

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND
ENTREPRENEURIAL DEVELOPMENT**

**ABUSIVE CUSTOMER BEHAVIOR AND FRONTLINE EMPLOYEE
TURNOVER INTENTIONS IN THE RESTAURANT INDUSTRY: THE
MEDIATING ROLE OF EMPLOYEE SATISFACTION**

MERCY BOADI

MASTER OF PHILOSOPHY

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**A Dissertation in the Department of HOSPITALITY AND TOURISM
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Graduate Studies, Akenten Appiah-Menka University of Skills Training and
Entrepreneurial Development, in partial fulfillment of the requirements for the
award of the Master of Philosophy (Catering and Hospitality) degree.**

JANUARY, 2023

DECLARATION

Student's Declaration

I, MERCY BOADI, declare that this Dissertation, except quotation and references contained in published works that have been identified and duly acknowledged, is entirely my original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE.....

DATE.....

Supervisor's Declaration

I hereby declare that the preparation and presentation of this thesis work were supervised by the guidelines and supervision of the dissertation as laid down by the University of Education, Winneba.

SUPERVISOR'S NAME: DR.MRS.E.OLU FAGBEMI

SIGNATURE.....

DATE.....

DEDICATION

This work is dedicated to my husband, children, and the Eshemele family.

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I am very much grateful to Almighty God for being my source of inspiration.

I sincerely thank my dedicated and distinguished supervisor, Dr.Mrs. E. Olu Fagbemi. I pray that the almighty God blesses you and increases your knowledge and wisdom. I also want to thank all the lecturers of the Faculty for their advice and constructive criticisms given to me during the entire duration of my studies.

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ABBREVIATIONS

AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
EFA	Exploratory Factor Analysis
FLE	Frontline Employees
FRE	Frontline Restaurant Employee
JCT	Job Characteristics Theory
SET	Social Exchange Theory
TPB	Theory of Planned Behavior

ABSTRACT

The study aimed to examine the mediating role of frontline employee job satisfaction in the relationship between abusive customer behavior and employee turnover intentions in the restaurant industry. The study also assesses the power imbalance between frontline employees (FLE) and customers in the restaurant. Assess the mechanisms underlying frontline employees' reactions to abusive consumer behavior and its impact on both frontline employee job satisfaction and turnover intentions within the restaurant industry. The survey data was conducted from twenty-five (25) restaurant industries within Kumasi. The respondents were employees and managers of the restaurants. Data was gathered through the administration of questionnaires. The analysis showed that the relationship between abusive customer satisfaction and frontline employee job satisfaction has a composite reliability of 2.126, which was statistically significant and confirmed that abusive customer behavior directly influences frontline employee job satisfaction in the restaurant industry. The results showed that, for restaurant employees, the abusive customer behaviour on turnover intention is insignificant, which means it does not influence turnover intention. Moreover, job satisfaction does not affect employee turnover intentions in the restaurant industry. Another interesting result is that power imbalance in the restaurant also indicated that it has a significant impact on employee job satisfaction and as well as job turnover intentions.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The food service sector includes all eating and drinking establishments, including eateries, coffee shops, bars, clubs, and lodging facilities. This industry has been observed to have experienced tremendous growth in recent years, and this promising trend is anticipated to continue (Jung et al., 2020). It is one of the fastest-growing industries in the world and contributes to national and global economic growth due to increasing restaurant demand. Poor customer behaviour affects interactions negatively in many service situations, either directly or indirectly (Baig, 2022). The frontline employees are confronted with several issues, such as aggressive, violent, verbal abuse, speaking loudly, being disruptive, and abusive behaviour (Zaki, 2020). Restaurants such as fast food, organic restaurants, diners, taverns, pubs, nightclubs, banquet halls, fixed-site snack bars, food cart vendors, and food service contractors, are a highly competitive, service-oriented industry that depends largely on customer satisfaction and frontline services (Baig, 2022).

Frontline employees and customers frequently interact face-to-face or voice-to-voice in the restaurant sector. Consequently, frontline employees are crucial in providing high-quality services (Karatepe & Sokmen, 2006). In the restaurant industry's frontline employee, however, faces a variety of challenges due to long work hours, erratic and rigid schedules, a lack of weekend time off, excessive job demands, a lack of training, poor pay, and dysfunctional guest behaviors due to these issues, the restaurant industry lacks modern human resource management strategies (Zaki, 2020). The frontline employee frequently

deals with the consequences of abuse by forming dense, unofficial communities of coping where they support one another (Bamfo et al., 2018a).

Poddar (2009) stated that job satisfaction is a positive, as well as pleasing emotional state from the appraisal of an employee's job and experience, have stated that specialization has been shown to increase job efficiency and performance (Galvão et al., 2022). Pradhan (2021) found that knowledge positively relates to job satisfaction and performance. Job satisfaction and dissatisfaction are influenced by the anticipation that an employee's job fulfillment is not solely contingent on the inherent nature of the job. It also means the contentment of the employees because of their jobs. Various authors have their views on job satisfaction, such as Fletcher and Williams (2006) explained that it is the personal evaluation of the job conditions (the job itself, the attitude of the administration, etc) or the consequences (wages, occupational security, etc.) acquired from the job. Similarly, Reichers (2006) explained that job satisfaction is the phenomenon of ascertaining the employee's contentment and appearing when the qualification of the job and the demands of the employees.

Turnover rates reflect the intention to leave the company and hunt for employment elsewhere. The desire or intention that people have to do something is known as intention. An employee's voluntary departure from their place of employment is known as turnover (Widiawati et al., 2017). According to Soelton and Atnani (2018), turnover intention is the typical tendency of employees to hunt for new positions elsewhere. Evaluation of employees' potential to find a better job elsewhere and the desire to pursue job openings in other organizations are other actions that might lead to an increase in employee turnover

intention. A common occurrence in a corporation, according to Firdaus (2017), is the high incidence of staff turnover, notably.

A high turnover rate in a company is a sign that the working conditions for the relevant section need to be improved or that it needs to be built. According to Soelton and Lestari (2019), the rising intention of turnover has now become a severe problem for many businesses. Even some businesses are frustrated when they learn that the successful recruitment process in capturing quality staff ultimately proved ineffective because the hired staff chose to work at another business (Soelton et al., 2020).

1.2 Problem Statement

The success of a service firm is greatly dependent on customer happiness. A power imbalance between a frontline employee (FLE) and customers could result from overusing this principle, eventually allowing clients to mistreat and abuse service personnel (Ferreira et al., 2021). According to research, negative customer service interactions are frequent in many service organizations (Harris & Reynolds, 2003; Reynolds & Harris, 2006), and staff who frequently deal with unruly customers (such as those who are rude, demeaning, or aggressive) exhibit negative work outcomes (such as retaliation, exhaustion, and intentions to quit) (Han et al., 2016). Understanding the mechanics of how frontline employees respond to consumers' unruly conduct is a topic of research that is becoming more and more popular (Bani-Melhem et al., 2020). According to (Bani-Melhem et al., 2020), people will act following the treatment they receive, either positively (by being nice to those who are nice to them) or negatively (by acting unpleasantly toward those who act unpleasantly toward them).

When someone experiences negative reciprocity, they believe justice has been served, and their unfair treatment will end (Pijls et al., 2021). But according to research on vengeance and retaliation, not every employee treated unfairly would seek retribution (Hur et al., 2018).

Jamal et al. (2020) believe that a person's response to unfair treatment at work can be influenced by various factors, including personal authority, character traits, expectations for interpersonal fairness, and resolve to stay in their current position. Comparatively, (Baig, 2022) claimed that elements like personal power, character qualities, the expectation of interpersonal fairness, and the ambition to remain in one's position could affect how each person reacts to abuse at work. Similar to how not all staff would be motivated to exact revenge for rude customers, situational conditions influence the strength of employees' responses to disrespectful conduct. One situational circumstance that may affect employee response is the intention to leave. If an employee has a strong intention to leave the job, this can significantly influence their reaction to customer abuse. Therefore, abusive customer behavior on frontline employee turnover intentions in the restaurant industry significantly impacts employee satisfaction.

1.3 Purpose of Study

The study examines the mediating role of frontline employee job satisfaction in the relationship between abusive customer behavior and employee turnover intentions in the restaurant industry.

1.4 Objectives of the Study

The study seeks to achieve the following specific objectives.

1. To assess the power imbalance between frontline employees (FLE) and customers in the restaurant.
2. To evaluate the mechanics of frontline employee's response to abusive consumer behaviour
3. To assess the effect of frontline employee job satisfaction on turnover intentions in the restaurant industry

1.5 Research Questions

1. What is the effect of a power imbalance between frontline employees (FLE) and customers in the restaurant business?
2. What factors lead to abusive customer behaviour in the restaurant industry?
3. What is the effect of abusive customer behaviour on frontline employee turnover intentions in the restaurant industry?

1.6 Significance of the Study

Frontline staff is more likely to experience incivility from customers on positive and negative emotional states that can be transferred between customers and staff emotional contagion (Ang & Koslow, 2012). Research demonstrating the substantial and pervasive effects of poor customer conduct emphasizes the need to understand such behavior. Harris and Reynolds (2003), who recently examined this problem, found both positive and dire implications for customer-contact staff and other consumers at the service interaction. They

also found adverse effects on companies. According to earlier research (Mhlanga & Maloneytichaawa, 2017), a customer's actions might have various negative effects, from minor financial expenditures to ruined consumer experiences for other consumers. A restaurant manager must use a different way to support their staff during the service encounter with the customer and also motivate and train them in how to deal with other behaviors that people exhibit in the restaurant and achieve excellent delivery.

Again, this study will give a better understanding to the Managing director and their staff to treat a customer well whenever they come to their premises. It will also inform and enable the Human Resources Management in the restaurant business to give adequate training to their staff on handling some behaviors exhibited by the customer during service encounters. It will also increase productivity, job satisfaction, and customer satisfaction, leading to more profit margins.

1.7 Scope of the Study

This study emphasizes the following scope: To assess abusive customer behavior on employees and turnover intentions in the restaurant business in Kumasi.

1.8 Limitations of the Study

One key limitation of the study emanates from how the study will assess the frontline employee respondent's knowledge of abusive customer behavior in the restaurant industry. It will use a subjective approach that is a questionnaire instrument. It may not be exhaustive in objectively assessing whether the respondents had experienced abusive behavior from

customers during the service encounter. Again, the study samples may come from the frontline employee and managers only in the Kumasi Metropolis. Therefore, the study results will not represent the perspective of all frontline employees in restaurants in Ghana. Finally, participation in this study will be based on volition and not compulsion. This approach may limit the study samples to only restaurant frontline employees who are willing to participate in the study.

1.9 Organization of the Study

This study is structured into six chapters. Chapter One gives background information on the work and sets the topic of the study in context. It presents the study's aims and objectives and explains the dissertation's structure. Chapter Two is a literature review. This chapter captures a review of related literature on abusive customer behavior and frontline employee turnover intentions in the restaurant industry.

Chapter Three discusses the research methodology. It focuses on the methodology used to arrive at the conclusions in the last chapter. Explanation and justification for the selection of methods used in the analysis will be discussed, focusing on their reliability, validity, and effectiveness in realizing the study's goals. Chapter four deals with the results and analysis of the study. The outcome of the research is presented here. Chapter five discusses the results of the literature reviewed in chapter two. Also, significant and novel findings discovered are identified, interpreted, and discussed here. The discussion highlights the major findings of the research and the inferences made from them, given findings from related previous studies. The last chapter, thus, Chapter Six presents the summary of

findings, conclusions, and recommendations. This section itemizes the major research findings and indicates how this work has contributed to knowledge. This section also includes recommendations and any limitations of the study and suggestions for future work.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Every study's literature evaluation should include information about the background of the current research project, which is frequently made clear by a conceptual or theoretical framework. Additionally, it offers a way for the research study's conclusions to be compared to or contrasted with earlier research findings or theoretical assertions. Although not restricted to the aforementioned objectives, the chapter covers related studies on patron abuse and frontline employee turnover intentions in the restaurant business.

2.2 Conceptual Review

This section provides definitions of the central concept used in this study. In this section, the comparison will be made as to how different scholars have described the main concepts and settled on the one that fits the study context and purpose.

2.2.1 The concept of Abusive customer behaviour

According to (Kang & Gong, 2019), abusive customer behavior consists of several intentional actions against accepted norms. From an emotional standpoint, frontline staff perceives customer behavior as a significant source of frustration, anger, guilt, annoyance, anxiety, sadness, and even depression. An instance of customer misbehavior triggers negative emotional reactions in employees. Customer abusive behavior typically impacts frontline staff members' emotional state.

For frontline employees and businesses, abusive client behavior is pervasive and endemic throughout many service sectors (Fu, 2016). For example, call center workers encounter dysfunctional client behavior ten times on average each day (X. Wang et al., 2021). Three indicators of abusive client behavior against employees are verbal abuse, phony complaints, and unreasonable requests ((Doan et al., 2021). Verbal abuse, which includes yelling, calling people names, and cursing, is common in in-service environments and is used to invent issues and falsely claim service failures. These complaints are unjustified. Additionally, the adage "the customer is always right" signals an imbalance of power between consumers and employees in service environments and may encourage clients to place unreasonable demands on staff that they cannot fulfill (Holst & Pettersen, 2019).

In many cases, the term "abusive customer" is used synonymously with other terms like "disruptive customer behaviours" (Bamfo et al., 2018), "dysfunctional customer behaviour" (Kang & Gong, 2019), "customer misbehaviour" (Harris & Daunt, 2013), and "customer incivility" (Bani-Melhem et al., 2020; Kim & Baker, 2019; Bani (Bamfo et al., 2018).

Frontline workers in restaurants, a hospitality industry sector that offers services, are crucial to fostering healthy employee-customer connections and providing effective service that exceeds customer expectations (Bani-Melhem et al., 2020; Bamfo et al., 2018). Additionally, Rasheed et al. (2020) noted that clients look for close-knit contacts with staff members during service transactions (Chapman & Lovell, 2006). Korczynski and Evans (2013) found that these employees' activities had an impact on the way services were given

and had an impact on consumers' experiences with both good and unsatisfactory service.. Employee tiredness, burnout, and withdrawal can all be worsened by exposure to dysfunctional client behavior (Kang & Gong, 2019).

According to Grandey et al. (2004), abusive client behavior is associated with employee absence, endangering their well-being and fostering unfavorable feelings (Wang et al., 2013). In many service industries, dysfunctional consumer behavior is pervasive, chronic, and a significant problem (Kang & Gong, 2019). For instance, call center workers encounter aggressive consumer behavior on average ten times daily (Grandey et al., 2004). In previous research, 82% of hotel and hotel staff indicated they had been victims of abusive customer behavior. In contrast, 74% of airline and train employees said they encountered rude customer behaviour once a month (Hu et al., 2017).

2.2.1.1 Determinants of Abusive customer behaviour

According to Bamfo et al. (2018), customer misbehaviour can be generally categorised into disruption and violation of norms views, with the disruption viewpoint being more relevant from a managerial standpoint. They clarified that interfering with business operations is illegal and may harm both the company's reputation and its customers.

Previous research reveals a wide range of hostile consumer behaviour (Daunt & Harris, 2011). Customer stealing is the aspect of abusive customer behaviour that has received the most research. Kang and Gong (2019) observe that retailers are offended by boosting customer prices due to stealing. When they identify a gap in the service, abusive consumers look for opportunities. Abuseful client behaviour is frequently caused by poor service.

Ashraf (2019) identified five motivators for abusive behaviors: the chance to deceive, perceived injustice, material gain (reward and perks), and unhappiness. Additionally, Ang and Koslow (2012) divided customer abuse into perspectives on disruption and violations of norms, indicating that the disruption viewpoint is more managerially advantageous than the violation of norms perspective.

2.2.2 Employee Job Satisfaction

According to Spector, a person's level of job satisfaction simply measures how satisfied they are in their current role (1997). Thompson and Phua (2012) assert that the degree to which job satisfaction is assessed in terms of affective or cognitive job-related thoughts varies (cognitive). A person's level of happiness or work satisfaction is another way to define it (Shim et al., 2002). Employees that are comfortable and happy are more productive than those who are not (Saari & Judge, 2004).

Employees that are happy in their jobs have better attitudes, higher morale, better performance, and more amicable interactions with coworkers. Contented workers grow, are more inventive and creative, and contribute to beneficial workplace changes. Thus, the two measures of intrinsic and extrinsic work satisfaction were operationalized in this study. Extrinsic job satisfaction describes how workers feel about aspects of the workplace that are not directly connected to their tasks or the actual work they are doing. Employees' attitudes towards the nature of their work tasks themselves are referred to as intrinsic job satisfaction. People who work for organizations and those who conduct a study on them both benefit from having content employees. A worker's affective attitude towards their employment is, in simplest terms, what is meant by job satisfaction (Price, 2001).

In other words, it is an emotional response to a work that arises from a contrast between actual and desired results (Kam, 1998). Job satisfaction, in essence, refers to emotions, attitudes, or desires. Additionally, various hypotheses that have been established to comprehend its nature can be found in the literature. According to Vroom's (1964) need/value fulfillment theory, job happiness is inversely correlated with how well an individual's needs are met by their job. Porter and Lawler (1968), on the other hand, divided the impacts on job satisfaction into two categories: internal and external satisfying elements. They claim that favorable internal factors are connected to the work (such as the feeling of independence, achievement, victory, self-esteem, control, and other similar feelings obtained from work).

On the other hand, positive external variables are not a direct result of the activity itself (such as good relationships with colleagues, high salary, good welfare, and utilities). As a result, factors that are related to both the workplace and the employees might affect job satisfaction (Glisson and Durick, 1988). Job satisfaction has been linked directly to several business phenomena, including morale, motivation, performance, leadership, and attitude. Many people attempt to categorize the numerous aspects of job satisfaction, quantify each aspect's relative importance, and look at the impacts each aspect has on workers' output.

According to Spector (1997), job satisfaction relates to how employees feel about their jobs and various job-related factors. According to Ellickson and Logsdon (2002), job satisfaction is the degree to which employees like their employment. Job satisfaction is described by Schermerhorn (1993) as an affective or emotional reaction to many facets of an employee's work. According to Reilly (1991), job satisfaction is the attitude a worker

has towards his or her work or job, as well as how they feel about their jobs in general. According to Wanous and Lawler (1972), job satisfaction is the total of all job-related satisfaction. According to Maslow's five-level hierarchy of requirements, which spans from physiological demands, researchers have approached job satisfaction from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985).

The nature of the job and the employee's expectations for what the job provides determine both job satisfaction and discontent (Hussami, 2008). Job satisfaction will grow with lower convenience costs and greater organisational, social, and intrinsic rewards (Mulinge and Mullier, 1998; Willem et al., 2007). (Fisher and Locke, 1992; Xie and Johns, 2000) Job satisfaction is a multifaceted, complex phenomenon that is influenced by a variety of variables, including pay, the workplace, autonomy, communication, and organisational commitment (Lane, Esser, Holte, and Anne, 2010; Vidal, Valle, & Aragón, 2007; Fisher & Locke, 1992).

High-contact service sectors, like the restaurant, often feature jobs where front-line staff members, like waiters or waitresses, and customers interact closely and directly for a long time. Employee happiness at work is described by Locke (1969) as a pleasurable emotional state that results from or facilitates meeting job standards. According to this definition, job satisfaction is a personal trait that has a temporal propensity towards the past and the present, not the future. According to Babin and Boles (1998), employee satisfaction with a job is a favourable emotional state that results from employees' assessments of their job performance. They contend that outstanding work is valued favourably and leads to high pleasure.

An employee's emotive response towards their unique job and whether they love the work is one current definition of job satisfaction provided by Lambert et al. (2016). Given its beneficial effect on company performance, job satisfaction has received a lot of attention in the research. Employee involvement in their work and the organisation is an important aspect that influences job satisfaction.

Positive attitudes and behaviours towards their work are more prevalent in engaged employees (Saks, 2006). Job satisfaction is a key factor in accomplishing organizational goals, according to a subsequent study by Lu, Lu, Gursoy, and Neale (2016). Because the company provides a satisfying reward and an environment that helps the employees feel physically and psychologically secure, job satisfaction has a positive impact on organizational goals (Gursoy & Swanger, 2007). In comparison to employees who are less content with their jobs, those who are satisfied with their jobs are more likely to do well with these offerings.

2.2.3 Frontline Employee Turnover Intentions

When employees leave a business or organisation and are replaced, this is known as staff turnover. Turnover intention measures whether a company or organization's employees intend to quit their jobs or whether the firm intends to fire personnel. Similar to turnover itself, turnover intention can be either intentional or involuntary. The intention of leaving is that the employee wants to quit his job due to dissatisfaction due to various reasons (salary, management style, justice, reward, etc.).

Since staff turnover is a common occurrence and globalization is still undergoing rapid transition, firms are being forced to compete with one another to retain their best talent. Intention to leave is a normal occurrence that takes place when people are forced to disrupt the organization's structure by quitting their positions due to a poorly organised system, a disagreement over the proper role of work life, and a lack of motivation, promotion, or attention at work. Companies were unaware of the impact their missions had on employee stress levels and their ability to preserve the organization's viability in a highly competitive global market. Employee turnover is a serious problem that businesses across the globe are grappling with. Since staff turnover is a common occurrence and globalisation is still undergoing rapid transition, firms are being forced to compete with one another to retain their best talent. Intention to leave is a normal occurrence that takes place when people are forced to disrupt the organization's structure by quitting their positions due to a poorly organised system, a disagreement over the proper role of work life, a lack of motivation, promotion, or attention at work. Companies were unaware of the impact their missions had on employee stress levels and their ability to preserve the organization's viability in a highly competitive global market. Employee turnover is a serious problem that businesses across the globe are grappling with.

2.2.4 Frontline employees in the restaurant

Waiters and other frontline service staff play a crucial role in the restaurant industry since they act as a bridge between the establishment and the general public (Davidovitz & Cohen, 2022). Previous research on the impact of customer behavior on employees, however, has focused chiefly on sectors other than the restaurant industry. For instance, (Jailan El

Demerdash & Heba Said, 2018) examined frontline hotel staff, and Madupalli and Poddar (2014) examined staff members at call centers for telecommunications. Additionally, research has demonstrated a connection between employee happiness and client abuse (Daunt & Harris, 2012).

There is a clear link between employee satisfaction and turnover, according to several research. As the face of the establishment in the eyes of the patrons, the front-line staff member has the power to influence the company's reputation and image. If the front-line employee delivers decent or high-quality service, the customer's needs may be satisfied. In turn, this gives the business a favorable reputation and a competitive advantage (Goldman, 2020). The frontline employee (FLE) is a key player in many facets of the restaurant industry and frequently deals with a variety of issues. For instance, according to a recent study, service interactions with frontline workers have involved violent and hostile behaviour (Harris & Reynolds, 2003). As previously mentioned, frontline restaurant employees (FRE) frequently experience unpredictable and inflexible work schedules, lengthy work hours, and little weekend time off. Staff members who work on the front lines are underpaid and go through inefficient training courses. To attain service excellence, the restaurant must make sure that the customer services provided by their staff, particularly those at the frontline (sometimes referred to as customer-contact employees), can satisfy customers' demands and expectations. Because they serve as a restaurant's ambassadors to customers, employees who come into touch with consumers play a crucial role in determining how well services are delivered and how satisfied customers are as a result (J. Wang et al., 2022).

2.2.5 Abusive Customer Behavior and Frontline job satisfaction

The level of an employee's pleasure with their work and workplace is referred to as their job satisfaction. A person's level of happiness at work or from their experiences there is measured by their job satisfaction. (Jehanzeb & Mohanty., 2018).

This happy emotional state entails a good outlook on work, clients, and inner sensations that show the employee is satisfied with their position. To a considerable extent, job satisfaction in the hospitality sector encourages employees' respect for clients and their desire to deliver higher-quality services, which in turn results in pleasant experiences for clients and raises client satisfaction. Therefore, businesses often pay significant attention to job happiness to increase competitiveness in service markets. Frontline employees will work better and be happier if they have a decent working environment, supportive management, and partners. The performance of the frontline staff is influenced by their motivation from the company, their supervisor, and their partners. Maintaining a balance between work and family obligations requires job satisfaction (Rhoades & Eisenberger 2002).

The employee is regarded as one of the company's or organization's most valuable assets. The business or organisation needs workers who can perform properly and quickly (Maharani & Roshandi, 2019). Hostile customer behaviors are bad emotional reactions when work-related pressures and events deplete personnel. Employees' physical and psychological states can alter due to their jobs, leading to deviations from their usual behavior. Employees are particularly conscious of their stress levels in response to events at work. Job-related tension, anxiety, irritation, worry, emotional tiredness, and anguish"

are all examples of stress, according to research. Complex interpersonal and workplace interactions contribute to workplace stress (Hafidhah & Martono, 2019). Because they must deal with clients directly and are expected to treat them with kindness, respect, and passion, employees are more likely to feel stressed out in a service-oriented setting (Mahmoud et al., 2020).

2.2.6 Frontline Employee job satisfaction and turnover intentions

Organizations have valued frontline employees for a long time since they are essential to establishing and maintaining a competitive advantage for their companies. Kandampully et al. (2018) assert that the problem of luring and keeping highly qualified workers is rooted in a managerial perspective that is more crucial than ever.

Motivating, keeping, and sustaining staff is also viewed as a smart move for preserving organisational performance and securing a place in the market in the long run as it invests in the irreplaceable resource of human capital. Employee turnover is one of the restaurant sector's most significant challenges because frontline workers are crucial to operation and performance. (Kandampully et al., 2018) demonstrated that some circumstances, such as the process of altering the workplace, technological advancement, and globalization, maximize the significant relevance of the employee. Additionally, putting employees first in corporate objectives ensures an organization's competitive sustainability. The competitive advantages of a company are secured when talent management is given careful consideration, ensuring that the right employees are hired for the right tasks, are developed, well-managed, and retained going forward.

2.2.7 Abusive customer behaviour and frontline employee turnover intention

Frontline workers are individuals who often and directly connect with consumers. (Y. C. Wang et al., 2017). The frontline employee was described as those in boundary-spanning positions by (Deri et al., 2020). Frontline employee plays a significant role in delivering services; they speak on behalf of the provider and are crucial to the marketing and management strategies of the business (Shi & Gordon, 2020). Frontline employees deliver service to the customer and communicate values with customers through actions (Shi & Gordon, 2020). (Arkenback-Sundström, 2022) claimed that frontline employees are a part of the Service; salaries paid to employees are the costs of service production.

Employee intention to leave a company or sector refers to a person's long-term ambitions. Some individuals may influence employee turnover intentions, job-related, organizational (institutional), or sectoral factors (Bamfo et al., 2018b). Employee work satisfaction has been identified as a factor in theoretical and empirical studies predicting employee turnover intentions ((Kim et al., 2018). One of the first models on job satisfaction as a determinant of employee turnover intentions was developed by Rhodes and Doering. Since then, additional research in several fields has supported this association. (Tabrani et al., 2018) discovered a connection between employee satisfaction and intention to depart. Turnover intention behaviour has recently grown to be a serious issue for restaurants because of the number of employment opportunities, ease of job switching, and high demand for highly skilled personnel. According to Pu (2021), turnover intention refers to a person's likelihood of quitting their work. It can be divided into voluntary and involuntary behaviours as well as functional or dysfunctional behaviours. The term "voluntary turnover" refers to a

person's decision to voluntarily leave a group that they are compensated financially to be a part of (van Esch et al., 2020). The development of predictive models for voluntary turnover has received significant scholarly attention. Among other things, (Ramaite et al., 2022) found that job satisfaction is adversely correlated with turnover and intention to leave (turnover intention). Additionally, it is discovered that turnover and turnover intention positively correlate with one another.

2.2.8 Power Imbalance

Being bullied by a superior in the organisation displays a power imbalance that is a reflection of the formal power structure or positional authority (Liu & Wang, 2017; Scheuer et al., 2017). This is frequently referred to as abusive oversight. However, this should not be confused with workplace bullying as it also addresses the improper treatment of clients, subordinates, and supervisors, as well as between coworkers (sideways) (Kakarika, González-gómez, & Dimitriades, 2017; Samnani & Singh, 2012; Tepper, Moss, Lockhart, & Carr, 2007; Whitaker, 2012). Abusive language, blaming, and accusing staff of wrongdoing exemplify power imbalances. While unreasonable demands include repeatedly requesting special discounts, transferring to the supervisor without cause, and asking the frontline employee to do things that go against corporate policy.

For service personnel, power imbalances are a significant source of stress (Goussinsky, 2011). According to Yasin and Dzulkifli (2009), stress is a response to interactions with environments that people perceive as overly demanding or dangerous to their well-being. FLEs see a mismatch between their capabilities and the situation's needs during aggressive engagements. They felt uncomfortable and tense if they were unable to cope. The

fundamental cause of unhappiness is thought to be consumer power imbalance actions. Due to the advantages organizations receive from delivering good performances, employee emotional well-being is essential. The human element in hospitality firms has also been considered one of the most crucial components of competitive advantage, service quality, and organizational effectiveness (Kusluvan et al., 2010).

According to a global study, bullying at work is more common in the hospitality sector than in other industries (Jung & Yoon, 2018). Taking control, having sway over someone else, and producing the desired result (Du Plat- Jones, 1999). Customers' displeasure with goods or services or the fact that they are just "difficult" individuals who exhibit various fury manifestations could be the causes of their annoyance or anger. According to Patterson et al. (2009), customer wrath has developed as a result of poor management of customer complaints and customers' perceptions of threats to their basic needs, such as self-esteem and fairness. Any or all of the following, or, at the very least, constructive expressions, could be used as fury expressions: physical, verbal, non-verbal, and displacement (McColl-Kennedy et al., 2009).

2.3 Theoretical Review

Theories are developed to explain, forecast, and comprehend phenomena as well as, frequently, to challenge and advance current knowledge while staying within the bounds of crucial limiting assumptions. The structure that can hold or support a research study's theory is known as the theoretical framework.

The theory that explains why the research problem under study occurs is introduced and explained in the theoretical framework. To understand human behavior in many contexts, behavioral scientists have invested a lot of time and money in building and analyzing various models and hypotheses. Some of these ideas will be examined for the objectives of this work to comprehend how they explain abusive customer behavior, job satisfaction, and turnover intentions of frontline employees. Theory of Social exchange theory (SET) (Vallerand et al., 1992), the Theory of Planned Behavior (TPB) (Sideridis et al., 1998; Vallerand et al., 1992) Job characteristic theories (JCT) ((Els et al., 2015), etc. For the sake of this work, some of these ideas will be examined to comprehend how it explains individual behaviour, specifically abusive customer conduct, and frontline employee turnover intentions.

2.3.1 Job characteristics theory (JCT)

These are characteristics of a particular job that serve as motivators for employees and thereby affect both attitudes about their work and the results of their efforts ((Krishnan et al., 2017). According to Hackman and Oldham's study from 1976, the job characteristics model was improved by these factors. It assumes three psychological states: significance, accountability, and result from knowledge. An employee's experience of the aforementioned psychological states is influenced by five fundamental job features, specifically skill variety, task identity, task relevance, feedback, and autonomy (Hackman & Oldham, 1976).

According to several studies (Slattery et al., 2010; Sultan, 2012), the five job attributes are closely associated with employee satisfaction in various types of firms (Hackman et al., 1976). However, the job characteristic theory, which was later validated by other researchers, was established because of the inconsistent association between work characteristics and job descriptions (Van den Berg & Feij, 2003). The idealists have five aspects of a work that influence its outcomes. The first is "skill variety (SV)," which measures how many diverse activities, abilities, and talents are required to complete a job (Johari & Yahya, 2016). The frontline employee serves as the bridge between the organization and the customer. Frontline staff is expected to possess multiple skills to be effective at their post. They are expected to be people-centered, have good communication skills, have good interpersonal relations, be well-mannered, control emotions and moods, etc. The second job characteristic is "task identity (TI)," which considers the extent to which the job demands completion in whole or in an identifiable piece ((Johari & Yahya, 2016). To the extent necessary to complete the task with a clear consequence from beginning to end. The third factor is "task significance (TS)," which measures how much an occupation affects the environment and the lives of individuals (both inside and outside of an organisation) (Saavedra & Kwun, 2000). Particularly in businesses where customer contact with frontline personnel is the main method of service consumption, a frontline employee's position has the potential to either strengthen or sever a customer's relationship with the company. "Job autonomy (AU)" was the fourth job quality the theory listed. This is the degree to which the task allows the employee discretion, independence, and freedom (Johari et al., 2016).

Giving these workers job autonomy can enable them to find innovative ways to complete duties and deal with difficulties like difficult clients, which will lessen their emotional stress (Bani-Melhem et al., 2020). The final qualification was "job feedback" (FB). The degree to which employees are given clear performance results reflects the extent of job feedback. Giving employees objective feedback enables them to strengthen their areas of weakness and capitalize on their strengths (Mwesigwa et al., 2020).

2.3.2 Social Exchange Theory (SET)

According to the social exchange theory (SET), employees can discriminate between their organisational contribution and how supportive they are seen to be by their employer (Verburg et al., 2018). Employee-organization relations are explained by the social exchange theory. The social exchange perspective is a connection of reciprocity of enjoyment that is mutually contingent through formulation between two people and is based on the conviction that trading and giving a uniform moral standard (Stafford & Kuiper, 2021). The reciprocity of satisfaction will thereafter uphold a stable social order via this exchange norm. By observing the differences in the potential for economic exchange, the idea of social exchange was also clarified (Zoller & Muldoon, 2019). Contrary to popular belief, the economic transaction is generally acknowledged to be short-term and involves more intangible or even symbolic resources. As the returns are viewed as vague responsibilities, neither the nature nor the timing of the anticipated future returns is adequately articulated within the social exchange. Instead, the parties' exchange relies on the norm of reciprocity in eluding their obligations through future occurrences.

The social science fields of anthropology, social psychology, sociology, and organisational behaviour all contributed to the development of social exchange theory (Asma S Alkathiri et al., 2018). The advantages and responsibilities of each partner in social exchanges are implied and unstated (Mmamel et al., 2021). A relationship between two people is developed through a process of cost-benefit analysis, according to the social exchange hypothesis. According to the theory of social exchange, people engage in social exchange processes to demonstrate reciprocal conduct and assist others who provide them with benefits. These activities are said to be fundamentally characterized by emotions. The cost includes elements that are viewed negatively, such as having to invest money, time, and effort into a relationship. At the same time, the advantages are things that come from the partnership. According to this idea, people make economic decisions in social contexts by comparing their options and choosing the one they believe to have the most advantages (Asma S Alkathiri et al., 2018).

According to Asma S. Alkathiri et al. (2018), one of the most popular theories for understanding friendship behaviour is the social exchange theory. This is because people compare options and select the one they believe to be of the most value. It involves actions that are dependent on rewards from others, leading to connections that are advantageous to both parties (Groening, 2017). Conversations people have at work might reflect how they feel about their company, whether positively or negatively (Fu, 2016b). This might aid in explaining why people choose to switch from one organization to another. One of the principles of social exchange theory—reciprocity—helps to understand how people experience and manage stress at work.

Organizational socialization, according to (Lai et al., 2020), may increase people's desire to be a member of an organisation. Increased supervisory support can be utilized to help employees get to know one another in the workplace. Employees will be able to improve their attitudes, behaviours, and abilities through this process to become better team members. According to Nazir et al. (2019), people evaluate relationships based on how much they get from their partners. As a result, the relationship is valued more when the advantages are higher, and vice versa. The Exchange Theory postulates that social connections are characterized by the distinctive emotional outcomes of various exchange arrangements. Spending time and money on developing human capital results in loyal employees with positive sentiments toward the company.

2.3.3 Theory of Planned Behavior (TPB)

To test if these explain the origins of behavioural intentions in particular people, we used the Theory of Planned Behavior (TPB). The antecedents of each activity and the overall context are expected to help researchers better understand the processes by which TPB components are linked to intents. If this theory is applied to study workplace environmental behaviour, it will be a useful tool for anticipating deliberate activities. Arnold et al. (2006) conducted a study on 25,000 workers at 80 locations across the UK using TPB. They examined the factors that drive people to engage in particular behaviours, how well those actions are managed, and how confidently people believe they will profit from them. The three primary variables that predict purposeful conduct are TPB attitude, subjective norm, and perceived behavioural control. TPB has been used to accurately account for planned behaviour as a result. The personal benefits and social pressures placed on those who are known to be researchers have also been predicted using this method.

2.4 Conceptual Framework

A conceptual framework is a diagram that shows the link between dependent and independent variables. According to Ngulube et al. (2015), the conceptual framework was created to determine how abusive customer behavior affects the frontline employee turnover intention and mediating role of employee job satisfaction. The majority of customers at restaurants treat the wait staff with courtesy and respect, but occasionally this is not the case. Abusive Customer behavior (ACB), a major cause of melancholy and anxiety, may elicit maladaptive emotion regulation if restaurant employee does not handle such situations correctly (Aldao, 2012). Abusive Customer behavior has been connected to organizational behavior, employee turnover, inadequate department performance, and emotional exhaustion in employees (Ngulube et al., 2015).

Deviant consumer behavior: If customer service agents cannot resolve the client's issues, they might foster favorable impressions by attending to other, less important client needs. The customer expects their requirements, wishes, and expectations to be addressed and understood. It implies that service personnel should pay attention to the customer. Customers form positive impressions and develop strong customer connections when they feel heard and acknowledged. Customers also want access to options and choices that can help them decide (Hoang & Suleri, 2021). To enhance customer experiences, management "gurus" and practitioners have worked hard to control and prescribe the behaviour of (perhaps) dysfunctional customer-contact workers (Harris & Reynolds 2004). In recent years, marketing theorists and practitioners have paid a lot of attention to how customers perceive the quality of their services, their happiness, and their loyalty (Nguyen et al.,

2018). The first scenario, however, illustrates that not all consumers are functional and that some have reacted unexpectedly and dysfunctionally to customer-focused activities.

Christopher Lovelock introduced the term "jay customer" in 1994 to describe this type of customer misconduct, characterizing jay customers as those who intentionally act carelessly or abusively, creating issues for the business, staff members, or other customers. The focus of later research has frequently been on distinct, dramatic, or exceptional forms of such "wrong customer behaviour" (Strutton et al., 1994). Examples consist of categorizations for consumer vandalism assessments (Levy-Leboyer, 1984). According to contemporary typologies of general violence (Boyd, 2002; Farrugia, 2002), retaliation (Huefner and Hunt, 1994; 2000), unjustifiable whining (Jacoby and Jaccard, 1981; Kowalski, 1996), obsessive consuming (O'Guinn and Faber, 1989; Hirschman, 1992), and violence (Boyd, 2002).

Verbal abuse from clients puts front-line staff members' physical and psychological health in danger and makes them more emotionally worn out. It has to do with high intents of leaving, poor recuperation abilities, and low job satisfaction. Additionally, it lowers creativity, engagement, and the results of the job. It causes job burnout in frontline workers by increasing their desire for retribution and sadness. It is frequently accompanied by negative feelings like dread and rage (Li & Zhou, 2013; Korczenski & Evans, 2013; Kashif, Braganca, Awang, & De Run, 2017; Yeh, 2015; Nwokori, 2016; Karatepe, 2011; Akkawanitcha, Patterson, Buranapin, & Kantabutra, 2015).

Job burnout (JB) is thought to be a specific type of work stress (Han et al., 2016) that manifests as a state of exhaustion, loss of commitment and motivation, failure, and a lack of energy and power (Choi et al., 2012; Charoensukmongkol, Moqbel, & Wirsching, 2016; Sunny et al., 2017; Toprak, Serçek, Karakaş, & The three components of JB are, in other words, emotional weariness, depersonalization, and a sense of unfulfilled personal potential (Maslach & Leiter, 2008; Charoensukmongkol et al., 2016; Han et al., 2016).

The restaurant industry has the highest rate of burnout because providing services requires interpersonal interactions between service recipients and providers. High levels of job burnout can negatively impact an organization by increasing employee turnover, absenteeism, organizational commitment, job satisfaction, and productivity, as well as by providing subpar customer service (Choi et al., 2012; Karatepe et al., 2009a; Choi et al., 2014; Karatepe, 2011; Han et al., 2016; Li & Zhou, 2013; Sun & Chiu, 2011).

Additionally, the conceptual framework suggests that abusive customer behaviour and frontline employees' intentions to quit have a big impact on job satisfaction in the restaurant business. Client contributions either physical or mental are essential during service interactions. When customers offer ideas for improving the services they receive or instruct other customers to act properly, employees could mistakenly feel that customers are decent people. We understand, for instance, that fostering a sense of security through excellent customer service practices may have a direct, positive effect on employee engagement and happiness (Yi et al., 2011). Employee engagement and job satisfaction are likely to grow as a result of security if they feel that customers are kind to them (Yi et al., 2011).

According to the conceptual framework (Figure 2.1), in the restaurant business, abusive customer behavior may negatively impact frontline employees' satisfaction. Frontline employees are more likely to leave their positions the more frequently they encounter hostile behavior from customers. Frontline employees who frequently deal with customer abusive behavior may dislike their jobs. The desire of employees to leave the restaurant sector can also be negatively impacted by frontline employee satisfaction. The likelihood of frontline workers leaving the company, or perhaps the sector as a whole, increases as their level of dissatisfaction increases. Strong correlations between these variables suggest that frontline service staff satisfaction in the restaurant business mediates the link between employee turnover intentions and abusive client behaviour to some extent.

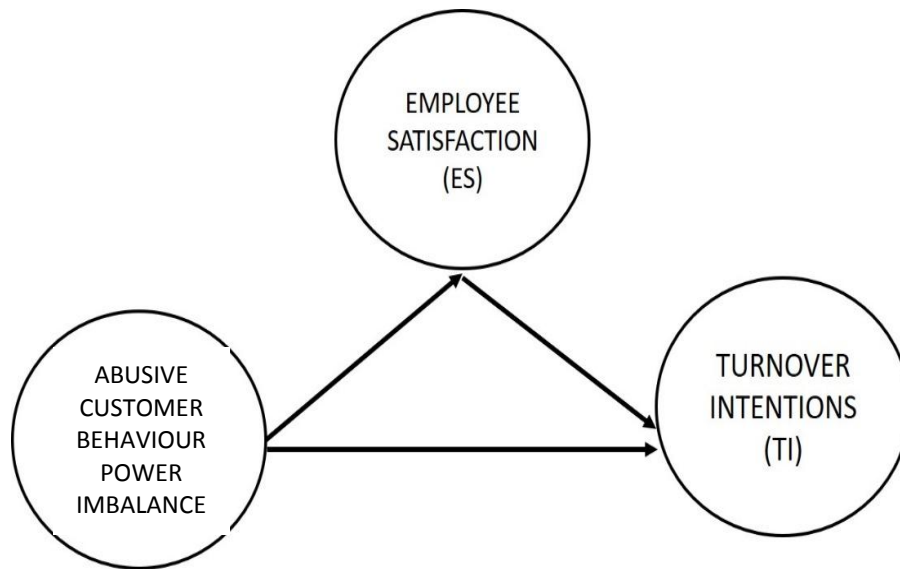


Figure 2.1: Conceptual Framework of the Study

Source: Author's construct

CHAPTER THREE

METHODOLOGY

3.1 Introduction

In this study, we examine how job satisfaction among front-line workers affects restaurant sector employees' intentions to leave. In light of this, this chapter discusses the study's methodology. The research strategy, paradigms, methodologies, and population under consideration are all presented in depth in this chapter, along with the sample and sampling techniques that were used. The method chosen and its justification for use are also presented in the chapter. A presentation of the research tool and data collection methods is also included. The manner of data analysis used in this study is also strongly featured.

3.2 Research Design

According to Creswell (2014), research designs are the methods used to conduct scientific inquiry. It is viewed as the type of research within qualitative, quantitative, and mixed methods approaches that present the precise direction or processes with which a scientific inquiry may be carried out. (Joullié et al., 2021) claim that a study's research design determines how data will be collected from participants, chosen for analysis, and shared with the intended audience. This shows that the dependability of the research design is crucial since it tells the researcher how the study will proceed, including sample selection, the data collection tools to employ, the data analysis process, and how to present the study results.

Functionally, research design seeks to achieve two primary purposes (Doyle et al., 2020). First and foremost, research design aims to identify, plan or develop processes and logistical arrangements needed to conduct an inquiry. Secondly, it stresses the essence of quality in the research process to ensure that the study findings become valid, objective, and accurate.

According to Bryman (2012), there are five different research designs within social and behavioral science. Cross-sectional or survey design, longitudinal design, case study design, comparative design, and experimental design or quasi-experiments are a few examples. In the case of cross-sectional or survey design, it emphasizes collecting a large pool of data from a study sample at a single time interval to understand the interrelationship between two variables or why certain things occur within a given context. Survey research designs are often associated with the deductive approach to research (Saunders, Lewis, & Thornhill, 2009). Again, because survey research design can be used to address research questions that begin with phrases such as who, what, where, how much, and how many It is commonly regarded as the preferred research design in the realm of social and behavioral sciences (Doyle et al., 2020). Hence, it happens to be mostly used within areas such as exploratory and descriptive research. Additionally, since survey design research instruments are highly standardized, it is possible to compare the results across groups without difficulty.

However, the study used a descriptive approach in this particular setting. The goal of descriptive research is to accurately describe things seen. The most distinctive aspect of it is that the researcher does not influence factors; it answers what inquiries rather than how,

when, or why the phenomenon occurred. Descriptive designs are the most effective way to accomplish this goal in this study since it aims to gather a huge amount of data from frontline staff and managers within the Kumasi Metropolis on abusive customer behaviour and frontline employee turnover intentions in the restaurant industry. The descriptive design also offers the most effective way to accomplish this particular goal. Even while this research design makes it possible for this study to more economically and validly accomplish its stated objectives, it still has flaws.

3.3 Study Population

According to Malhorta and Birks (2007), It transforms into the assembly of individuals or entities possessing the precise data that a study aims to collect or delve deeper into. Therefore, pre-identifying the cluster holding this information can conserve significant time and resources for the study, as only those demonstrating the specified traits or possessing the precise information will receive communication.. The Kumasi Metropolis restaurant industry's frontline staff and managers make up the target demographic in this study. Population involves all individuals, organizations, or groups with specific characteristics and qualities important to the researcher's examination of the phenomenon (Pandey & Pandey, 2015). It is important to carefully select the population of interest since it will influence whether the objectives of the research study will be met (Wildemuth et al., 2018).

A suitable population must be identified for the researcher to effectively draw a sample from the population (Pandey & Pandey, 2015). According to the Ghana Tourism Report (GTR), there are over 520 restaurants in Ghana, of which about 56 are located in the

Ashanti region- Kumasi. It is estimated that each restaurant has ten frontline employees on average. Based on the estimate, the total population of frontline employees in restaurants within the Ashanti region- Kumasi was five hundred and twenty. The study sampled twenty-five (25) restaurants from Ashanti- Kumasi with a total population of two hundred and fifty (250) frontline staff and twenty-five (25) managers. However, with a speculated response rate of 75%, a population of 25 restaurants generates a minimum of 188 frontline employees and 19 managers.

Table 3.1: Sample size for the study

Respondent Category	Unit sample	Total sample
Managers in the restaurants (Interview)	1×25	25
Frontline employees (Survey)	10×25	250
	Total	275

3.4 Sampling

This study uses the random sampling technique (cluster sampling). The randomly selected restaurants were from clusters from which the respondents were sampled. The sample size is a representative population subset (Guetterman, Creswell, Deutsch & Gallo, 2019). For this study, ten (10) frontline staff, each across 25 restaurants in the Kumasi Metropolis, were used for the survey. Also, one (1) manager was interviewed from each restaurant.

3.5 Data Collection Instrument

Groening (2017) argue that a study's research questions influence the choice of research strategy, data collection instruments, analysis procedures, and the time horizon over which a study is carried out. The authors added that the time available for a study would have to be considered when deciding which data collection instrument to select or adopt.

A data collection instrument is merely a method for gathering data, claims Bryman (2012). It can take the shape of a specific thing, such as a question on a survey, a set interview protocol, or participant observation, where the researcher observes and listens to others. However, as argued earlier by Saunders and colleagues (2009), selecting a particular research instrument should be informed by the research questions the data seeks to achieve or measure. Likewise, Yin (2009) shared a similar view when the author postulated that the type of research questions asked is important in determining the data collection method. To the author, when phrases such as 'who,' 'what,' 'how much, and 'to what extent questions are used, the appropriate tool to use is questionnaire instruments. In this study survey questionnaire was adopted as the study tool for data collection.

Both open-ended and closed-ended structured questionnaires were employed in the study. Quantitative data can be collected by using both open- and closed-ended questionnaires (Vitale et al., 2008). To gather quantitative data from the frontline staff regarding abusive customer behaviour and employee turnover intentions in the restaurant business, both open-ended and closed-ended questions were used. Similarly, Yin (2009) presented a similar argument when he stated that the nature of the research questions influences the choice of the best data-gathering approach. When asking questions including the phrases "who," "what," "how much," and "to what extent," the author contends that questionnaire instruments are the most effective tool to use. Four (4) questionnaire parts were created out of 48 questions. The first component of the study covered abusive client behaviour, and the second section covered job satisfaction. The third portion addressed the likelihood of staff turnover, while the final group's goal was to gather demographic data from the respondents.

3.6 Data Collection Procedures

The targeted restaurant locations, where frontline personnel can be seen, were visited personally. The study's goal was then discussed with the relevant head in the following steps: To calm these discussions and make it clear that the research was conducted only for academic purposes, a letter introducing the study was obtained from the Department of Catering and Hospitality and delivered to restaurant facilities. The researcher made all of the time choices for the data collection. Furthermore, the data collecting hours and dates for each selected restaurant were determined based on the times and dates that the restaurant management had approved. Four weeks were needed to administer the entire questionnaire.

3.7 Reliability and Validity

According to Guetterman et al. (2019), reliability depends on the consistency of all the processes. Guetterman et al. (2019) state that reliability is the stability of the findings of a study. According to (Kamble, 2022), one of the reliability measures is the internal consistency of the measuring tool over time. A measure is considered reliable if the participant's score on the same test twice is similar (Shah et al., 2019). For the qualitative portion of the study, the following procedures were used to guarantee validity and reliability: a semi-structured interview schedule and prompts. The verbatim transcriptions of the interviews were checked for correctness. Restaurant company managers and front-line employees provided the data.

In research, the appropriateness of the methods, procedures, and results is referred to as validity. (Shah et al., 2019) state that the approach needs to be appropriate to address the research question's validity. The research design is supported by sampling and data analysis, and the goals of the study are supported by the findings and conclusions. These guidelines and the conceptual framework were used to guarantee the validity of the research.

3.8 Ethical Considerations

Ethical considerations during the data collection comprised anonymity, confidentiality, and informed consent. In terms of anonymity, any information that revealed the identity of respondents, such as names, phone numbers, and postal addresses, was not included in the interview and questionnaire. This ethical consideration covered both qualitative and quantitative research.

Confidentiality was also achieved by ensuring that the data gathered was used for research purposes alone. Under no circumstance was the data collected made available to any external party for any reason. In the quantitative part of the study, confidentiality was achieved by ensuring that all the questionnaires were sealed in envelopes after they were collected and then used for data analysis purposes only. However, concerning the qualitative aspect of the study, confidentiality was achieved in the following ways: No interview was conducted in an open space where a third party could hear what was being said. As a result, all interviews were done in confined environments with only face-to-face communication between the interviewer and subject. In addition, the transcripts are encrypted for security and the taped interviews are kept out of the hands of any outsiders.

Informed consent was also achieved by ensuring that respondents were duly informed about the purpose of the study and then allowed to give their permission before participating. Consent forms accompanied the informed consent for qualitative and quantitative respondents that the respondents/participants signed to show their consent to participate in the study.

3.9 Data Analysis

According to Kumar (2011), research-derived data is useless unless it is altered for use in making decisions. Typically, data analysis entails slicing up the raw data into manageable chunks, creating summaries, and using statistical inferences. The IBM Statistical Package for Social Sciences (SPSS) version 20.0 was used to enter the obtained data, and descriptive statistics were used to assess the study's findings. The data were analyzed using descriptive statistics since their goal is to provide a detailed explanation of how an event or phenomenon occurred (i.e. frequencies, percentages).

For instance, data from this questionnaire will first be analyzed using descriptive statistics, such as the mean and standard deviation, to identify the trend in the respondents' responses and determine the impact of abusive custom behaviour on frontline employee job satisfaction in the restaurant industry. Once more, descriptive statistics will be utilized to first detect the trend in the responses of the respondents to examine the impact of frontline work satisfaction on turnover intentions in restaurants. Then, to determine the acknowledged mediating impact of frontline employee work satisfaction on the association between abuse and employee turnover in the restaurant business, a multiple linear regression analysis was carried out. The Statistical Package for Social Sciences (SPSS)

software version 20.0 was used to analyze both closed-ended and open-ended questions. The information from the surveys was modified, coded, and input using the Statistical Package for Social Sciences (SPSS). The chosen management team was also interviewed using a content analysis strategy.

CAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

This chapter presents the analysis of the data collected and the discussion of the results per the objectives stated in this study.

4.1 Demographics

The background profile of the employees was sought. These include their gender, age, qualification, occupation, position, and employment.

4.1.1 Gender of the Respondents

Figure 4.1 shows the gender distribution of the respondents. Out of two hundred and seventy-five (275) respondents, one hundred and twenty-four (124), representing 45 %, were males and one hundred and fifty-one (151), representing 55 %, were females.

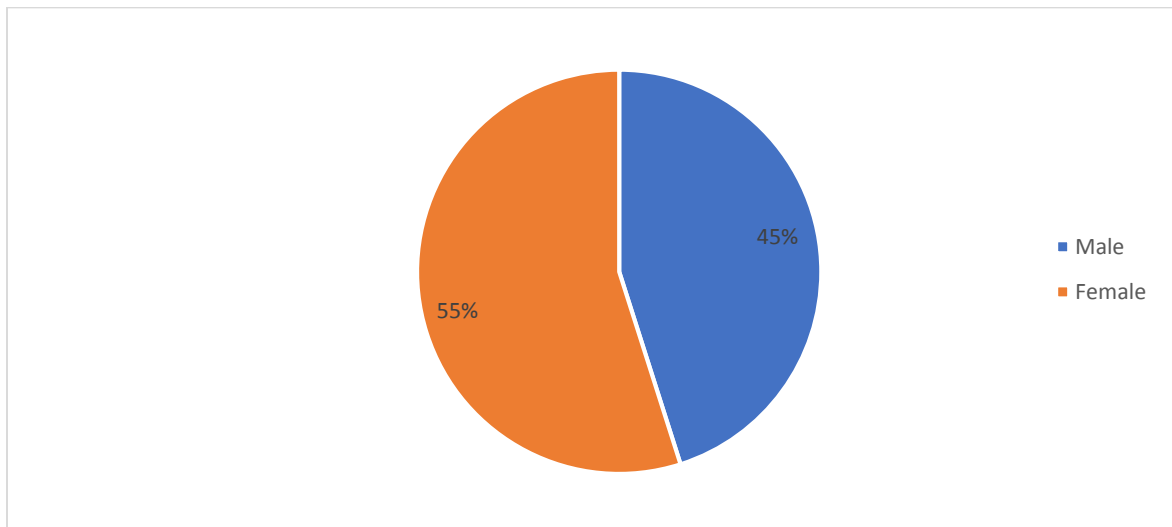


Figure 4.1: Gender of the respondents

4.1.2 Age of the Respondents

Figure 4.2 indicates the age distribution of the respondents. Out of two hundred and seventy-five (275) respondents, forty-eight (48), representing 17.5%, were below the age of 21. One hundred and fourteen (114), representing 41.5%, were between the ages of 21 years to 30 years. Eighty-two (82), representing 29.8%, were between the ages of 31 years to 40 years. Twenty-three (23), representing 8.4%, were between the ages of 41 years to 50 years. Eight (8), representing 2.9%, were between the ages of 51 years to 60 years.

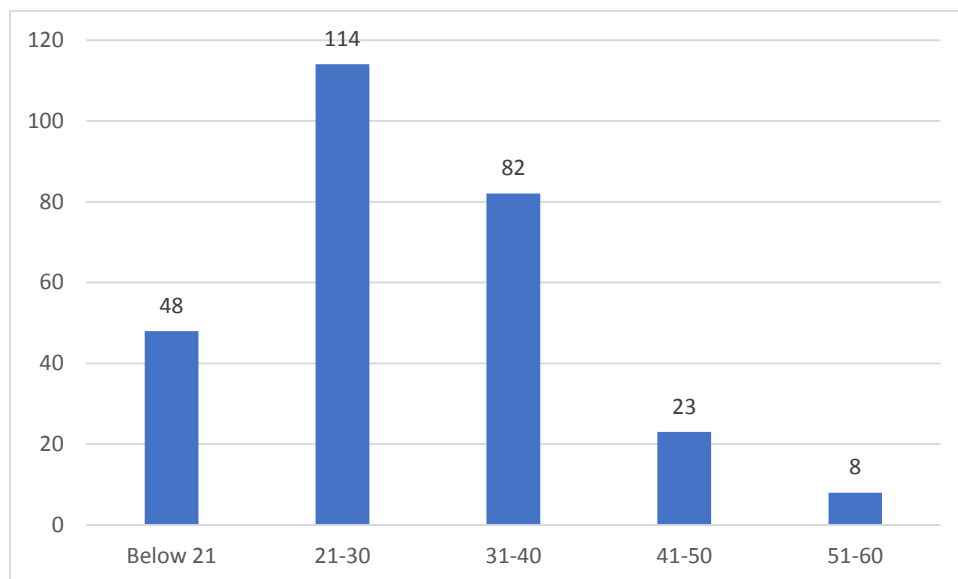


Figure 4.2: Age of the Respondents

4.1.3 Qualification of the Respondents

From Table 4.1, thirty-three (33) respondents representing 12.0%, were BECE certificate holders, sixty-eight (68) respondents representing 24.7%, were SSCE certificate holders, seventy-six (76) respondents representing 27.6%, were Diploma holders, eighty-seven (87) respondents representing 31.6% were Bsc degree holders, and eleven (11) respondents representing 4.0% were Masters' degree holders.

Table 4.1: Qualification of the respondents

Qualification	Frequency	Percent
BECE	33	12.0
SSCE	68	24.7
Diploma	76	27.6
BSC	87	31.6
Masters	11	4.0
Total	275	100.0

4.1.4 Types of Trade of the Respondents

From Table 4.2, Sixty-five (65) respondents representing 23.6%, were receptionists, forty-one (41) respondents representing 14.9%, were janitors, eight-five (85) respondents representing 30.9%, were cooks, seventy (70) respondents representing 25.5% were bar attendant, and fourteen (14) respondents representing 5.1% were others within the restaurant industry.

Table 4.2: Trade of Respondents

Trade	Frequency	Percent
Receptionist	65	23.6
Janitor	41	14.9
Cook	85	30.9
Bar attendant / waiter	70	25.5
Others	14	5.1
Total	275	100.0

4.1.5 Position of the Respondents

From Figure 4.3, one hundred respondents representing 34.6%, were assistants, one hundred and sixteen (116) respondents representing 42.6%, were senior assistants, twenty-five (25) respondents representing 9.1%, were principals, and thirty-five (35) respondents representing 12.4%, were chefs' within the restaurant industry.

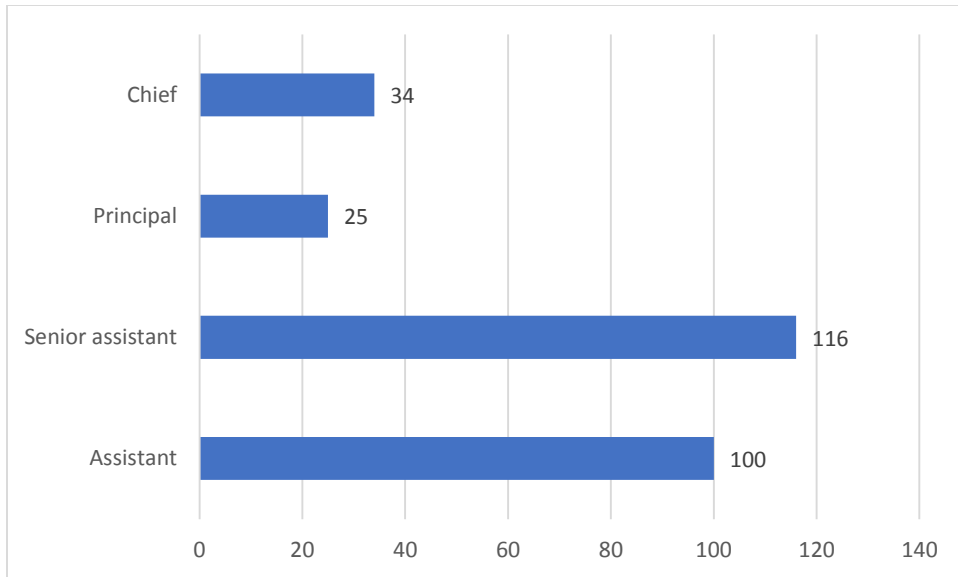


Figure 4.3: Position of the Respondents

4.1.6 Employment Status of the Respondents

Figure 4.4 represents the employment status of the respondents. One hundred and eighty-nine (189) respondents representing 68.7%, were permanent employees, and eighty-six (86) respondents representing 31.3%, were casual employees within the restaurant industry.

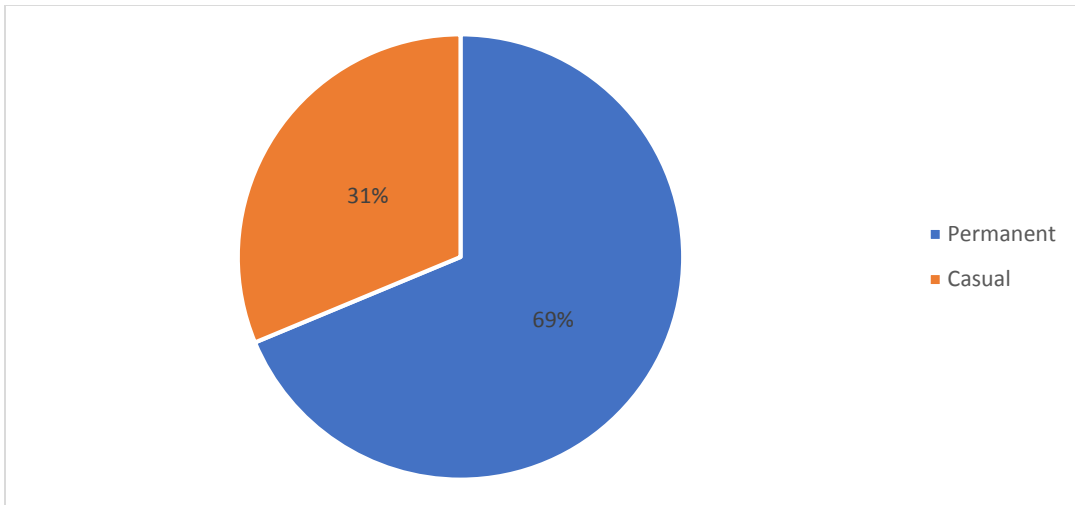


Figure 4.4: Employment Status of the Respondents

4.2 Exploratory Factor Analysis

The Exploratory Factor Analysis (EFA) was determined by SPSS (version 23). The EFA was used to determine the interrelated factor such that the observed variable loading on their respective latent variables. This will delete or decrease the number of the observed variables on the questionnaires whose loading was not at the appropriate position of the variables Surh (2005). Table 4.3 presents the Exploratory Factor Analysis (EFA) results of the observed variables under their right latent variables.

Table 4.3: Exploratory Factor Analysis

Rotated Component Matrix				
Measurement Item	Component			
	1	2	3	4
ACB1		.940		
ACB2		.952		
ACB3		.953		
ACB8		.940		
PI1			.875	
PI2			.846	
PI3			.969	
PI4			.970	
JS6				.738
JS7				.630
JS11				.605
JS12				.550
JS16				.656
JS17				.650
TI1	.976			
TI2	.942			
TI5	.676			
TI6	.959			
TI7	.967			
TI10	.905			
Total Variance Extract				73.100%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				.781
Bartlett's Test of Sphericity	Approx. Chi-Square			6030.074
	df			190
	Sig.			0.000
Determinant				1.490E-10

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Also, the results in Table 4.3 represent the number of observed variables loading under their correct latent variables. The observed variables greater than 0.5 and under the correct latent variable were further used for the data analysis. Still, observed variables loading less than 0.5 was deleted and cannot be used for further analysis of this study. The number of

the observed variables in their correct definiteness for Abusive Customer Behaviour (ACB) was six (6), Job Satisfaction was seven (7), and Turnover Intention was six (6). The determinant coefficient was calculated at 1.490E-10 with Kaiser-Meyer-Olkin Measure of Sampling Adequacy of 0.781. The KMO explains that there was a 78.1% adequacy supposition among the observed variables loading at their correct dimension on the latent variables. Bartlett's Test of Sphericity reports a significant p-value of 0.000 from a Chi-Square of 6030.074 with a degree of freedom of 190. The Exploratory Factor Analysis (EFA) for the four (4) latent variables gives a Cumulative Variance of 73.100%. Finally, the other observed variables with poor loading and were not in their rightful place on the rotated component matrix were deleted.

4.3 Confirmatory Factor Analysis

The Confirmatory Factor Analysis (CFA) was performed using maximum likelihood by the Amos software (version 23). It was purposely to determine how well the data fit the model. For the recommended indices criteria, CMIN/DF is supposed to be less than 3, CFI is all expected to be greater than 0.9, and RMSEA and RMR are less than 0.08. P-close is achieved if it is statistically insignificant at 5%. The Average Variance Extracted (AVE) for all the constructs was greater than 0.5, which is recommended by Fornell and Larcker (1981); the composite reliability (CR) and Cronbach's alpha were greater than 0.7 as expected (Bamfo et al., 2018). From table 4.3, Abusive Customer Behaviour had four (4) variables, Power Imbalance had four (4) variables, Job Satisfaction had six (6) variables, and Turnover Intention had six (6) variables but the remaining four (4) variable of Abusive Customer Behaviour, ten (10) variable of Job Satisfaction and four (4) variables (4) of

Turnover Intention were deleted due to poor factor loading under each of the latent variables.

Table 4.4: Confirmatory Factor Analysis

Model Fit Indices: CMIN = 260.912; DF = 150; CMIN/DF = 1.717; SRMR = 0.0428; RMSEA = 0.051; TL1 = 0.977; CFI = 0.982	Factor Loading
ABUSIVE CUSTOMER BEHAVIOUR: CA = 0.969; CR = 1.010; AVE = 1.043;	
Customers come in with aggressive behavior at all the time (ACB1)	1.166
Customers use body language to show their impatience (ACB2)	1.078
You felt that the customer was unhappy with the service but he/she did not engage in any complaining behaviour. (ACB3)	0.816
Customers blame you for doing nothing (ACB4)	∞
The customer engages in a positive communication indicating his or her loyalty to your company (ACB5)	∞
How do you rate the customer's friendliness, competence, responsiveness, honesty, and communication skills? (ACB6)	∞
Customers put pressure on you whenever they are in your restaurant (ACB7)	∞
Does the customer talk in a friendly manner (ACB8)	0.997
Power Imbalances: CA = 0.939; CR = 0.944; AVE = 0.811;	
Customers yell at me during service encounter (PI1)	0.809
Customers always humiliate me (PI2)	0.786
Customers behave aggressively towards me (PI3)	0.994
Customers make unreasonable demands during service encounter (PI4)	0.993
JOB SATISFACTION: CA = 0.717; CR = 0.182; AVE = 0.454;	
My organization pays better than competitors; (JS1)	∞
My pay is adequate considering the responsibilities I have; (JS2)	∞
I am underpaid for what I do (JS3)	∞
My fringe benefits are generous. (JS4)	∞
I do not like the basis on which my organization promotes people (JS5)	∞

If I do a good job, I am likely to get promoted; (JS6)	0.691
I am satisfied with my rate of advancement. (JS7)	0.530
The people I work with do not give enough support. (JS8)	∞
When I ask people to do things the job gets done. (JS9)	∞
I enjoy working with people her (JS10)	∞
I work with responsible people here. (JS11)	0.508
The managers I work for back me up. (JS12)	0.447
The managers I work for are ‘‘top-notch’’. (JS13)	∞
Management doesn’t treat me fairly. (JS14)	∞
My superiors don’t listen to me, (JS15)	∞
My job is interesting. (JS16)	0.531
I feel good about the amount of responsibility in my job; (JS17)	0.564

TURNOVER INTENTION: CA =0.958; CR = 0.163; AVE = 1.209;

In the next (5) five year I will leave the work. (TI1)	0.999
I don’t feel like going to work at all. (TI2)	0.930
I am always thinking about living the restaurants (TI3)	∞
I will expend the rest of my life in this restaurant (TI4)	∞
I always regret in being a worker in this restaurant (TI5)	0.606
I will probably look for a new job within the next 12 months (TI6)	0.965
I frequently think of quitting my job (TI7)	0.960
I plan to stay in the job to develop my career for a long-time (TI8)	∞
My investment in my job is too great for me to think of quitting (TI9)	∞
I might consider leaving if I find a better job (TI10)	0.868

CFI= Comparative Fit Index; CMIN/DF=Chi-Square/Degree of Freedom; TLI=Tukey-Lewis Index; RMR=Root Mean Square Residual; RMSEA=Root Mean Square Error of Approximation. Note(s): ∞~ Item deleted due to poor factor loading

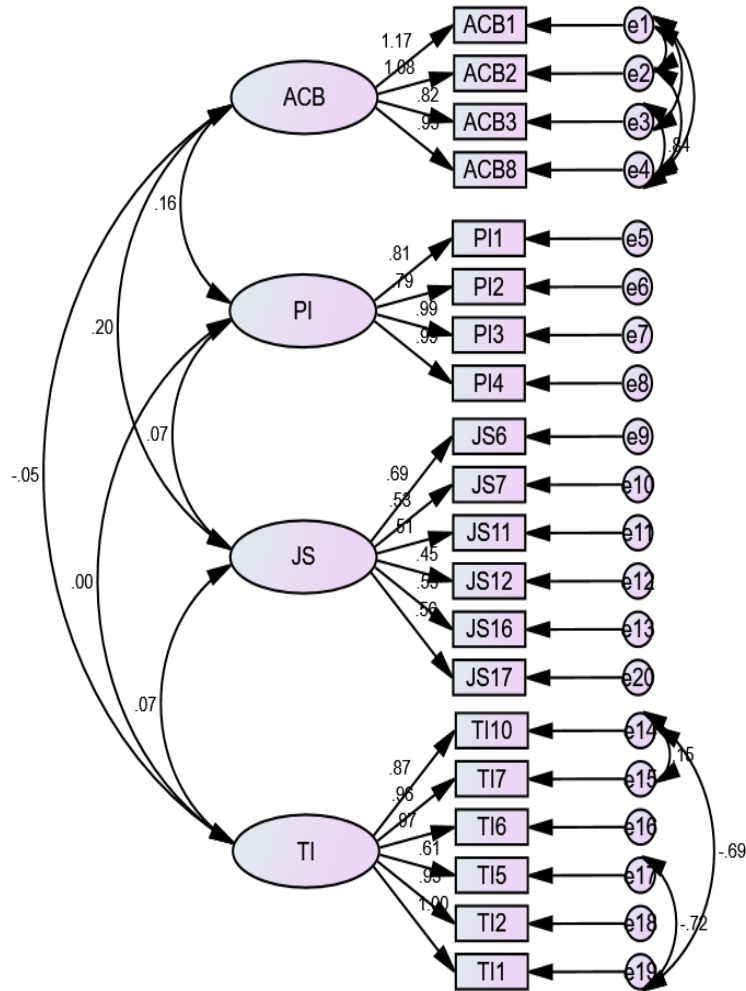


Figure 4.5: Confirmatory Factor Analysis

4.4 Descriptive Validity

As presented by Bamfo et al. (2018), the discriminant validity for the constructs was assessed by comparing the square root of the AVEs (\sqrt{AVEs}) with the intercorrelation scores. For discriminant validity, the \sqrt{AVEs} are expected to be greater than the respective intercorrelation scores. From Table 4.5, the results \sqrt{AVEs} were greater in all cases, and it was therefore concluded that discriminant validity existed among the construct studied.

Table 4.1: Descriptive Validity

Variables	ACB	PI	JS	TI
ACB	<u>1.043</u>			
PI	0.169	<u>0.900</u>		
JS	0.197	0.073	<u>0.673</u>	
TI	-0.050	0.004	0.069	<u>1.099</u>

$\sqrt{\text{AVE}}$ are **bold and underlined**; *~ P – value significant at 5% (0.05); **~ P – value significant at 1% (0.01)

4.5 Reliability Analysis

The reliability analysis was performed using SPSS (version 23) using Cronbach’s alpha. The reliability analysis was done to determine the internal consistency of the latent variables. The result of the reliability analysis is presented in Table 4.6. The coefficients for abusive customer behaviour, power imbalance, job satisfaction, and turnover intention are 0.969, 0.939, 0.717, and 0.958, respectively. The coefficients for the four constructs used in this study exceed the minimum threshold value of 0.6.

Table 4.2: Reliability Analysis

Constructs	Cronbach’s Alpha	Number of Items
Abusive Customer Behaviour (ACB)	0.969	4
Power Imbalance (PI)	0.939	4
Job Satisfaction (JS)	0.717	6
Turnover Intention (TI)	0.958	6

4.6 Path Estimation

Table 4.7 evaluates various direct effects on the study's hypothesis. The path analysis gives a way of disintegrating the correlation among the various independent variables against the dependent variables, which supports existing theories by other researchers. This was analyzed using Amos's Structural Equation Model (SEM) (Ver. 23).

Table 4.3: Direct Path Analysis

Variable	Estimate	SE	CR
ACB→JS	0.118	.055	2.126***
ACB→TI	-.064	.049	-1.293
JS→TI	.116	.102	1.131***
PI → JS	.031	.068	.460***
PI → TI	.028	.083	.330***

***~p-value significant at 5%; CR > 0.3 Supported, CR < 0.3 Unsupported

4.6.1 Research Question One:

What is the effect of abusive customer behaviour on frontline employee job satisfaction in the restaurant industry?

From Table 4.7, the relationship between abusive customer behaviour and job satisfaction was reported as statistically significant with critical ratio (CR) > 0.3. Results of the analysis showed that the relationship between abusive customer satisfaction and frontline employee job satisfaction has a composite reliability of 2.126, which was statistically significant and confirmed that abusive customer behavior has a direct positive influence on frontline employee job satisfaction in the restaurant industry ($\beta = 0.118$; CR = 2.126;).

4.6.2 Research Question Two

What effect does frontline employee job satisfaction have on employee turnover intention in the restaurant industry?

The second research question proposed that frontline employee job satisfaction affects employee turnover intention in the restaurant industry. From Table 4.7, frontline employee job satisfaction has a positive effect and is statistically significant on employee turnover intention in the restaurant industry. The analysis showed that the relationship between employee job satisfaction and employee turnover intention in the restaurant industry has composite reliability > 0.3 , which is statistically significant ($\beta = 0.116$; CR = 1.131). This concludes that frontline employee job satisfaction does not adversely affect employee turnover intention in the restaurant industry.

4.6.3 Research Question Three

What is the effect of abusive customer behaviour on turnover intentions in the restaurant industry?

The third research question sought to propose that abusive customer behaviour affects employee turnover intention in the restaurant industry. From Table 4.7, we realize that the effect on employee turnover intention in the restaurant industry had a negative effect and is statistically insignificant with composite reliability of less than 0.3. The analysis showed that the relationship between the abusive customer behavior and turnover intention has a composite reliability of -1.293, which was statistically insignificant and proves that abusive customer behaviour does not influence turnover intention ($\beta = -0.064$; C.R = -1.293).

4.6.4. Research Question Four

What is the effect of a power imbalance on employee job satisfaction in the restaurant industry?

From Table 4.7, power imbalance had a positive effect and was statistically significant on employee job satisfaction with a composite reliability greater than 0.3. The analysis results show that the relationship between power imbalance and employee job satisfaction has a composite reliability of 0.460, which was statistically significant and proved that abusive power imbalance influence employee job satisfaction ($\beta = 0.031$; C.R = 0.460).

4.6.5. Research Question Five

What is the effect of a power imbalance on employee turnover intention in the restaurant industry?

From Table 4.7, power imbalance had a positive effect and was statistically significant on employee turnover intention with composite reliability greater than 0.3. The analysis results show that the relationship between power imbalance and employee turnover intention has a composite reliability of 0.330, which was statistically insignificant at 5%, and proved that abusive power imbalance influences employee turnover intention ($\beta = 0.028$; C.R = 0.330).

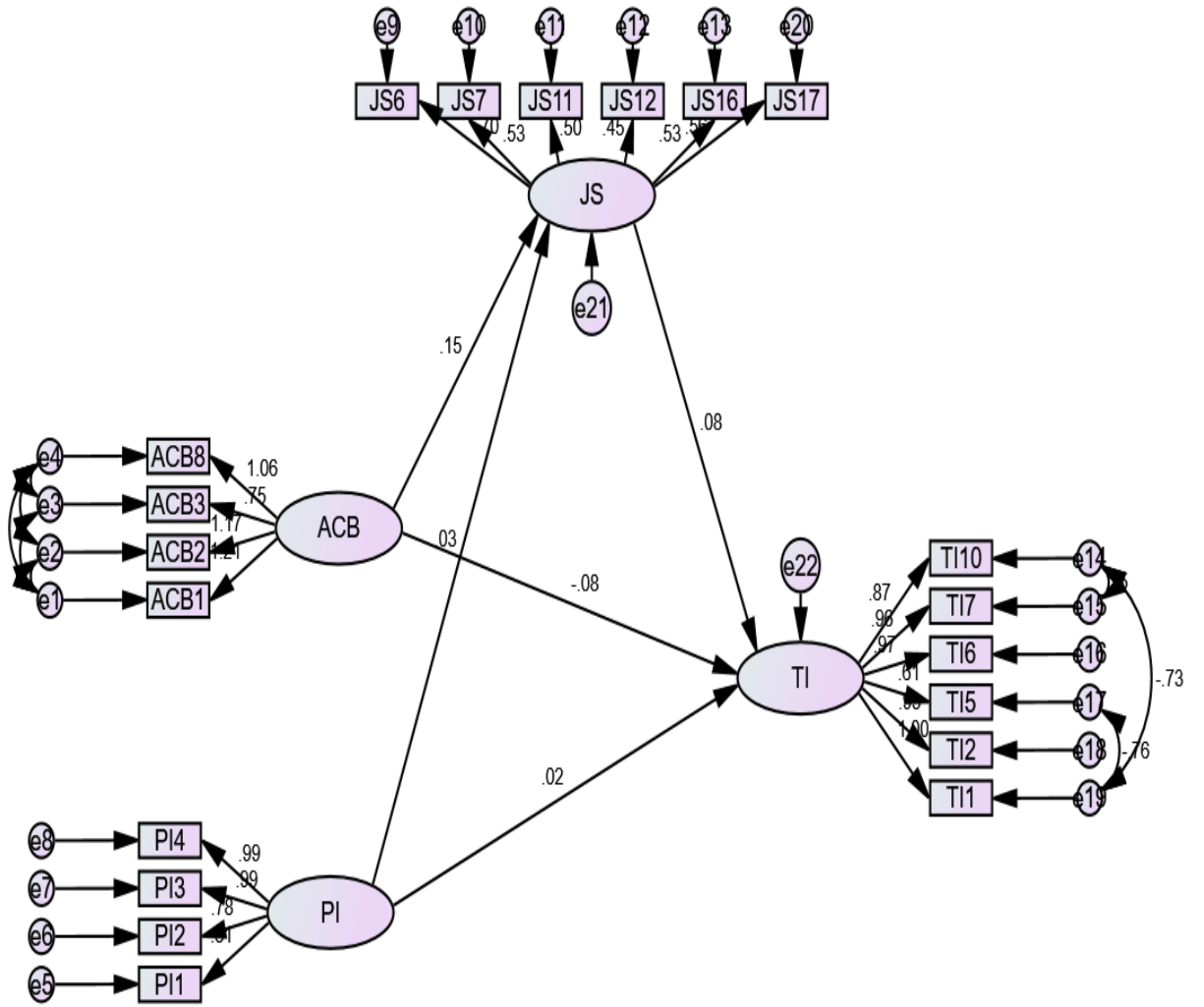


Figure 4.6: Path analysis

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The chapter presents the general findings of the research in the context of the central ideas underpinning the objectives of this research. The perspective of this chapter does not only recommend solutions. It presents the findings concerning abusive customer behaviour on frontline employees in the Restaurant Industry: mediating effect of job satisfaction on turnover intentions. The key components of the chapter include the summary of findings, recommendations, and conclusion.

5.1 Summary

The respondents for the study were the employees and managers of Restaurants within the Kumasi Metropolis – Ashanti Region. Data was gathered through the administration of questionnaires, key findings emanating from the study conducted.

5.1.1 Demographic Factors

The study was about abusive customer behavior and frontline employee turnover intentions in the restaurant industry: the mediating role of employee satisfaction. The study was conducted in Kumasi Metropolis. The study employed quantitative and qualitative design, which was a descriptive survey approach. The sample size of the study was two hundred and seventy-five. A random sample approach was used to select samples from the total population. Hence the analysis emphasized 275 respondents. Questionnaire items used in

the data collection were adapted from other research work. These questions were selected based on the variables under the study: abusive customer satisfaction, power imbalance, job satisfaction, and turnover intentions. Data analysis was done using Structural Equation Model (SEM) from Amos (version 23). The study analysis was Exploratory Factor Analysis, Confirmatory Factor Analysis, Reliability Test, Direct Path, and Descriptive Validity Analysis. Based on the data analysis, the study found the following findings:

The outcome of the questionnaire survey indicated that out of 275 people in total, 48 people fell below the age group of 21 years. One hundred fourteen (114) people were within the age groups of 21 – 30 years old, 82 respondents were in the age group of 31 – 40 years, 23 respondents were in the age group of 41-50, and 8 respondents were in the age group of 51—60. Therefore, the outcome shows that the majority of the respondents were adults.

Among the total participants of the survey, 124 respondents were males, and 151 participants were females. The outcome shows that more females work in the restaurant industry in Kumasi than males.

The respondents had diverse levels of education. 33 respondents had a basic level of education, ending at Junior High School. 68 respondents had secondary education, 76 respondents had Diploma, 87 respondents with BSc, and 11 respondents had Masters. 188 respondents had other educational backgrounds, with most having a first degree.

Most respondents (30.9%) (25.5%) were bar attendants and waiters. Others were cooks (30.9%) and receptionists (23.6%), and janitors (14.9%). There were also 5.1% of the respondents who did other work in the restaurants than as waiters, cooks, or receptionists. A hundred respondents were assistants, hundred and sixteen respondents were senior assistants, twenty-five respondents were of principal rank, and thirty-five respondent was Chief.

5.1.2 Abusive Customer Behaviour

The three restaurant employees agreed they faced many challenges in the service encounter. Most frontline employees said that customers often come in with aggressive behavior. The relationship between abusive customer behavior and job satisfaction was reported as statistically significant with composite reliability (CR) > 0.3. The analysis showed that the relationship between abusive customer satisfaction and frontline employee job satisfaction has a composite reliability of 2.126, which was statistically significant and confirmed that abusive customer behavior has a direct positive influence on frontline employee job satisfaction in the restaurant industry.

5.1.3 Frontline Employee Job Satisfaction

Many of the frontline employees said that their other competitors paid better than their organization. Most restaurant employees responded that they were underpaid, which means they were unsatisfied.

On promotion, the respondents were asked if they disliked the basis on which their organization promotes people. Most of the respondents from all the restaurants agreed that if they work extra hard, they are likely to be promoted. Frontline employee job satisfaction affects employee turnover intention in the restaurant industry. Frontline employee job satisfaction has a positive effect and is statistically significant on employee turnover intention in the restaurant industry. The analysis showed that the relationship between employee turnover job satisfaction and employee turnover intention in the restaurant industry has composite reliability > 0.3 , which is statistically significant ($\beta = 0.116$; $CR = 1.131$). This concludes that frontline employee job satisfaction does not negatively affect employee turnover intention in the restaurant industry.

5.1.4 Turn Over Intention

The results of the analysis showed that the relationship between abusive customer behaviour and turnover intention has a composite reliability -1.293 , which was statistically insignificant and proves that abusive customer behaviour does not influence turnover intention.

5.1.5 Power Imbalance

The analysis results show that the relationship between power imbalance and employee job satisfaction has a composite reliability of 0.460 , which was statistically significant and proved that power imbalance influences employee job satisfaction. The results also indicate that the analysis shows the relationship between power imbalance and employee turnover intention has a composite reliability of 0.330 , which was statistically insignificant at 5% and proves that power imbalance influence employee turnover intention.

5.2 Conclusion

Based on the study's findings, job satisfaction can rise higher when abusive customer behavior in the restaurant industry is at a high peak. Employees at the Kumasi Metropolis confirmed an 11.8% increase in job satisfaction when low abusive customer behavior exists. The finding suggests that managers in restaurant industries should adopt an appropriate strategy to deal with employees' job satisfaction in the restaurant industry which in the long run will help predict better success in the restaurant industry.

The study's findings also confirmed that abusive customer behavior in the restaurant industry is one of the insignificant factors in employee turnover intention. It was clearly noticed that abusive customer satisfaction was statistically insignificant with employee turnover intention, informing the researcher that management of the restaurant industry should organize workshops and seminars for employees.

It was further concluded from the findings that employee job satisfaction is also one of the fragments to improve employee turnover intention. This is because there was 11.6% improvement in employee turnover intention. Moreover

5.4 Recommendations

1. Based on the research findings, the following recommendations have been made:
2. Restaurant needs a more proactive approach in managing reactions to abusive customer episodes.
3. Restaurant managers can help frontline employees constructively manage such situations instead of keeping revenge intentions that compound over time and result in deviant behavior.

4. Managers can help specially empowered employees air their grievances and provide them opportunities to find constructive solutions to deal with customer misbehaviors.
5. These practices can help alleviate the feeling of helplessness that employees face in abusive customer interactions,

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APPENDIX
QUESTIONNAIRE

SECTION A: RESPONDENT'S INFORMATION

1. What is your gender? a) Male b) Female

2. What is your age group?

- a) below 21 b) 21-30 years c) 31-40 years d) 41-50 years e) 51-60 years
f) Above 60 years

3. What is your highest qualification?

- a) BECE b) SSCE c) Diploma d) BSC e) Masters
e) Others (Specify).....

4. What is your Trade?

- a) Receptionist b) Janitor c) Cook d) Bar attendant / waiter e) Others

5. What is your position? a) Assistant b) Senior assistant c) Principal

- d) Chief

6. What is your class of employment in the organization? a) Permanent b) Casual

7. How long have you been working in that restaurant? a) Less than 5 years

- b) 5-10 years c) 10-20 years d) More than 20 years

SECTION B: ABUSIVE CUSTOMER BEHAVIOR

Use a 5-point scale where “1=Strongly Disagree” and “5=Strongly Agree” to respond to items in the Table below.

<i>To what extent do you agree with these statements about the customer behavior in the restaurant business?</i>	1	2	3	4	5
ACB1. Customers come in with aggressive behavior at all the time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACB2. Customers use body language to show their impatience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACB3. You felt that the customer was unhappy with the service but he/she did not engage in any complaining behaviour.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACB4. Customers blame you for doing nothing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACB5. The customer engages in a positive communication indicating his or her loyalty to your company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACB6. How do you rate the customer’s friendliness, competence, responsiveness, honesty, and communication skills?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACB7. Customers put pressure on you whenever they are in your restaurant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACB8. Does the customer talk in a friendly manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACB9. Customers yell at me during service encounter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACB10. Customers always humiliate me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACB11. Customers behave aggressively towards me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACB12. Customers make unreasonable demands during service encounter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C: JOB SATISFACTION

Using a 5-point scale where “1=Strongly Disagree” and “5=Strongly Agree” to respond

to items in the Table below

<i>Indicate the extent to which you are satisfied with your organization.</i>	1	2	3	4	5
JS1. My organization pays better than competitors;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS2. My pay is adequate considering the responsibilities I have;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS3. I am underpaid for what I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS4. My fringe benefits are generous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS5. I do not like the basis on which my organization promotes people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS6. If I do a good job, I am likely to get promoted;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS7. I am satisfied with my rate of advancement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS8. The people I work with do not give enough support.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EJS9. When I ask people to do things the job gets done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS10. I enjoy working with people here,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS11. I work with responsible people here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS12. The managers I work for back me up.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS13. The managers I work for are “top-notch”.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS14. Management doesn’t treat me fairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS15. My superiors don’t listen to me,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS16. My job is interesting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS17. I feel good about the amount of responsibility in my job;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS18. I would rather be doing another job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS19. I get little sense of accomplishment from doing my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION D: TURNOVER INTENTION

Using a 5-point scale where “1=Strongly Disagree” and “5=Strongly Agree” to

respond to items in the Table below

<i>Indicate the extent to which service delivery has been practiced in the restaurants:</i>	1	2	3	4	5
TI1. In the next (5) five years I will leave the work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TI2 I don't feel like going to work at all.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TL3. I am always thinking about living the restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TI4. I will expend the rest of my life in this restaurant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TI5. I always regret being a worker in this restaurant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TI6. I will probably look for a new job within the next 12 month					
TI7.I frequently think of quitting my job					
TI8. I plan to stay in the job to develop my career for a long time					
TI9. My investment in my job is too great for me to think of quitting					
TI10. I might consider leaving if I find a better job					