

Minimization of Turnover Intention of Restaurant Employees Through Organizational Commitment

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ABSTRACT

Employee turnover in the hospitality industry is becoming more challenging in today's business arena. It is important to uncover the factors that might affect turnover. So this study attempted to analyze the impact of organizational commitment on restaurant employees' intention to leave the organization. (Affective commitment, continuance commitment, and normative commitment) as three factors of organizational commitment have been proposed as independent variables to see their impact on turnover intention, the dependent variable. One hundred sixty-three samples were surveyed from all the restaurant employees (population) located in the Lalitpur district of Kathmandu valley. Multiple regression analysis was applied to examine the effect of predictor variables on the dependent variable. The structured questionnaire was used to get the information from the respondents. Three factors of organizational commitment have an inverse significant effect on turnover intention. The results showed that affective commitment, continuance commitment, and normative commitment have a negative impact on turnover intention. Normative commitment is a more powerful factor in playing the role in leaving the organization. These findings support the existing literature related to the relationship between organizational commitment and turnover intention. Moreover, the result will help employers to focus more on normative commitment along with affective commitment, followed by continuance commitment to retain employees. Since the study has covered the restaurant employees of Lalitpur district of Kathmandu Valley, future researchers are also suggested to cover Bhaktapur and Kathmandu districts as well.

Keywords: Affective commitment, continuance commitment, normative commitment, turnover intention, restaurant

INTRODUCTION

In this competitive business arena, companies should recognize human resources as the most valuable asset for achieving sustainability and competitiveness (Cavus et al., 2025). But in today's business world, corporate house owners are facing problems of having committed employees, thereby increasing turnover in the organizations. Business houses are facing psychological and economic challenges. A company fails in terms of investment in the selection and training of workers if employee turnover is high. That is why the company needs to understand

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the psychological and social variables that may contribute to the employee's intention to leave (Mobley et al., 1979). Turnover rate seems high in the restaurant sector in comparison to other industries. Similarly, Vincenzo (2020) mentioned that the problems of employee turnover, lack of loyal employees, and lack of patience with employees are highly prevalent in the hotel industry. Employees in the restaurant sector are switching to other organizations frequently. So, it has been crucial to know the reason behind it.

Moreover understanding, employees' needs by restaurant owners as well as coping with those needs seems vital for increasing the commitment level of employees. So, the restaurant business is better to figure out the things that help employees stay long time in the organization. Some authors have found that organizational commitment (OC) is one of the determinants of employees' willingness to leave the current organization (Liu et al., 2019). Employee retention is important due to the high cost of the recruitment and development process. So, it is also considered that employees are an investment for the organization (Pepe, 2010). Committed employees tend to have a positive outlook on the organization. Employers should focus on a strategy that motivates employees to do their best to retain talented employees. The company also tries to study the factors that will help employees decide not to leave the organization (Hughes & Rog, 2008; Longo & Mura, 2007). Losing highly talented manpower leads to a high cost of recruitment, training (Tubay, 2019).

A lot of researchers (Bonds, 2017; Jehanzeb et al., 2013) have shown that turnover intention is based on OC in different types of organizations, for example, nurses in the hospital industry (Hayes et al., 2006), academicians in educational institutions (Ayari et al., 2014), and white-collar employees' in Malaysian company (Ahmed & Baker, 2003). Despite the importance of examining the situation of turnover due to organizational commitment, very limited research has been conducted in the case of restaurant employees' reasons for turnover in case of Nepal. Literature indicates that OC may lead to a decrease in the turnover intention of employees. The relationship between OC and turnover intention has gained more attention (Cohen, 1993). Therefore, the study intends to investigate whether restaurant employees' organizational commitment can reduce their intention to leave.

LITERATURE REVIEW

Organizational Commitment

The organizational commitment is the main determinant factor for minimizing turnover intention of employees. It becomes necessary to measure organizational commitment of employees. Allen and Meyer (1990) developed affective commitment, continuance commitment and normative commitment to measure the organizational commitment. Affective commitment is the individuals' affection or attachment to an organization due to their feeling of motivation. Continuance commitment is the individual's perceived economic value of remaining in the same organization. Normative commitment is concerned with the ethical reasons of individuals in staying in the organization. OC is the person's willingness to participate in decision making, accepting the goals of organization, and making high effort for productivity (Rusu, 2013). Organizational commitment of employees helps in job satisfaction (Leip & Stinchcomb, 2013). Satisfied employees are more committed to the organization and want to remain in the

organization. Higher the OC the higher will be the employee's interest to stay in the organization (Gullu et al., 2020; Morin et al., 2015). If these three types of commitment are found to be positive, employees will want to continue the same organization.

Turnover intention

Turnover intention refers to the individual's unwillingness to stay in the organization (Kim & Jogaratnam, 2010). Employees want to switch organizations due to various reasons, like leadership style (Ayari & Alhamaqui, 2021), autocratic leadership style (Puni et al., 2016; Siew, 2017), poor organizational culture and environment (Belete, 2018), and lack of OC (Ciftcioglu, 2011; He et al., 2016). Many researchers mentioned that the reason for turnover due to job dissatisfaction and low OC are highly studied. However, the study on organizational commitment's effect on turnover seemed highly important (Gullu et al., 2020). Literature showed that highly committed employees have a higher chance of staying in organizations (Porter et al., 1974).

Organizational Commitment and Turnover Intention

Wadhwa and Verghese (2015) and Bonds (2017), found that OC has the inverse impact on turnover intention of employees in an organization. Moreover, they mentioned that three dimensions of OC (affective commitment, continuance commitment, and normative commitment) are inversely related to the turnover intention. Literature review indicated that OC has a negative effect on turnover intention (Ayari & Alhamaqui, 2021). It is evident that employees with affective commitment led to job satisfaction, employee retention, whereas normative and continuance commitment have a weak relationship with turnover intention (Serhan & Tsangari, 2019). However, Ahmed and Baker (2003) found that the availability of training for white-collar employees in Malaysia did not increase the level of continuance commitment. (Ayari & Alhamaqui, 2021), found that affective commitment has a good negative relationship ($r = -0.465$) with turnover intention of Petroleum company's employees. Employees with affective commitment have strong affection with the organization and want to stay in the same organization (Fahdy et al., 2020). Affective commitment inversely affects the employee turnover intention of employees of the Petroleum company (Ayari & Alhamaqui, 2021), employees of Islamic banks (Serhan et al., 2022). Based on the above literature, the following hypothesis related to restaurant employees' affective commitment inversely affects turnover intention.

H₁: Affective commitment has inverse effect on turnover intention of restaurant employees

Employee's intention to continue with the same organization due to financial benefit is continuance commitment (Allen & Meyer, 1991; Salahudin et al., 2016). Ayari and Alhamaqui (2021) found that continuance commitment has a low negative relationship ($r = -0.381$) with the turnover intention of Petroleum company's employees. So it is also important to focus on the restaurant employees' continuance commitment dimension of organizational commitment while examining.

H₂: Continuance commitment has inverse effect on turnover intention of restaurant employees

Normative commitment refers to one's feeling of ethical obligation that helps him or her to stay in the organization (Allen & Meyer, 1991). Employees who have a high level of normative commitment do not want to leave the organization (Meyer & Herscovitch, 2001; Wadhuwa & Verghese, 2015). Ayari and Alhamaqui (2021), found that normative commitment has a low

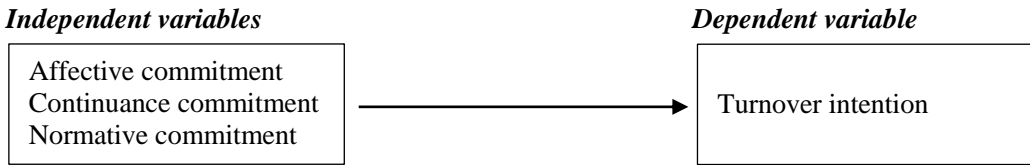
negative relationship ($r = -0.621$) with the turnover intention of Petroleum company's employees. So the study focuses on this matter to develop the following hypothesis.

H_3 : Normative commitment has inverse effect on turnover intention of restaurant employees

Figure 1 demonstrates the conceptual framework of the study.

Figure 1

Conceptual Framework of the Study



METHODS

A descriptive and analytical research design was chosen to examine the relationship between OC and turnover intention of restaurant employees. The total employees who were working in the restaurant located in Lalitpur district of Kathmandu valley was the population of the study. To collect the data from the respondents, 24-item OC questionnaire developed by Allen & Meyer, 1991) was used. OC was used as an independent variable. Five statements of turnover intention were used to measure turnover intention as the dependent variable. The questionnaire under independent and dependent variables was measured on 5-point Likert scale. The range of the questionnaire was from strongly disagree (1) to strongly agree (5). Data were collected using a convenience sampling method. Multiple regression analysis was used to examine the effect of OC on employee turnover.

Regression model used in the study is as given below:

$$TI = \alpha - \beta_1(AC) - \beta_2(CC) - \beta_3(NC) + e \dots \dots \dots (1)$$

Representation,

TI = turnover intention, α = slope of the equation, β_1 , β_2 , β_3 =beta coefficients, AC= affective commitment, CC = continuance commitment, NC= normative commitment, e = error term

Table 1

Reliability Test

Variables	Cronbach alpha
Affective commitment (8 items)	0.860
Continuance commitment (8 items)	0.816
Normative commitment (8 items)	0.888
Turnover intention (5 items)	0.925

Cronbach alpha of dependent variable and independent variables were used for checking the internal consistency of items under each variable as presented in Table 1. Reliability test of dependent and independent variables showed good reliability since all the variables exceeded Cronbach alpha of 0.7 as suggested by Taber (2018).

ANALYSIS AND RESULTS

4.1 Profile of Respondents

Table 2 exhibits the respondents profile based on different demographic characteristics. The profile has been presented based on the classification of gender, age, marital status, position, education, income and service year.

Table 2

Profile of Respondents

Status	Category	Frequency (Number)	Percentage (%)
Gender	Male	96	58.9
	Female	67	41.1
	Total	163	100
Age	20-25	83	50.9
	26-30	35	21.5
	31-35	36	22.1
	36- 40	9	5.5
	Total	163	100
Marital status	Unmarried	88	54
	Married	75	46
	Total	163	100
Position	Assistant	84	51.5
	Sr. assistant	42	25.8
	Officer	9	5.5
	Manager	28	17.2
	Total	163	100
Education	SEE	50	30.7
	Intermediate	73	44.8
	Bachelor	19	11.7
	Masters	21	12.9
	Total	163	100
Income	Below 10000	10000-58	35.6
	30000	52	31.9
	30001-50000	16	9.8
	50001-70000	37	22.7
	Total	163	100
Service year	Below 5	73	44.8
	5-10	55	33.7
	11-15	35	21.5
	Total	163	100

It displays the one hundred and sixty-three restaurant employees survey in Lalitpur district of Kathmandu valley. Demographic information regarding gender, male employees seemed higher than female employees. In terms of age category, most of the employees more than 50% belonged

to the age group between 20 and 25. More than 50 % were in Assistant level showing very less in managerial level. Regarding education, majority of them completed intermediate degree. Majority of them had income below Rs. 10000. Regarding service year, most of the employees had experience of below 5 years, showing large number of fresh employees than more experienced one.

4.2 Relationship between Organizational Commitment and Turnover Intention

Table 3 shows the correlation between independent variables (affective commitment, continuance commitment, and normative commitment). It showed that all independent variables have a significant relationship with each other at the 0.01 level of significance. Moreover, all the independent variables have a significant negative correlation with the dependent variable (turnover intention). It shows that an increase in the level of three dimensions of OC leads to a decrease in the turnover intention of employees. The relation between normative commitment and turnover intention ($r=-.825, p<0.01$) showed a strong correlation compared to the relationship of affective commitment and continuance commitment with turnover intention. The relationship between AC and TI ($r=-.794, p<0.01$), and CC and TI ($r=-.778, p<0.01$). It also shows that the two components of organizational commitment. The high degree of relationship between normative commitment and turnover intention emphasizes helping employees by understanding their problems.

Table 3

Relationship between Organizational Commitment and Turnover Intention

	AC	CC	NC	TI
AC	1			
CC	.859**	1		
NC	.832**	.818**	1	
TI	-.794**	-.778**	-.825**	1

** Correlation is significant at the 0.01 level

Impact of Organizational Commitment Dimensions on Turnover Intention of Employees

Multiple regression analysis was carried out to depict the impact of all three dimension on organizational commitment on turnover intention. The multiple regression analysis have been presented in Table 4.

Table 4

Impact of Organizational Commitment Dimensions on Turnover Intention

Model	Unstandardized		Standardized	t	Sig	Collinearity test	
	Coefficients		Coefficients			Tolerance	VIF
	B	Std. Error	Beta				
Constant	5.92	0.135		43.695	0.000		
Affective commitment	-0.278	0.103	-0.244	-2.703	0.008	0.212	4.723
Continuance commitment	-0.219	0.106	-0.18	-2.065	0.041	0.228	4.39
Normative commitment	-0.516	0.087	-0.475	-5.901	0.000	0.266	3.755

Dependent variable: TI, R-value=0.852, R-square=0.726, F=140.129, p<0.01

The R-value of 0.852 shows a good correlation between predictor variables and turnover intention. Similarly, the R-squared value of 0.726 shows that 72.6 percent of the variation in the turnover intention of employees could be predicted by three dimensions of OC (affective commitment, continuance commitment, and normative commitment), keeping other variables constant. It indicates that OC has good explanatory power to affect turnover intention. Larger percentage (72.6%) of turnover intention of employees in a restaurant is due to organizational commitment. The remaining percentage, just 27.4% in turnover intention, could be determined by other factors. So, having committed employees will be the best idea for reducing employee turnover. F- value of 140.129 shows the model is good to run the regression analysis. P value 0.000 indicates the model is statistically significant. The overall output of ANOVA indicates the regression model is significant and explains a good percentage of the variation in employees' intention to leave. The F value demonstrated the important contribution of the model's variable organizational commitment in explaining differences in turnover intention, prioritizing its importance in the organizational commitment of employees. And also indicated a measurable and meaningful influence on employees' turnover intention.

The unstandardized negative beta coefficient of affective commitment is -0.278, indicating that a unit change in affective commitment lowers of turnover intention of employees by 0.278. AC ($t = -2.703, p < 0.01$) showed that AC has an inverse significant effect on turnover intention. So, hypothesis H1 is accepted for statement affective commitment has an inverse impact on turnover intention. Variance inflation factor (VIF) of affective commitment is 4.723, showing its no multi-collinearity problem with two factors (continuance and normative commitment) since the VIF value is less than 5. The unstandardized negative beta coefficient of continuance commitment is -0.219, indicating that a unit change in continuance commitment lowers of turnover intention of employees by 0.219. Continuance commitment ($t = -2.065, p < 0.05$) showed that continuance commitment has an inverse significant effect on turnover intention. So, hypothesis H2 is accepted for the statement that continuance commitment has an inverse impact on turnover intention. VIF of continuance commitment is 4.39, showing its no multi-collinearity problem with two factors (affective and normative commitment) since the VIF value is less than 5.

The unstandardized negative beta coefficient of normative commitment is -0.516, indicating that a one-unit change in normative commitment lowers of turnover intention of employees by 0.516. Normative commitment ($t = -5.901, p < 0.01$) showed that OC has an inverse significant effect on turnover intention. So, hypothesis H3 is accepted for the statement that normative commitment has an inverse impact on turnover intention. Variance inflation factor of normative commitment is 3.755, showing its no multi-collinearity problem with two factors (continuance and affective commitment) since the VIF value is less than 5. Finally, standardized beta coefficients of (normative commitment = -0.475, affective commitment = -0.244, and continuance commitment = -0.18) showed that normative commitment has a higher impact on employees' intention to leave the organization, followed by affective commitment and continuance commitment. Normative commitment arises from feelings of employees when organizations help with critical or personal problems of employees. So they do have a moral obligation to remain in the organization. So normative commitment seemed important for reducing employee turnover. Once employees go through normative commitment, they go beyond the monetary and materials

provided by organization. Even they may not be attracted by other organization provided more salary than in current organizations. Despite the results showed all three types of commitment affected turnover intention, restaurant employer is better to stay focused more on normative commitment by helping employees even in their personal problems.

DISCUSSION

As indicated by this study, the three dimensions of OC have an inverse impact on the turnover intention of employees in the restaurant sector. Furthermore, OC is negatively related to turnover intention. Having highly committed employees in organizations leads to the minimization or elimination of employee turnover. If employees commit due to their positive affection with the organization, there would be less intention of employees to leave the organization. This result aligns with Allen & Meyer (1991) and Liu et al. (2019) found that OC can lower employee turnover. Similarly, it is supported by different researchers and found that affective commitment is inversely related to employee turnover intention of employees of the Petroleum company (Ayari & AlHamaqui, 2021), employees of Islamic banks (Serhan et al., 2022). Strong relationship of normative commitment with turnover intention, agreed with the study of Ayari and Alhamaqui (2021). They found that normative commitment has a higher correlation with turnover intention than the other two dimensions (affective commitment and continuance commitment) in employees in the Petroleum company. Normative commitment of restaurant employees in Nepal seemed a highly influential factor ($r = -0,825$) than petroleum industry employees ($r = -621$) in Bahrain. It indicates that the degree of effect of commitment may vary from context to context. However, in Nepalese restaurants, employees could be more influenced by employers' cooperative attitude towards them than by materialistic things.

Continuance commitment also affects employees' turnover intention, as shown by the study. Similarly, it is supported by different researchers and found that continuance commitment is inversely related to employee turnover intention of employees of the Petroleum company (Ayari & AlHamaqui, 2021), employees of Islamic banks (Serhan et al., 2022). Salary, grade, and pension all these might affect continuing in the same organization.. Normative commitment can be one of the determinants in deciding to leave or stay in the organization, as predicted by the study. Similarly, it is supported by different researchers and found that normative commitment is inversely related to employee turnover intention of employees of the Petroleum company (Ayari & AlHamaqui, 2021), employees of Islamic banks (Serhan et al., 2022). As per the result of this study, normative commitment is a highly influential factor for predicting the turnover intention of the restaurant sector. Normative commitment is associated with the moral obligation of employees to stay in the organization. So in the restaurant business, employer should help their employees in case of personal problems as well. Affective commitment is the second-highest influencing factor that is associated with employees' positive attitude towards organizations. So restaurant owner should create a good working environment and value system for employees to reduce turnover. Lastly, continuance commitment is the third-highest influencing factor affecting turnover in the case of restaurant employees. It is concerned with employees' perceived economic value or money in deciding to stay in the organization. It indicated that humanity and core values seemed to be more effective ways to not lose existing employees in the restaurant sector than the money factor.

Finally, the result of the study showed normative commitment is the highest influencing factor, followed by affective commitment and continuance commitment supported by Ayari and Alhamaqui (2021), and found exactly normative commitment is the highest influencing factor, followed by affective and normative commitment. But the degree effect of normative commitment of restaurant workers in Nepal is higher than that of employees working in a petroleum company in Bahrain. Although salary, working environment affect turnover intention, a more effective way for a restaurant owner is to help employees in need.

CONCLUSION

Assessing the impact of three dimensions of OC on restaurant employees' intention to leave the organization was the main objective of the study. The correlation result showed a strong negative relationship of normative commitment with turnover intention of employees working in the restaurant sector located in Lalitpur district of Kathmandu valley. According to the results of regression analysis, normative commitment seemed more powerful in retaining employees in the restaurant sector. Secondly, affective commitment and lastly, continuance commitment. Even in today's environment money factor is less important than the emotional attachment of employees with organizations to retain employees. As a theoretical contribution of the study, the findings of the study have added more value to the existing literature in the case of the organizational commitment area, indicating that if employees are strongly committed to the organization, employees do not want to switch to another organization. As indicated by different studies, employee turnover is high in the hospitality industry. Employee turnover leads to high costs for organizations, so employer of restaurant employers is advised to understand the human values and provide a good working environment for workers along with a good salary for them. This study has focused on the level of OC to determine the employee's turnover intention, as a limitation of the study. Furthermore, employees working in a restaurant located in Lalitpur district of Kathmandu valley were surveyed for the study, so future researchers may survey restaurant workers located in Kathmandu valley. So, its findings may not generalize to the intention turnover of all employees located in Kathmandu valley or beyond. Organizational commitment is one of the reasons to predict whether employees will leave or not. So, future researchers can add some more variables, like job satisfaction, training, to determine the various reasons for turnover intention.

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