis (2011: 385) found that workers with low job satisfaction intensified their intention to quit in the US service sector. The hypothesis created in this study is as follows;

H1: Internal job satisfaction has a statistically significant effect on the intention to leave the profession.

H2: External job satisfaction has a statistically significant effect on the intention to leave the profession

Research findings

When the socio-demographic characteristics of the participants are considered, it is 64.5% male. Age distribution of the participants consisted of the young population in general, 59.5% between the ages of 18-25 and 24% between the ages of 26-30. 69% of the participants were single. Approximately 60% of them have high school graduates and 35% have secondary and lower education levels. Based on the study years, 53% of the participants were employed in the workplace for 1-2 years, 23,5% were working for 3-4 years and 23,5% were working for 5+ years.

Before performing explanatory factor analysis (AFA), the reliability test and normal distribution test of the items on the job satisfaction scale were performed. The reliability of the scale (α) was over .80. The Kolmogorov-Smirnov test was used to examine the normal distribution of the data, and the data at the level of $p > .05$ were significant. However, the normal distribution in the social sciences is made by looking at the stickiness-skewness values (Büyüköztürk, 2002, 480). The stickiness and skewness values of the research data are considered to be normally distributed as they are between ± 1.5 (Tabachnick and Fidell, 2013, 53).

KMO and Bartlett Globality Test were applied to job satisfaction data. As seen in Table 1, KMO value was .904, Bartlett's sphericity test showed that the approximate chi square (χ^2) value was 2307,434 and the level of significance was $p = .000$. These results indicate that the scale is suitable for factor analysis. It was excluded from the AFA

analysis that the three items in the job satisfaction scale (IT1-IT3-IT18) were overlapping and the common variance loads (communalities) of 2 items (IT16-IT20) were smaller than .50.

As a result of the AFA analysis, the scale consisted of two dimensions as in the original scale. There are nine items in the first dimension, all of which are internal job satisfaction items in the original scale. The eigenvalue of this dimension is 8,514. The second dimension consists of six items. All of these substances are composed of external job satisfaction items on the original scale and the eigenvalue of this dimension is 1,314. The two dimensions explain approximately 65.17% of the scale.

Table 1. Results of AFA Analysis of Job Satisfaction Scale, Arithmetic Mean, Standard Deviation and Cronbach Alpha Values

Job Satisfaction Items	Internal FL	External FL	CVL	\bar{x}	s.d.	
JS9 Social service	,840		,733	4,54	,819	Self-Value: 8,514 Variance:% 56,761 Average:4,48 Reliability: ,929
JS8 Safety	,794		,675	4,53	,801	
JS11 Utilizing talent	,782		,685	4,55	,818	
JS10 Authority	,767		,652	4,52	,844	
JS4 Social status	,738		,715	4,14	1,19	
JS7 Moral values	,697		,556	4,53	,923	
JS12 Business policies	,672		,612	4,33	1,07	
JS2 Permissiveness	,666		,614	4,38	1,05	
JS15 Responsibility	,641		,618	4,46	,965	
JS13 Salary		,835	,710	3,82	1,48	Self-Value: 1,314 Variance:% 8,759 Average:4,15 Reliability: ,882
JS17 Working conditions		,774	,714	4,07	1,21	
JS14 Advancement		,765	,630	4,14	1,19	
JS6 Technical assistance		,654	,685	4,22	1,06	
JS5 Management relations		,628	,636	4,26	1,07	
JS19 Be appreciated		,593	,594	4,42	,963	
Total variance explained: % 65,169 Kaiser-Meyer-Olkin Sampling adequacy: .904; Bartlett Sphericity Test: χ^2 : 2307,434 s.d.:105, $p < 0,001$ Basic components analysis with Varimax rotation, Cronbach Alpha .940 Answer categories: 1:I strongly disagree2.....3.....4..... 5:Absolutely I agree						

FL: Factor Load CVL: Common Variance Load s.d.: Standard Deviation Value

The internal job satisfaction level was 4.48 and the external job satisfaction level was found to be 4.15. According to these results, it was found that the job satisfaction level of the employees was above the averages and the internal job satisfaction levels were found to be higher than the external job satisfaction levels.

KMO and Bartlett Globality Test were applied to data related to the intention to leave the profession. As it is seen in Table 2, KMO value was .713 and it was found that the value of the square (χ^2) was 291,772 according to the sphericity test of Bartlett and the level of significance was $p = .000$. These results indicate that the scale is suitable for factor analysis. The common variance load of a substance included in the scale was subtracted from the AFA analysis because it was smaller than .50. As a result of the factor analysis, the scale consists of one dimension. The eigenvalue of this dimension is 2,260 and this size explains about 75,34% of the scale.

Table 2. AFA Analysis Results of Arbitration Scale, Arithmetic Mean, Standard Deviation and Cronbach Alpha Values

Intention to Leave Profession	FL	CVL	\bar{x}	s.d.	
ILP1walkout	,870	,758	2,71	1,59	Self-Value: 2,260 Variance:% 75,346 Average: 2,88 Reliability: ,882
ILP2search for a new profession	,939	,881	2,62	1,61	
ILP3Asking about professional opportunities	,788	,621	3,32	1,65	
Kaiser-Meyer-Olkin Sampling adequacy: .713; Bartlett Sphericity Test: χ^2 : 291,772 s.d.:3, $p < 0,001$ Basic components analysis with Varimax rotation. Answer categories: 1:I strongly disagree2.....3.....4..... 5:Absolutely I agree FL: Factor Load CVL: Common Variance Load s.d.: Standard Deviation Value					

Table 3 presents the results of multiple linear regression analysis to measure the effects of job satisfaction dimensions on the intention to quit the profession.

Table 3. Effect of Job Satisfaction on Intention to Leave Profession

	β	t	p	R ²	F	p
Regression Coefficient	5,365	9,978	.000***	,245	32,039	.000
Internal Job Satisfaction	.268	1,533	.127			
External Job Satisfaction	-.886	-6,450	,000***			

*** $p > .001$

The multiple regression model to be established for dependent variable and estimation variables is statistically significant ($F = 32,039, p = .000$). Job satisfaction explains 25% of the change in job intention. There is no statistically significant effect of internal job satisfaction on quitting the profession ($t_{\text{internal}}=1,533, p_{\text{internal}}=.127$). H1 was not supported. According to this result, fast-food employees can be seen as the basic needs of human beings, and therefore they may not be related to their intention to leave their job. It was found that external job satisfaction had a statistically significant effect on the intention to quit the profession ($t_{\text{external}}=-6,450, p_{\text{external}}=.000$). H2 was accepted. In other words, as external job satisfaction in fast-food businesses increases, their intention to leave is decreasing.

Result

As a result of the analyzes performed in our study, significant relationships were found between the perception of job satisfaction and intention to leave. The results of this study; It contributes to the literature by investigating the effects of job satisfaction on the intention to leave. Job satisfaction in the workplace of those who work; thus increasing their commitment to the organization will increase productivity and decrease their intention to leave. In this context, enterprises should first seek to find ways to ensure job satisfaction of their employees and strive for continuity. In this respect, the employees who have job satisfaction will sacrifice when necessary for the workplace. In other words, the fact that the intention of resigning from a workplace is constantly on the agenda by different people cannot keep their employees in the business in the long run, which is the most important element of the enterprises, and will negatively affect the other employees in doing their jobs.

In this research, the relationship between job satisfaction and the intention to quit the fast-food enterprises operating in the city center of Kırklareli was determined. It is understood that most of the fast-food employees are young and single. In some countries, such as Germany and the UK, some of the fast-food employees may be older

than others, but it is stated that those working in such enterprises are generally younger (Gould, 2009, p.376). On the other hand Giezen (1994, p.24) also states that fast-food employees are young and single.

Zopiatis et al. (2014) In their study on 482 people working in accommodation establishments in Cyprus, they investigated the relationship between the job satisfaction of the employees and their intention to leave. Our findings support the results of our research. Kim et al. (2005), in the results of the research conducted by the chain restaurants employees to determine job satisfaction and intention to leave, a negative relationship was found between the job satisfaction of the employees of the chain restaurants and their intention to leave. These results are similar to the results of our study.

Carbery et al. (2003) examined the relationship between job satisfaction and job intention of 280 hotel managers in Ireland. The findings identified in this direction are stated to have an effect on job satisfaction's intention to quit. In this sense, Carber (2003) results of their research supports our study. At the same time, Choi and Sneed (2001) found the results of his research on 133 people working in different departments of a university in an American university in parallel with the results of our research. Albattat and Som (2013) examined the effect of 1224 people working in hospitality establishments in Malaysia on job satisfaction and their intention to leave. The results are similar to the results of our study

Hellman (1997) shows the results of his study on a total of 102 people working in the public and private sectors. They found that job satisfaction was negatively correlated with intention to leave and variables such as gender, age, education and work duration affect job satisfaction and job intention.

Results of Ross and Zandler's job satisfaction and job dropout are similar to those who quit their jobs and leave their jobs after the interviews with those who have left their jobs most frequently. (Himmetoğlu, 1982: 357). In Celik (2006), the study titled the effect of technical teachers on job dissatisfaction and their separation from teaching showed that there was a significant effect of the dissatisfaction of the technical teachers in their separation from teaching and this dissatisfaction was insatiable. It was concluded that this dissatisfaction was the dissatisfaction of the first degree charge, and the second degree of dissatisfaction with the social position. (Çelik, 2006: 159).

As a result of the analyzes, it was found that there is a negative relationship between internal satisfaction, external satisfaction and job satisfaction as a whole and intention to leave. The results of the regression analysis conducted to determine the attribution of the relationships revealed that the external satisfaction dimension had a negative and significant effect on the intention to leave, but the internal satisfaction dimension did not have a statistically significant effect on the intention to leave. It is also supported by the literature that the job satisfaction, which is expressed as a positive attitude towards the work they have, has a negative effect on the intention to leave.

From the statements made, the intention to leave have serious negative impacts on the realization of organizational objectives it is understood. At this point, the existence of variables such as job satisfaction, which may prevent the intention to leave or if it is formed, may be reduced. In this context, the following recommendations are expressed for the practitioners It can be:

- In the selection process of the staff, you need to employ appropriate personnel attention should be given. In this way, employees perform their duties with intrinsic motivation. they will feel a sense of devotion to work and therefore they do not want to leave the job

- Job satisfaction, which can serve as catalysts on intention to leave; employees of attitudes such as organizational justice, organizational trust, organizational identification the managerial decisions and practices necessary for its development should be implemented.

- Work environment, cultural atmosphere, career system, communication environment, reward system and so on should be developed to support individual and organizational compliance. Supporting organizational goals by employees will move away through individual and organizational alignment negative behaviors such as intention to leave.

This study, which examines the effect of fast-food employees on the intention to quit job satisfaction, provides important information to businesses and institutions interested in understanding the factors related to the job satisfaction of fast food employees and increasing job satisfaction. In the study, it was concluded that the job satisfaction of the fast-food workers negatively affected the intention to quit or the job dissatisfaction positively affected the intention to quit.

The focus of the topic in future studies is that the relationship can be realized in different samples and in different regions. So the subject a general perspective about the contribution to be provided. Research can be carried out on what can be done to prevent the intention to leave or to eliminate it if it has occurred. On the variables that can serve as catalysts on the intention to quit the job, longitudinal studies can be performed by collecting data at least two times in the specified time intervals from the same sample.

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