

## SUSTAINABILITY IN THE MALAYSIAN FOOD AND BEVERAGE INDUSTRY: MANAGING EMPLOYEE RETENTION THROUGH PERCEIVED ORGANISATIONAL SUPPORT AND TURNOVER INTENTION

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**Abstract:** This research investigates the antecedents influencing perceived organizational support (POS) and turnover intention among Malaysian food and beverage industry employees. The findings are expected to assist companies in performing well towards achieving sustainable development and maintaining employee satisfaction. This quantitative research uses the questionnaire survey method and collected 216 valid responses from employees working in the food and beverages industry in the Klang Valley in Peninsular Malaysia. The purposive sampling technique was used in this study and the relationship among variables was analysed. The findings show that out of the three proposed antecedents, organisational justice and supervisor support could significantly influence employees' decision to stay with their current organization. This research could help organisations, specifically those in the Malaysian food and beverages industry, to ensure business sustainability and increase their retention rates by demonstrating that these two factors are critical in POS and turnover intention, as the cost of employee turnover is high. As there has been limited research in the context of this industry in Malaysia, this research provides the organizations with insight and solutions to overcome and reduce employee turnover issues.

**Keywords:** Sustainability, employee retention, perceived organizational support, turnover intention, food and beverages.

### Introduction

In today's business world, the stiff competition has forced most organizations to develop survival strategies and maintain a competitive edge. Currently, most organizations have been affected by COVID-19, which causes uncertainty for both employees and employers. During these difficult times, the organizations need to establish strategies that keep people engaged and productive. However, the biggest challenge is related to employee retention (Ghani *et al.*, 2022). Organizations must develop effective strategies to retain their employees after being impacted financially, specifically in the food and beverage (F&B) industry. The industry has been identified as one of the sectors in hospitality with significant employee turnover, retention issues, rigorous work shifts and persistent difficulties in retaining key individuals (Dwesini, 2019; Ohunakin *et al.*, 2020).

Employee turnover is a human resource issue that must be addressed, regardless of the organization's size, location or nature of business (Long *et al.*, 2012; Iqbal *et al.*, 2014; Sangaran & Jeetash, 2015). It has been reported that Malaysia has the highest employee turnover rate in Asia at 16.4%, followed by Thailand (15%) and Indonesia (8.2%) (Chulajata, 2012). Furthermore, Ilmi *et al.* (2019) reported that Malaysia has the second-highest voluntary turnover rate in Southeast Asia at 6.0%. Statistics by Chin (2018) and ILMIA (2019) show that Malaysia's turnover rate has risen from 12.3% in 2014 to 14.3% in 2015 and 20% in 2017 until 2019. Across the sectors, the F&B industry has experienced the highest turnover rate for three consecutive years, namely 20% in 2017, 30% in 2018 and 45% in 2019.

F&B activities entail the serving of food and beverages, including complete meals or

drinks suitable for immediate consumption, whether in a restaurant, self-service or take-aways. The establishment can be permanent or temporary, with or without seating (Ministry of Human Resources, 2019). According to the Department of Statistics (2021), the services sector significantly contributes to the country's gross domestic product (GDP) and the F&B industry plays a big part in it. Furthermore, it is observed that the number of people employed in the industry has increased from 891,616 in 2015 to 958,803 in 2017 (DOSM, 2021). The growth of this industry demonstrates that F&B services are one of the promising industries in enhancing Malaysia's development. Although the industry contributes significantly to the economy, it has always been confronted with human capital issues. Regardless of the incentives provided, the turnover rate has also increased for three consecutive years.

The cost of employees leaving a company, particularly in the hospitality industry is high. According to Agovino (2019), the turnover rate in the hospitality business is typically higher than in other industries, ranging from 60% to 120% annually. Among the numerous reasons that cause employees to leave include a negative impact on the organization's performance and a loss of competitive advantage (Rappaport *et al.*, 2003; Juhdi *et al.*, 2013). When employees resign, internal operations may be affected as the organization must spend money on recruiting, hiring and training new replacements (Tews *et al.*, 2013; Joo *et al.*, 2015). Looking at the cost of employee turnover, the organization must understand why employees leave, as this lays the groundwork for understanding their actual turnover behaviour.

Many factors contribute to the high turnover among employees in the F&B industry. Amran *et al.* (2018) attributed this to job stress which is a common situation faced by frontline workers. Other reasons include long working hours, shift work, repetitive tasks, pressure and ineffective management. Kim *et al.* (2009) stated that employees in the F&B industry have to deal with customers regularly. Each customer has specific requirements that must be met, which

increases their work pressures and ultimately turnover intention. A recent finding by ILMIA (2019) found that employee rewards and long working hours are the potential reasons for high turnover.

Despite this explicit issue, there is a lack of research within this industry on how the organization can reduce turnover rate. Thus, to address employee dissatisfaction and deal with the high turnover rate in the Malaysian F&B industry, the employers need a framework or strategy to determine why their employees choose to stay or go. A well-executed strategy must result in corrective actions, high retention rate and lower human capital cost. Furthermore, it has been noted that employees must have the appropriate support from their organization to perform at or above expected standards, regardless of how long they have been with the organization.

This research anticipates that addressing reciprocity in the employee-employer relationship will help find a solution for reducing turnover. Organizational support is a key aspect in inspiring employees and raising workplace morale. Based on Eisenberger *et al.* (1986), employees' commitment to the organization will increase when they feel that they have received organizational support. When employees perceive that the organization is supporting them at a challenging time, they will feel obligated to repay the attention and care by putting in more effort and, as a result, increasing their desire to stay. This research focuses on the turnover intention rather than actual behaviour, as it has been discovered that the most accurate predictor of employee turnover begins with their desire to leave the organization (Ajzen, 1991). Previous research has shown a positive direct relationship between turnover intention and actual turnover (Griffeth *et al.*, 2000; Rubenstein *et al.*, 2018). Employees who are about to leave may display deviant behaviours such as disengagement, absenteeism and lack of motivation. However, the organization's support may drive their performance and encourage them to stay (Mai *et al.*, 2016).

Despite the F&B industry turnover rate increasing year after year, there is very limited research in the Malaysian context and the government has urged stakeholders to identify the causes and resolve them (ILMIA, 2019). Furthermore, Elkwesky *et al.* (2022) observed that most established studies in the hospitality industry are conducted in hotels, while other establishments such as restaurants have been overlooked. Therefore, the objectives of this research are two-fold. First, it intends to determine the factors contributing to turnover intention among employees working in the F&B industry in the Klang Valley in Peninsular Malaysia. This research proposes three antecedents of perceived organizational support (POS), namely organizational justice, supervisor support and rewards and job conditions, in reducing employee turnover intention. Second, the significance of the POS factors is determined. The organization's support is believed to enhance employees' emotional relationship, which is crucial to nurture dedication and loyalty. Thus, to avoid facing high turnover, the organization should ensure that their employees can find a fulfilling career so that they do not even think of leaving.

## Literature Review

### *Sustainability in F&B Industry*

Sustainability is one of the most difficult challenges to resolve in the F&B industry in recent decades (Rodríguez-Sánchez & Sellers-Rubio, 2021). While retention is essential to succeed and create a positive work culture, cultivating long-term employees will also propel the business forward as their experience grows. Many scholars have acknowledged that employees are one of the most important assets within the organization. Organizations must establish a sustainable workforce if they want to connect and generate results genuinely and successfully. The influence of a company on the community, both locally and globally is often examined but sustainability begins with the individuals who work behind the scenes. It brings them together to improve work culture,

work-life balance and contributions to customers (Craig, 2018).

The COVID-19 pandemic has caused many businesses to close and retrenchments had to be carried out due to financial concerns. This change has resulted in a severe economic downturn in many countries. Many employees who lost their jobs, especially the experienced ones, will move on and businesses may lose their competitive edge if they cannot find a replacement with similar skills. Thus, managing and retaining employees in the F&B industry is an essential element to ensure long-term business performance.

### *Perceived Organizational Support (POS)*

Many organizational researches have been conducted to investigate the factors that contribute to employee turnover. It is suggested that the organization must have a well-implemented system to ensure that their employees stayed with them. Furthermore, the importance of relational encouragement that employees receive from their organizations has been demonstrated by the social exchange theory and the norm of reciprocity (Newman *et al.*, 2012). As a result, this research recommends that organizations try to raise their employees' POS level to prevent turnover intention.

Previous research has shown that POS is strongly related to turnover intention. Strong organizational support may reduce that intention because employees will feel valued and appreciated (Akgunduz & Sanli, 2017). A similar finding is observed by Krishan and Mary (2012). Eisenberger *et al.* (1986) pioneered the concept of POS, in which the authors defined POS as the willingness of organizations to value their employees' efforts. If they feel that they have been treated favourably by the organization, their level of POS will rise. The three antecedents of organizational justice, supervisor support, and rewards and job conditions may encourage employees to feel that they have been treated favourably (Rhoades & Eisenberger, 2002). These three types of support

may help employees achieve positive outcomes like enhanced affective commitment, higher morale and better productivity.

### ***Turnover Intention***

Turnover always starts with the intention to leave the organization (Wombacher & Felfe, 2010; Aryani *et al.*, 2021). Besides having to cater to all sorts of customer demand, hospitality industry employees are always experiencing a stressful and monotonous work environment. The employees are frequently put through emotional labour, which increases their turnover intention (Park *et al.*, 2019). Past studies have extensively addressed the impact of employee turnover intention on the organization. However, Shaw (2011) observed mixed results because the turnover rate has continued to rise despite various measures being implemented to resolve the reasons. Besides that, many studies have also reported inconsistent findings in determining turnover intentions. For instance, Muse and Wadsworth (2012) discovered a strong association between POS and turnover intention, in contrast to other studies that found significantly moderate or weak relationships (Karatepe, 2012a; Francis, 2012; Newman *et al.*, 2012; Simosi, 2012; Sulea *et al.*, 2012; Cheung, 2013). Furthermore, there are also studies that found no relationship between POS and turnover intention (Landsman, 2008; Cho & Treadway, 2011; Elstad *et al.*, 2013; Jakbsen & Andersen, 2013).

### ***The Effect of POS on Turnover Intention***

Employees are more likely to stay loyal and not leave a company that provides them with strong organizational support. Eisenberger *et al.* (1986) specified that good POS may encourage employees to assist the organization in achieving its goals because they feel that their welfare is being cared for and their work is valued. Tuzun and Kalemci (2012) emphasized that when employees believe that a specific effort will result in a specific outcome, their POS will rise. Thus, it will encourage employees to remain as active members.

Employees tend to have a general perception regarding the extent to which their organization values their contributions and shows concern for their well-being (Rhoades & Eisenberger, 2002). Employee commitment and performance may grow due to organizational support because they feel obligated to help the company achieve its objectives (Rhoades & Eisenberger, 2002; Campbell *et al.*, 2013).

Numerous studies have discovered that POS is significantly related to employee turnover intention. For instance, Eisenberger *et al.* (1990) found that employees with a high level of POS would not seek other job opportunities even if they are better than what they currently have. Similarly, a study conducted by Du Plesis *et al.* (2015) and Jayasundera *et al.* (2016) found a significantly negative relationship between POS and turnover intention. Therefore, it can be inferred that a high level of POS may help to reduce employees' job frustration and intention to resign.

### **Development of Hypothesis**

#### ***The Relationship between Organizational Justice and Turnover Intention***

A study on organizational justice has piqued the interest of researchers (Greenberg, 2011; Collins & Mossholder, 2017; He *et al.*, 2017). The impact of organizational justice on human resource management and organizational behaviour and psychology has been extensively researched. Organizational justice relates to employees' perception of how fairly they were treated by the company and how they react to their perception (Nadiri & Tanova, 2010). There are three dimensions of fairness, namely procedural, distributive and interactional justice (Kyei-Poku, 2019).

Previous research has demonstrated the effects of organizational justice on positive behaviours and attitudes such as organizational citizenship behaviour, job satisfaction, lower emotional exhaustion and lower turnover intention (Ambrose & Schminke, 2009; Cole *et al.*, 2010; Colquitt *et al.*, 2013). Furthermore,

studies have also shown that organizational justice is negatively associated with employee turnover intention, in which the increase in the level of fairness will result in lower turnover intention (Brashear *et al.*, 2005; Aryee *et al.*, 2009). Thus, the following hypothesis is formulated:

H1: There is a significant negative effect between organizational justice and turnover intention.

### ***The Relationship between Supervisor Support and Turnover Intention***

In today's competitive and volatile business world, the supervisor's function is more crucial than ever. Supervisors play an essential role in an organization's performance by engaging, motivating and retaining their subordinates. Supervisor support refers to the employees' perception of how much their supervisors value their contributions and care about their welfare (Eisenberger *et al.*, 2002). In contrast, Rousseau and Aubé (2010) and Kossek *et al.* (2011) defined supervisor support as employees' perception of whether their supervisor is interested to improve their well-being and skills development, as well as assisting them to resolve work issues. Eisenberger *et al.* (1986) indicated that the supervisor bridges the organization with its employees. How the supervisor directs and evaluates the employees' performance significantly impacts how the employees perceive the organization. It can be seen from the findings of Jayasundera *et al.* (2016) that the way employees perceive their organization as either supportive or not is dependent on the treatment they receive from their leaders.

Previous research has found that supervisor support is a critical factor in reducing turnover intention (Lashley, 2000; Collins, 2010; Larsen *et al.*, 2012). Furthermore, a supervisor who treats employees with respect and fairness is among the factors that influence their job satisfaction and organizational commitment (Larsen *et al.*, 2012). According to Mobley *et al.* (1978), supervisor support helps to increase retention rate, which is consistent with previous

literature findings (Yang, 2008; Karatepe, 2009; Hur *et al.*, 2013; Kang *et al.*, 2014; Joung *et al.*, 2015). The following hypothesis is therefore proposed:

H2: There is a significant negative effect between supervisor support and turnover intention.

### ***The Relationship between Organizational Rewards and Job Conditions on Turnover Intention***

The organization may implement a variety of tactics and techniques to retain competent and valuable personnel. For instance, to take care of key employees, the organization will provide them with rewards, recognition, higher pay and good working terms (Islam *et al.*, 2013). Rewarding employees is essential because it motivates them to work hard and follow the rules (Siswanto *et al.*, 2021). It is not uncommon for many employees to eventually decide to seek greener pastures, even though they are holding a position that many others wish for in terms of salary and position (Mappamiring *et al.*, 2020). Organizational rewards and job conditions refer to the organization's provision of pay, promotion, job enrichment and influence on organizational policies. However, organizational rewards and job conditions will only contribute to POS if the employees believe it results in intentional actions rather than external constraints (Eisenberger *et al.*, 1986; Eisenberger *et al.*, 1997).

Rhoades and Eisenberger (2002) found that organizational rewards and job conditions are highly associated with turnover intention. However, the authors indicated that it should occur only if the employees believe it originates voluntarily from the organization. In addition, Eisenberger *et al.* (1997) discovered that out of the three significant POS (overall organizational justice, supervisor support and organizational rewards and job conditions), rewards and job conditions have the weakest effects. The authors contended that organizational reward and job conditions may increase POS only if employees perceived the organization's activities as voluntary and intentional. Mohamed and Ali



(2015) observed that organizational rewards and job conditions are an antecedent that can raise POS among academic and support staff in selected universities, while decreasing their intention to resign. As a result, the third hypothesis may be argued as:

H3: There is a significant negative effect between organizational rewards and job conditions and turnover intention.

**Theoretical Framework**

The theoretical framework is presented in Figure 1. The framework is adopted from Eisenberger *et al.* (1986) and Rhoades and Eisenberger (2002).

**Research Methodology**

This research used a predesigned questionnaire to collect information from employees in the F&B industry in the Klang Valley, Peninsular Malaysia. The Klang Valley was chosen because it contributed the most to the country’s gross domestic product (GDP) and most organizations are established in this area (DOSM, 2020).

The respondents were chosen using the purposive sampling technique. There are two recruitment strategies for data collection. First, the self-administered questionnaires were given to the selected respondents with a cover letter outlining the purpose of the study. Second, due to the pandemic of COVID-19, the researchers also distributed the questionnaires via Google Form.

The questionnaire was divided into three sections. The first asked respondents to provide their demographic profile such as age, education background, position, salary and length of service. The second and third sections contained statements that respondents were asked to state their level of agreement using a seven-point Likert scale (1 - extremely disagree, 7 - extremely agree. The statements in the second section were related to the three POS antecedents. The instruments were adapted from the Survey of Perceived Organizational Support (SPOS) by Eisenberger *et al.* (1986). There were 17 statements related to organizational justice such as “My organization would not replace me even if they could find someone at a much lower salary” and “My organization appreciates any extra effort from me”. In addition, there were nine statements related to supervisor support, including “My supervisor really cares about my well-being” and “My supervisor is willing to help me to perform my job to the best of my ability”. Lastly, ten statements relating to organizational rewards and job conditions were presented such as “My organization values my contribution to its well-being” and “My organization provides me with the opportunity to move up the ranks”. The third section comprised six statements related to turnover intention. They were adapted from Bothma and Roodt (2004) and Metcalf *et al.* (2015) and included: “I am dreaming about getting another job that will better suit my personal needs” and “I am seriously thinking of quitting my job”.

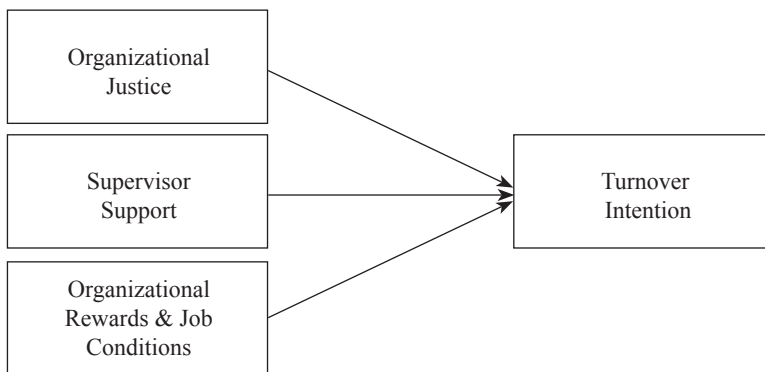


Figure 1: Theoretical framework of employee turnover intention

Accredited translators were assigned to translate and check the questionnaires between Malay and English language using the back-translation method. According to current research, studies should use a power analysis to determine the sample size (Kline, 2016; Hair *et al.*, 2017; Hair *et al.*, 2018; Ringle *et al.*, 2018; Hair *et al.*, 2019 & Uttley, 2019). Therefore, the G\*Power 3.1 software was used to calculate the sample size.

With the alpha values set at 0.05 (95% confidence) and beta value of 0.20 (80% to avoid error), it was determined that the minimum sample size should be 77. However, to ensure that the sample size was valid and sufficient, the Cohen's power technique was applied, in which Hair *et al.* (2018) proposed using the sample to item ratio in deciding sample size based on the number of items. With a ratio of 5 to 1, this research with 42 items required 210 respondents for an optimal size. However, Bartlett *et al.* (2001) suggested an additional 10% to 30% to compensate for non-response cases. As a result, it was decided to distribute 300 questionnaires to ensure that this research would obtain the intended sample size.

The respondents were individuals working in the F&B industry, specifically in the food service sub-sectors such as chefs, restaurant managers, cooks, bakers, pastry chefs and waiters. These jobs had been identified as the six critical occupations in the industry (DSD, 2019). There was a total of 216 respondents who completed questionnaires, thus, yielding a 72% response rate.

## Results

### *Demographic Profile*

Out of the 216 respondents, 136 (63%) were females and 80 (37%) were males. The respondents' ages ranged from less than 20 to 45. Diploma and certificate holders made up slightly more than half of the respondents at 87 (40.3%), followed by 86 secondary school leavers (39.8%) and the remaining 43 (19.9%) had no qualifications. The longest years of service was between one to five years, which involved 188 (87%) respondents. Most of the respondents also earned less than the RM1,500 minimum wage (n=188, 87%).

### *Cronbach's Alpha Reliability Test*

Reliability analysis was designed to assess the degree to which the instruments of this study were free of bias and to ensure consistent measurement over time and across various instruments (Kumar *et al.*, 2017). Table 1 shows the results of the reliability analysis.

The Cronbach Alpha values ranged from 0.637 to 0.880 for all the variables. The three POS variables were subjected to reliability analysis. Organizational justice recorded at the lowest value of 0.782. Supervisor support was 0.801 and organizational rewards and job conditions scored the highest at 0.880. The Cronbach's Alpha value for turnover intention as the dependent variable was 0.637. This research anticipated that the low alpha value was due to the few statements for turnover intention, comprising only six items. This was supported

Table 1: Cronbach's Alpha reliability result

Variable	No. of Items	Cronbach Alpha
Organizational justice	17	0.782
Supervisor support	9	0.801
Organizational rewards and job conditions	10	0.880
Turnover intention	6	0.637

by Tayakol and Dennick (2011), which stated that a low Cronbach’s Alpha value might occur due to a lack of queries, and that more relevant items should be included to enhance the alpha value. However, Van Griethuijsen *et al.* (2015) and Taber (2018) indicated that although the threshold Cronbach’s Alpha value should be 0.7, values above 0.6 were still acceptable. Therefore, it could be concluded that the instruments used in the questionnaire were valid and reliable.

**Multiple Regression Analysis**

The regression analysis was used to test the relationship between the three POS antecedents and turnover intention. Table 2 shows the results of the analysis. The research R square recorded a value of 0.315. The value indicated that the independent variables, namely organizational justice, supervisor support and organizational rewards and job conditions could explain 31.5% of the variation in turnover intention. The results of the multiple regression revealed that two factors had significant contribution towards turnover intention, namely organizational justice ( $\beta = -0.535$ ,  $t = -3.164$ ,  $p = 0.000$ ) and supervisor support ( $\beta = -0.231$ ,  $t = -5.535$ ,  $p = 0.002$ ). As a result, H1 and H2 were supported by this analysis. However, organizational rewards and job conditions did not significantly contribute to turnover intention ( $\beta = -0.215$ ,  $t = 2.550$ ,  $p = 0.011$ ). Thus, H3 was not supported. Furthermore, organizational justice was the most

important factor contributing to employees’ turnover intention ( $\beta = -0.535$ ), followed by supervisor support ( $\beta = -0.231$ ).

**Discussion**

Organizational justice and supervisor support could significantly and negatively affect turnover intention. However, organizational rewards and job conditions did not influence turnover intention. Organizational justice had been identified as the most important factor, which were consistent with Rhoades and Eisenberger (2002), who found that the antecedent contributed to employee POS more than the other two. Thus, it could be concluded that employees who believed that they were treated fairly in terms of procedural, distributive and interactional justice were likely to increase their POS level and reduce their intention to leave the organization.

As a result, it was proposed that organizations treat their employees fairly in terms of policy and procedures, rewards and workload distribution. Organizations were encouraged to empower their employees to participate in decision-making in carrying out their job, besides listening to their feedback on the allocation of policies and procedures and distribution of resources. According to Eisenberger *et al.* (2016), benefits tailored to the specific needs of an organization’s workforce were a positive step towards increasing employee POS.

Table 2: Multiple regression analysis results of POS antecedents with turnover intention

Dependent Variable: Turnover Intention				
Independent Variables	Standardised Coefficient (BETA)	t	Sig.	Hypothesis
Organizational justice	-0.535	-3.164	0.000	Supported
Supervisor support	-0.231	-5.535	0.002	Supported
Organizational reward and job condition	0.215	2.550	0.011	Not supported
F value		33.983		
Sig.		0.000		
R square		31.5%		



The second factor contributing to turnover intention was supervisor support. The role of supervisors is important because they are a link between the employees and the employer. It has been demonstrated that when a supervisor is concerned about the employees' well-being and recognizes their contribution, this would increase their positive impression of the company and thus, prevent the turnover intention. The findings are consistent with Rhoades and Eisenberger (2002) which showed that supervisor support significantly contributed to employee POS. When employees believed that they were being cared for by their supervisor, this could positively increase their POS, even if the results were not as strong as organizational justice.

Since supervisor support was vital in reducing employee turnover intention, organizations had to ensure that it had good leadership to build its employees' commitment. Arham *et al.* (2012) suggested that leadership was important in maintaining employee retention as well as organizational performance. It had also been demonstrated that when employees supported each other physically and emotionally, the workplace would see an improvement in performance, increase in job satisfaction and few to no resignations at all (Shanock & Eisenberger, 2006).

However, it should be noted that organizational rewards and job conditions did not significantly affect turnover intention. Perhaps, this was due to the fact that it was difficult to fulfil the employees' satisfaction in terms of rewards and job conditions. This finding was consistent with that of Rhoades and Eisenberger (2002) that out of the three POS antecedents, organizational rewards and job conditions were expected to have the least effect. This antecedent would contribute to the employees' POS only if they perceived that the organization voluntarily gave what they deserved rather than being forced due to external pressure (Eisenberger *et al.*, 1997). It is proposed that organizations provide a variety of benefits and rewards voluntarily to retain key

employees and encourage them to stay with the organization. Organizations must ensure that all benefits and rewards were provided under a favourable perception to cultivate gratitude and indebtedness. Rewarding employees might backfire and be taken for granted if they believed that the organization was forced to increase their pay or benefits (Eisenberger *et al.*, 2016).

### **Study Limitations and Future Research**

The current research has several limitations. Firstly, the scope was limited only to F&B organisations in the Klang Valley. Since this research focuses on a single industry, it was suggested that future research used the same framework by looking at perspectives from other industries, because factors such as specific employment conditions and competencies may have different perspectives and results. This research used a non-probability technique during the data collection. Future research should consider using a probability sampling technique since the downside was that the limited selection of participants that the results might be generalized to a large population. Finally, the findings of this research showed that organizational justice and supervisor support had significantly negative relationship with turnover intention. Future research would be suggested to include potential contributors to the independent variable and expand the model by including potential moderating or mediating variables to help explain the factors of turnover intention further.

### **Theoretical and Practical Implications**

This research was expected to benefit several parties. First, it demonstrated how the organizational support theory might be applied in retaining employees in Malaysia's F&B industry. Even though numerous studies had been conducted globally, this research aimed to broaden POS and turnover intention research primarily in the Malaysian context. Very few studies had been undertaken in Asian nations, notably Malaysia, in analyzing POS and turnover

intention. Although the POS framework had been well established in assisting organizations to reduce turnover, it had yet to be implemented from a Malaysian perspective.

Furthermore, organizations were suggested to focus on developing well-implemented strategies and finding a suitable solution to retain employees at the managerial level. The findings of this research also supported the importance of organizational justice and supervisor support in lowering turnover intention among employees. Consistent with previous research, these two antecedents were significant factors that influenced employee turnover intention.

This research had highlighted one method for achieving sustainability by identifying cost-effective ways to deal with employee turnover. Organizations must emphasize the significance of these variables as a critical aspect of POS in retaining employees. It is hoped that the strategies proposed in this research could assist F&B organizations to lower their turnover rate in this industry.

## Conclusion

In conclusion, the significance of this research laid in its contribution to the domain of POS and turnover intention. The research found that, out of the three proposed antecedents, organizational justice and supervisor support significantly affected turnover intention of employees working in the F&B industry in the Klang Valley. The two POS antecedents might be used as a focus to retain their employees who were valuable sources of competitive advantage and bottom line. To maintain high visibility and reinforce sustainability achievements, it was also critical for the organizations to care about their employees' well-being. Employees must be made to feel that the organization cared about them and that they played a vital role in its success.

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