

FACTORS AFFECTING TURNOVER INTENTION AMONG WAITERS IN FRANCHISE RESTAURANTS

Mochamad Soelton,
Yudha B. Abadi
Nicko Gana Saputra
Eko Tama Putra Saratian
Harefaan Arief,
Devi Haryanti

ABSTRACT

This study was to determine the effect of self-efficacy, work stress, burnout on the turnover intention of Franchise Restaurants. The object of this research is Waiters who work at Franchise Restaurants. This study was conducted on 150 respondents using a quantitative descriptive approach. The results of this study show that the variables of self-efficacy have a negative and significant effect on turnover intention, work stress has a significant positive effect on turnover intention, and burnout has a positive and significant effect on turnover intention. The approach used in this study is the Structural Equation Model (SEM) with a Smart-PLS analysis tool. Therefore the results of this study state that there is a joint effect between self-efficacy, work stress and burnout on the turnover intention of Franchise Restaurant

Key words: Self Efficacy, Work Stress, Burnout, Turnover Intention

INTRODUCTION

Human resources are important company assets, because humans are resources that are always needed in the process of producing goods and services. Human resource management is based on a concept that every employee is a human being, not a machine and not a business resource. Resource management handles various problems in the scope of employees, employees, laborers, managers, and other workers to be able to support the activities of the organization or company in order to achieve the goals set. The element of human resource management is human, which also involves planning systems, employee organization, employee development, career management, performance evaluation, employee compensation and good employment relations (Widiawati, Amboningtyas, Rakanita, and Warso, 2017).

One of the problems of human resources related to labor in the company is the problem of employee turnover intention. Turnover intentions reflect the desire of individuals to leave the organization and look for alternative jobs elsewhere. Intention is the intention or desire that arises in individuals to do something. Turnover is the cessation of an employee from his place of work voluntarily (Widiawati et al., 2017). According to Soelton and Atnani (2018), turnover intention is the standard behavior of employees to look for new jobs elsewhere. Other behaviors that can trigger an increase in employee turnover intention are such as evaluating the possibility of employees getting a better job elsewhere, as well as the desire of employees looking for job openings in other companies. According to Firdaus (2017), a phenomenon that often occurs in a company is the high level of employee turnover, especially in private companies. This turnover is an indication of employee stability. The higher the turnover, the more frequent employee turnover occurs. The existence of high turnover intensity in a company, indicates that the existence of the relevant section needs to be improved working situation or how to build it. According to Soelton and Lestari (2019), the increasing turnover intention has now become a serious problem for many companies, even some companies are frustrated when they find out that the recruitment process that has succeeded in capturing quality staff has turned out to be in vain in the end because the staff recruited have choose a job at another company. Nanda (2020); Suzabar (2020); Mugiono (2020).

Based on employee turnover data in 2017 that Franchise Restaurants has experienced quite high turnover intention in 2017 from January to December. Data shows that every month the number of employees leaving is inconsistent and tends to increase, so it can be said that there is a problem with high turnover intention. Therefore, Franchise Restaurants anticipates the emergence of symptoms of turnover intention. According to Soelton, (2018, Ramli et al, (2019, Utomo et al, (2016), Setyabudi, Musadieq, and Aziz (2018), Self-efficacy relates to the belief that this has the ability to carry out the expected actions. Self Efficacy has a very important role in influencing the business being carried out and how strong it is in predicting the success that will be achieved. The concept of self-efficacy is due to the extent to which it has the expertise and knowledge in it, and then it becomes a certain feature in dealing with everything that exists.

According to Nurhayati, (2017), Widiawati et al (2017), Work stress is something that almost every day is experienced by every worker. Stress can be explained as a feeling of tension, anxiety, or anxiety. Stress at work becomes a serious problem in the company because it can reduce employee performance and company performance. They experience work stress due to the influence of the work itself and the workplace environment. According to Manurung & Ratnawati (2012), work stress on employees will arise when employees are unable to complete work demands, unclear responsibilities on their jobs, high employee workloads, and unavailability of facilities that can support the completion of work will make employee work stress increase. In a long time, employees who cannot control their work stress levels will make employees want to leave their jobs. At a worse level, work stress can cause employees to become ill or resign from their jobs. Stress in the workplace has become an important issue because the consequences can bring huge losses to the organization and its employees. Besides work stress,

according to Kardiawan (2018), one of the causes of turnover intention is burnout. Burnout is one of the factors that is indicated to affect turnover intention. This situation indicates that the higher the level of burnout in employees, the more turnover intention will increase. High turnover can be a sign of difficult working conditions, inadequate compensation, poor management, burnout and others.

Observing the phenomena and facts that have been stated in the description above, there are several aspects that affect turnover intention at Franchise Restaurants which include self efficacy, work stress and burnout, so the writer is interested in conducting research and the writer will discuss further with the title "Effect of Self Efficacy, Work Stress, and Burnout on Turnover Intention".

Research purposes

The purpose of this study was to determine the effect of Self Efficacy, Work Stress, and Burnout on Turnover Intention on Franchise Restaurants.

Benefits of Research

The results of this research are expected to be able to contribute to broaden research horizons or studies and as a basis and comparative studies and references for similar researchers. The results of this study can be considered for the office to determine the policies to be taken in dealing with the effect of self efficacy, work stress, and burnout on turnover intention of Franchise Restaurants, West Jakarta.

LITERATURE REVIEW

Turnover Intention

According to Sukwadi and Meliana (2014), turnover intention is a process whereby employees leave the organization and must be replaced immediately. Turnover intention is the level or intensity of the desire to leave the company, many reasons that cause this turnover intention and include the desire to get a better job. According to Nikmah, Wulan, and Seputro (2018), turnover intention is the desire or intention of employees to move to work which is marked by increased absenteeism, lazy work, increased courage to violate work rules, courage to oppose or protest to superiors, or seriousness to complete responsibilities that are very different from usual. According to Kurniawati and Rintasari (2015), turnover intention is an attitude held by members of an organization to resign from the organization. Before the turnover occurs, there is always a behavior that precedes it, namely the intention or intensity of the turnover.

According to Sukanto et al (2014), indicators of turnover intention are as follows:

1. Employees think of leaving the company.
2. Employees will try to find work in other companies.
3. Employees try to leave the company.
4. Employees try to leave the company in the near future.
5. Employees try to leave the company when there is a better opportunity.

Self Efficacy

Self efficacy is defined as human belief in their ability to practice a number of measures of control over their self-function and events in their environment, and he also believes that self efficacy is the foundation of human agency (Sebayang and Sembiring, 2017). According to Gist (in Chamariyah, 2015), Self-efficacy is a belief about one's ability to move motivation, a source of awareness, and a series of actions needed to deal with demanding situations. According to Lunenburg (in Sebayang and Sembiring, 2017) self efficacy is an individual's belief in facing and lamenting the problems he faces in various situations and being able to determine actions in completing a particular task or problem, so that the individual is able to overcome obstacles and achieve the expected goals. According to Lunenburg (2011), self efficacy has dimensions and indicators. Following is the indicator and indicator, namely:

1. Experience of success (Past Performance)
Some things that are used as indicators in this dimension, namely:
 - a. Challenging task
 - b. Training
 - c. Supporting leadership
2. Other individual experiences (Vicarious Experience)
Some things that are used as indicators in this dimension, namely:
 - a. Co-worker success
 - b. Company success
3. Verbal Persuasion (Verbal Persuasion)
Some things that are used as indicators in this dimension, namely:
 - a. Relationship of superiors with employees
 - b. The role of leader
4. Physiological conditions (Emotional Cues)
Some things that are used as indicators in this dimension, namely:
 - a. Confidence in the ability to achieve goals

Work Stress

Work stress is a feeling of pressure or feeling depressed experienced by employees in dealing with work. Work stress is characterized by symptoms including unstable emotions, feelings of uneasiness, aloofness, insomnia, unable to relax, anxiety, tension and nervousness (Widiawati et al., 2017). According to Mangkunegara (2001), work stress is a feeling of stress experienced by employees in dealing with work. According to Robbins and Judge (in Kardiawan, 2018) explains that work stress is a dynamic where individuals are confronted with leaders, opportunities, or resources related to what individuals want and the result is feeling equally uncertain and important. So it can be concluded, work stress is a feeling of pressure or feeling depressed experienced by employees in dealing with work. According to Robbins and Judge (2017), put forward indicators of work stress, namely:

1. Task Demands
Is a factor related to one's work. These factors include the design of individual work such as working conditions and physical layout.
2. Role Demands
Related to the pressure placed on a person as a function of the particular role he holds in the organization.
3. Interpersonal demands
Is the pressure created by other employees. Lack of social support from colleagues and poor interpersonal relationships can cause stress, especially among employees with high social needs.

Burnout

Burnout is a symptom of physical, emotional, attitude and behavior fatigue, feelings of dissatisfaction with self and mistrust of one's abilities and lack of desire for personal achievement arising from prolonged work stress, the reaction of circumstances that accompany a person when facing such stress and is a response from interpersonal stressors in work (Hayati and Fitria, 2018). According to Maslach and Laiter (in Kardiawan, 2018) burnout is a situation that occurs in employees such as running out of energy (physical, emotional, and mental exhaustion). And frustration because employees feel unappreciated in their work, and decreased motivation or initiative from employees, causing changes in attitudes and behavior when faced with work demands. According to Wibowo (2013), burnout is a general feeling of fatigue that develops when individuals experience simultaneously too much pressure and have too few sources of satisfaction.

According to Priansa (2017), mentions the dimensions and indicators of burnout, including:

1. Physical fatigue. Such as insomnia, headache attacks, lack of appetite, individuals feel sick limbs.
2. Emotional fatigue. Like depression, irritability, irritability
3. Emotional fatigue. Like depression, irritability, irritability.
4. Mental fatigue. Like being cynical about others, tends to harm yourself, work or organization. Low self-esteem. As individuals never feel satisfied with the results of one's own work.

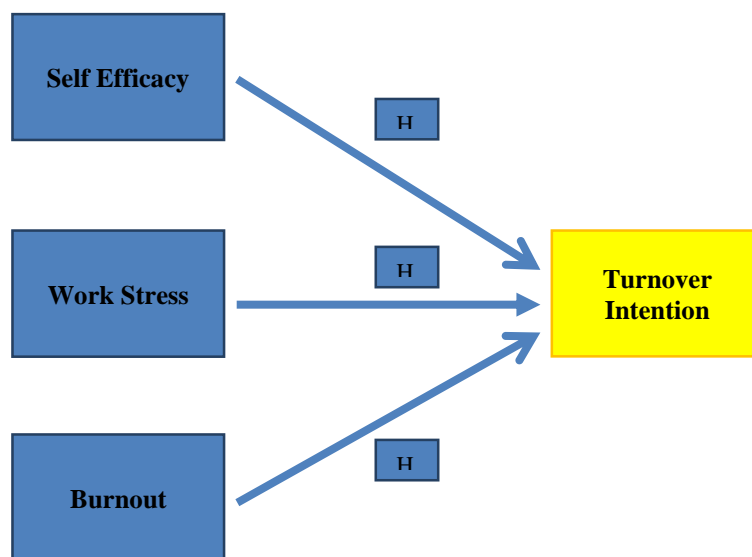
2.7. Hypotheses Development and Research Framework

Research Hypothesis

1. Self Efficacy has a significant negative effect on Turnover Intention.
2. Job stress has a significant positive effect on Turnover Intention.
3. Burnout has a significant positive effect on Turnover Intention.

Conceptual Framework

Based on the previous description, the following is illustrated a model (chart) conceptual framework of influence between research variables.



Conceptual Framework

RESEARCH METHODS

Research design

According to Sugiyono (2008), quantitative research can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, quantitative / statistical data analysis with the purpose of testing the predetermined hypothesis. Variables in this study consisted of independent variables (X), namely Self Efficacy, work Stress, and Burnout Intention as Turnover Intention as the dependent variable (Y) at Franchise Restaurants.

Data Collection Instrument

The instrument used for data collection was a questionnaire submitted to employees. The questionnaire was distributed to 150 respondents of Franchise Restaurants employees.

Population

The population in this study were employees of Franchise Restaurants, totaling 241 permanent employees.

Sample

Based on this study because the population is greater than 100 respondents, the authors use the Slovin formula to measure how much the number of samples taken from the total population.

Data analysis

Data analysis and interpretation for research aimed at answering research questions in order to uncover certain phenomena. To analyze the data the Structural Equation Modeling (SEM) of the PLS 3.0 statistical software is used in the model and hypothesis assessment, structural equation modeling.

DISCUSSION AND CONCLUSION

Discussion

Table 1. Test Results for Convergent Validity (modification)

Variable	Indicator	Outer Loading	Information
<i>Self Efficacy</i>	SE1	0,512	Valid
	SE2	0,821	Valid
	SE3	0,620	Valid
	SE4	0,622	Valid
	SE5	0,810	Valid
	SE6	0,691	Valid
	SE7	0,832	Valid
	SE9	0,569	Valid
	<i>Work Stress</i>	SK1	0,575
SK2		0,579	Valid
SK3		0,827	Valid
SK5		0,653	Valid
SK6		0,728	Valid
SK7		0,535	Valid
<i>Burnout</i>		B2	0,601
	B3	0,518	Valid
	B5	0,652	Valid
	B6	0,665	Valid
	B7	0,737	Valid
	B8	0,810	Valid
	B9	0,599	Valid
	B10	0,858	Valid
	B11	0,858	Valid
	<i>Turnover Intention</i>	TI1	0,858
TI2		0,582	Valid
TI3		0,619	Valid
TI4		0,801	Valid
TI5		0,727	Valid

Source: From data processing (2019)

The results of the modification of the convergent validity test in Table 1, can be seen all indicators that have been approved for convergent validity because they have a loading factor value above 0.50 and thus all indicators for the measurement of the research construct are valid. If all indicators have a loading factor above 0.50 then the measurement model proposed has the potential for further approval.

Table 2: Testing Results AVE

Variabel	AVE
<i>Self Efficacy</i>	0,545
<i>Work Stress</i>	0,515
<i>Burnout</i>	0,503
<i>Turnover Intention</i>	0,526

Table 3: Discriminant Validity Test Results (Formell Lacker Criterium)

	<i>Burnout</i>	<i>Self Efficacy</i>	<i>Work Stress</i>	<i>Turnover Intention</i>
<i>Burnout</i>	0,709			
<i>Self Efficacy</i>	0,685	0,738		
<i>Work Stress</i>	0,697	0,730	0,718	
<i>Turnover Intention</i>	0,643	0,561	0,704	0,725

Source: From Data Processing (2019)

From Tables 2 and 3 it can be concluded that the square root of the average variance extracted (AVE (AVE)) for each construct is greater than the correlation between one construct and the other constructs in the model. AVE value based on the table above, it can be concluded that the construct in the estimated model meets the criteria of discriminant validity.

Table 4. Composite Reliability and Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Composite Reliability	Information
<i>Self Efficacy</i>	0,841	0,879	Reliabel
<i>Work Stress</i>	0,728	0,817	Reliabel
<i>Burnout</i>	0,877	0,899	Reliabel
<i>Turnover Intention</i>	0,772	0,844	Reliabel

Source: From Data Processing (2019)

Based on Table 4, the results of composite reliability and cronbach's alpha testing showed satisfactory values, because all latent variables had composite reliability and cronbach's alpha values ≥ 0.70 . This means that all latent variables are said to be reliable.

Table 5. Value of R² Endogenous Variables

Variabel Endogen	R-square
<i>Turnover Intention</i>	0.683

The structural model indicates that the model on the Turnover Intention variable can be said to be moderately strong having a value above 0.67. The influence model of independent latent variables (self-efficacy, work stress, and burnout) on turnover intention R-square value of 0.683 which can be interpreted that the variability of construct turnover intention that can be explained by self-efficacy, work stress, and burnout is 68.3% while 31.7% explained by other variables outside the study.

Hypothesis test

After testing the suitability of the model, it can be tested on the hypothesis. The research hypothesis testing was conducted using the Structural Equation Modeling (SEM) method with PLS 3.0 software. The basis for making hypotheses is to compare the magnitude of the t-table with the t-count at $\alpha 0.05 (5\%) = 1.96$. If t-table is less than alpha 1.96 then the hypothesis is

not accepted or rejected, and vice versa if $t\text{-table} > 1.96$ then the hypothesis is accepted or there is a significant influence between the two variables.

Table 6. Hypothesis Testing Results

	Original Sample	Standard Deviation	T Statistics	P Values	Information
<i>Self Efficacy</i> → <i>Turnover Intention</i>	-0,394	0,280	4,906	0,000	Negatif Significant
<i>Work Stress</i> → <i>Turnover Intention</i>	0,168	0,178	2,161	0,031	Positif Significant
<i>Burnout</i> → <i>Turnover Intention</i>	0,357	0,284	4,261	0,000	Positif Significant

The effect of Self Efficacy on Turnover Intention

Based on the hypothesis test in this study the results obtained T-statistic value of 4.906, the original sample value of -0.394, and the value of P Values of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a negative value, and the P Values value is less than 0.05, these results indicate that self-efficacy has a negative and significant effect on turnover intention. The results of this study are consistent with the research of Park and Jung (2015), which shows that self-efficacy has a significant negative effect on turnover intention. This means that employees who have a strong belief in their ability to work will choose not to leave the organization because they have a high commitment to their careers and current jobs.

Effect of Work Stress on Turnover Intention

Based on the hypothesis test in this study the results obtained T-statistic value of 2.161, the original sample value of 0.168, and the value of P Values of 0.031. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value is less than 0.05, this result shows that work stress has a positive and significant effect on turnover intention. The results of this study are in line with research conducted by Kardiawan (2018), and Kardiawan (2018), showing that work stress has a significant positive effect on turnover intention. This shows that work stress is a strong reason behind the desire of employees to leave the company where they work today.

The effect of Burnout on Turnover Intention

Based on the hypothesis test in this study, the T-statistic value was 4.261, the original sample value was 0.357, and the P value of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value is less than 0.05, these results indicate that burnout has a positive and significant effect on turnover intention.

The results of the study of Rocky and Setiawan (2018), showed that burnout has a significant positive effect on turnover intention, which means that every time there is an increase in job burnout, there will be an increase in turnover intention. This can be interpreted that the higher a person feels tired at work, the higher the person's likelihood to intend to leave the company. Conversely the lower the job burnout, the lower the employee turnover intention.

Conclusion

1. Self efficacy has a significant negative effect on turnover intention in Franchise Restaurants. This means that if the employee's self-efficacy is high, it will reduce the desire to leave the company.
2. Work stress has a significant positive effect on turnover intention in Franchise Restaurants. This means that if employee work stress is high, it will increase the desire for employees to leave the company.
3. Burnout has a significant positive effect on turnover intention in Franchise Restaurants. This means that if employee fatigue is high, employee turnover intention is high.

Suggestion

1. Employees must increase confidence in themselves, such as being confident of being able to develop themselves in the company. The company must also support the employee's self-development to support employee productivity, because employees who have high confidence in themselves will be able to work with better results. This will provide better opportunities for employees and the company
2. Employees should feel relaxed at work and reduce pressure even in a depressed position at work, such as relaxing for a while at work to reduce work stress. The company can also provide vacation facilities together to employees to avoid work stress, such as outing-gathering.
3. Employees must be able to mingle with other employees, and reduce work fatigue such as joking with colleagues and not taking heart (offended) with the words of coworkers. Employees must rest their minds by optimizing the rest time at night to reduce fatigue after work and feel fresh thoughts when working again.
4. Employees who already have a desire to leave the company, should consider first and discuss with superiors to get suggestions or solutions.

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Mochamad Soelton,
Universitas Mercu Buana
Email: soelton@mercubuana.ac.id

Yudha B. Abadi
Politeknik Sahid
Email: yudha.abadi@yahoo.co.id

Nicko Gana Saputra
Politeknik Sahid
Email: yudha.abadi@yahoo.co.id

Eko Tama Putra Saratian
Universitas Mercu Buana
Email: eko.tama@mercubuana.ac.id

Harefaan Arief,
Universitas Mercu Buana
Email: harefaan.arief@mercubuana.ac.id

Devi Haryanti
Universitas Mercu Buana
Email: Devialr12@gmail.com