

Work–Family Conflict, Shift Design and Pay Justice as Predictors of Turnover Intention in the Ethiopian Hospitality Sector: Evidence from Golden plate restaurants and catering

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A Thesis Submitted to the College of Business and Economics, Addis Ababa University, in Partial Fulfillment of the Requirements for Master of Arts (M.A.) Degree in Human Resources Management

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Addis Ababa, Ethiopia

June 2026

Declaration

I hereby declare that the thesis/dissertation entitled "**Effect of Work–Family Conflict, Shift designs and Pay justice on Turnover Intention among Staff at Golden plate restaurants and catering**", submitted in partial fulfillment of the requirements for the degree of Master of Arts in Human Resource Management at College of Business and Economics, Addis Ababa University, is my original work and has not been submitted to any other institution for the award of any degree or certificate. All sources of assistance and support received during the course of this study have been duly acknowledged.

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This is to certify that the thesis prepared by Misgana Tamene, submitted in partial fulfilment of the requirements for the Degree of Master of Arts in Human Resource Management complies with the regulations of the University and meets the accepted standards with respect to Originality and quality.

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Acknowledgement

First and foremost, I would like to express my deepest gratitude to Almighty God for giving me strength and guidance throughout the successful completion of this study.

I would also like to extend my heartfelt appreciation to my beloved parents, Tamene Megissa and Yeshi Wodajo, for their endless love, encouragement, prayers, sacrifices, and moral support throughout my academic journey.

My sincere and special thanks also go to my beloved wife, Rediet Lorenso, for her patience, understanding, encouragement, and unwavering emotional support during the entire period of this study. Her support and motivation played a significant role in helping me complete this research successfully.

I am equally grateful to my mother-in-law, Tadelech Weldgiorgis, for her kindness, encouragement, and support throughout my work on this thesis.

I would like to express my sincere appreciation to my advisor, Teklegiorgis Assefa, for his valuable guidance, advice and support throughout the research process. His academic assistance and insightful feedback greatly contributed to the successful completion of this study.

Finally, I would like to thank the management of Golden Plate Restaurant for their cooperation, support, and willingness to provide the necessary information for conducting this research. Their assistance and collaboration were highly valuable for the accomplishment of this study.

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Abbreviations and Acronyms

ANOVA	Analysis of Variance
CLRM	Classical Linear Regression Model
COR	Conservation of Resources theory
HR	Human Resources
JD-R	Job Demands–Resources model
P.L.C.	Private Limited Company
SPSS	Statistical Packages for the Social Sciences software
VIF	Variance Inflation Factor
WFC	Work-Family Conflict

Abstract

High workloads, unpredictable work schedules and perceived wage gaps all contribute to motivational issues and frequently result in employee turnover, according to several studies conducted. This is why it is essential to assess if work family conflict, Shift design, and Pay justice directly affect employees' intentions to leave their jobs. Hence, this study aimed to assess the effects of work family conflict, Shift design, and Pay justice on turnover intentions in the case of Golden Plate Restaurant and Catering P.L.C. To do this, the study used an explanatory research design in conjunction with a mixed-method research approach that included both quantitative and qualitative methodologies. Additionally, 139 questionnaires were given to study participants who were chosen by simple random sampling in order to gather primary and secondary data. 131 of these were given back. Additionally, ten important members of the organization were interviewed. Inferential statistics like multiple linear regression analysis and correlation, as well as descriptive statistics like means and standard deviations, were used to analyze and show the quantitative data. The results showed that from work family conflict dimensions, time based conflict and strain based conflict were seen to have statistically significant effects on turnover intention, while family to work conflict and behavior based conflict variables had statistically insignificant results. From Shift design dimensions, quick returns, rotation type, shift length/ consecutive shifts and schedule predictability respectively were seen to have statistically significant effects on turnover intention, while night shift per month was seen to have insignificant results. From Pay justice dimensions, distributive justice, procedural justice, pay satisfaction and transparency respectively were seen to have statistically significant effects on turnover intention, while interactional justice was seen to be statistically insignificant. Based on these results and results from interviews with key respondents, the study recommended that the organization must fix the process by which it comes up with the work schedules, that it should alleviate quick return problems, and that the organization should be more open with how each compensation package is calculated.

Key Words: Work Family Conflict, Shift design, Pay justice Turnover Intention

Chapter One

Introduction

1.1 Background of the Study

Employee turnover is a well-known problem in the hotel, restaurant, and catering sectors. Frequent employee turnover reduces service continuity, raises recruitment and training costs, and erodes organizational and customer expertise. This industry mostly relies on shift-based, continuous, or extended-hours operations, with employees primarily working in front of the line in front of consumers. These employees have very busy schedules, frequently work on weekends and holidays, and deal with everyday mental and physical challenges.

Due to these high demands, work-family conflict (WFC) is more likely to arise in these areas. In this sense, workers in this industry who typically have to balance work and family obligations report higher stress levels, worse job satisfaction, and a greater desire to quit than those who do not. Studies conducted in the hospitality industry have shown that WFC is a powerful predictor of turnover intention. Additionally, some of the most significant variables that lead to employees feeling stressed out in their responsibilities and considering leaving their jobs include the high demands of shift schedules and irregular hours (Blomme et al, 2010).

Other than this, Shift design, such as the kind of shift, the frequency of night shifts, and scheduling control, have an impact on employee retention and well-being in the hospitality industry. In this sense, some research relates poor shift characteristics to fatigue, sleep disturbances, and increased inclinations to leave. Changes to night (or quick-return) schedule and shift-work disorder, for example, were found to predict employee turnover intentions in health care and shift-work environments, even after correcting for other related job demands. Therefore, problematic Shift designs in the hospitality and catering industry, such as rotating and night shifts and poor schedule control, typically reduce life-work balance and raise the likelihood that employees will look for new employment, either in the same industry but with a different company or in a different industry entirely (Blytt et al, 2022).

Perceived compensation adequacy and fairness are some of the other factors that impact turnover intention. Research from a variety of industries demonstrates that when workers believe that pay

and reward systems are unfair or ambiguous, their commitment declines and their intentions to quit rise. Pay justice in the hotel and catering industries includes, among other things, opportunities for professional growth, access to overtime, and perceived fairness of pay in relation to others. When competing companies aggressively seek out the experienced individuals, the perceived pay disparity becomes a significant driver of employee churn in these industries (Moon et al, 2024).

Here, these three elements, which are work-family conflict, Shift design, and compensation equity, can be examined collectively utilizing recognized frameworks. According to the Job Demands–Resources (JD-R) model, job resources reduce job demands and promote motivation, whereas job demands reduce staff resources and increase strain. In light of this, it can be concluded that high job expectations combined with inadequate job resources may encourage turnover. Employees will react defensively, maybe by quitting the company, when job demands reduce these resources. This concept, along with others, explains why WFC, shift features, and remuneration fairness directly affect employees' intentions to leave their jobs (Bakker & Demerouti, 2007).

Studies on employee turnover in Ethiopia's hospitality and associated industries show that there is a significant intention to leave. High workloads, unpredictable work schedules and perceived wage gaps all contribute to motivational issues and frequently result in employee turnover, according to several studies conducted in Ethiopian hotels and food service companies. Because the joint model can provide better information by evaluating the interactions between these three factors rather than studying them separately, these studies can serve as the foundation for an analysis on WFC, concrete shift-pattern measures, and perceived Pay justice together. Therefore, a thorough analysis of Golden Plate Restaurant and Catering P.L.C. closes a gap by offering specific, local data that managers at the company can use to evaluate and improve pay practices, scheduling policies, and work-family conflicts (Gessesse and Premanandam, 2024).

In addition to the previous issue, a gap in the academic literature about the aforementioned points has been noted. Fewer studies estimate the effects of WFC, specific Shift design, and Pay justice in a single study in the catering sub-sector. The majority of the international turnover literature looks at pay, job satisfaction, and supervisory support separately, or treats shiftwork and WFC separately. When the three elements are examined collectively, it is possible to determine whether any of them reduce or buffer the links between turnover intention and each of these factors. In light

of this, the study will evaluate how work-family conflict, Shift designs, and fair compensation affect the dependent variable of turnover intention in Golden Plate Restaurant and Catering P.L.C.

1.2 Statement of the Problem

Like many catering and food-service businesses, Golden Plate Restaurant and Catering P.L.C. operates under difficult circumstances, asking employees to work weekends, evenings, and occasionally overnight for big events. In this regard, research conducted by numerous organizations reveals both a consistent number of applicants for entry-level positions in the industry and a persistent turnover of seasoned frontline employees. These high turnover rates lower the availability of experienced personnel for the most crucial activities, raise the expense of hiring and training new employees, and jeopardize service quality and dependability. However, a lot of businesses lack reliable, company-specific data that evaluates and pinpoints the key elements that have the greatest impact on employee turnover intention (Han, 2022).

Golden Plate Restaurant and Catering P.L.C., the company being studied, has experienced high operational costs due to employee turnover, including hiring, training, lost productivity, and inconsistent service. To illustrate this, in Golden plate restaurant and catering P.L.C., the company employs above 200 staff across production, kitchen, catering and logistics units. The annual turnover rate is approximately 19%, which translates to roughly 38 departures per year. Let's say, if the average direct recruitment cost per replacement (advertising, screening, interviewing) is 6,000 ETB, the direct recruitment bill alone is about 228,000 ETB per year. When adding training, induction, lost productivity and informal on-the-job supervision, the total annual turnover cost to the company would be about 500,000 ETB. These figures show that reductions in turnover would produce meaningful savings and more stable service delivery. Hence, it is essential to identify the different factors that influence turnover intentions by employees in the company and address them accordingly.

Because work schedules sometimes conflict with family obligations, childcare, and other home-related activities, the first significant factor, work-family conflict, is common among employees in the hotel and catering industries. When WFC is high, workers feel stressed and exhausted, which typically results in intentions to leave. However, the exact impact of WFC on these turnovers at Golden Plate Restaurant and Catering P.L.C. is not quantified, and it is unclear whether WFC

interacts with other significant factors like Shift design. Therefore, it is crucial to research this topic in order to determine whether the company should redesign schedules, raise compensation and benefits, or support families of employees (Blomme et al, 2010).

In connection with this, Shift design are another significant factor influencing employees' intents to leave. Therefore, it is crucial to determine which part of these qualities influences turnover intentions in order to have the right strategies related to shift design. For instance, fixed night shifts have distinct physiological and social implications than rotational schedules with frequent brief returns to the workplace, while some scheduling adjustments can be adjusted for little money, while others might necessitate major company policy changes. However, a lot of businesses, including those in Ethiopia, lack comprehensive data that connects specific Shift design to turnover intention. With this regard, Golden Plate Restaurant and Catering P.L.C. needs research identifying which shift factors predict turnover intention most strongly so it can apply appropriate and successful policies and procedures (Djupedal et al, 2022).

The question of Pay justice is another topic that needs to be studied in relation to employees' intentions to leave. Employees are less inclined to accept and tolerate demanding schedules and work-family conflicts when they see salaries, overtime, and allowances as unfair. As many businesses in the hospitality and catering sectors pay their staff in packages that include a base salary, overtime compensation, tips, and incentives, when it comes to these payments, employees are sensitive to perceived equity and transparency. Therefore, management decisions at Golden Plate Restaurant and Catering P.L.C. run the danger of being incorrect if the strength and interaction of this independent variable on employee turnover intention are not evaluated and tested. Because of this issue, it is necessary to examine how fair compensation affects employees' intentions to leave the company (Moon et al., 2024).

Overall, few research in Ethiopia have examined how Shift designs intersect with work-family tensions and perceived Pay justice to explain employees' intentions to leave, despite the fact that turnover and job satisfaction are well-studied empirical topics. Thus, the main goal of this thesis is to determine whether and how work-family conflict, Shift designs, and perceptions of fair compensation affect employees' intentions to leave Golden Plate Restaurant and Catering P.L.C. and to offer accurate recommendations at the conclusion of the study.

1.3 Research Questions

1. What are the typical shift patterns and levels of work–family conflict among employees of Golden Plate Restaurant and Catering P.L.C.?
2. How do employees perceive the fairness of their compensation?
3. To what extent do work–family conflict, Shift design and Pay justice affect turnover intention?

1.4 Research objectives

1.4.1 General objective

To examine the effects of work–family conflict, Shift design and Pay justice on turnover intention among employees of Golden Plate Restaurant and Catering P.L.C.

1.4.2 Specific objectives

1. To measure employees' levels of work–family conflict and to describe common Shift design (type of shift, night shifts per month, quick returns, predictability and schedule control) among Golden Plate Restaurant and Catering P.L.C. staff.
2. To assess employees' perceptions of Pay justice within Golden Plate Restaurant and Catering P.L.C.
3. To estimate the direct effects of work–family conflict, Shift design, and Pay justice on turnover intention.

1.5 Hypotheses

H0: Work–family conflict, Shift design and Pay justice have no effects on employees' turnover intention.

H1: Work to family conflict has a positive significant effect on turnover intention.

H2: Family to work conflict has a positive significant effect on turnover intention.

H3: Time based conflict has a positive significant effect on turnover intention.

H4: Strain based conflict has a positive significant effect on turnover intention.

H5: Behavior based conflict has a positive significant effect on turnover intention.

H6: Night shifts per month has a positive significant effect on turnover intention.

H7: Quick returns has a positive significant effect on turnover intention.

H8: Rotation type has a positive significant effect on turnover intention.

H9: Shift length/consecutive shifts has a positive significant effect on turnover intention.

H10: Schedule predictability has a negative significant effect on turnover intention.

H11: Distributive justice has a negative significant effect on turnover intention.

H12: Procedural justice has a negative significant effect on turnover intention.

H13: Interactional justice has a negative significant effect on turnover intention.

H14: Pay satisfaction has a negative significant effect on turnover intention.

H15: Transparency has a negative significant effect on turnover intention.

1.6 Scope of the Study

1.6.1 Methodological Scope

The study's methodological scope was restricted to a mixed research approach, utilizing both quantitative and qualitative research techniques. Furthermore, an explanatory research design was employed. Additionally, both primary and secondary data were gathered for analysis in this study, and the data gathered through questionnaires and interviews was described and presented using both descriptive and inferential statistical analysis.

1.6.2 Temporal Scope

This study's temporal scope was restricted to offering a comprehensive analysis, presentation, and discussion of results and findings relating to work-family conflict, Shift design, Pay justice, and turnover intentions at Golden Plate restaurants and catering P.L.C. This study's primary goal was

to determine how the three independent variables, work-family conflict, Shift design, and Pay justice, affect the dependent variable of turnover intentions.

1.6.3 Geographical Scope

The operations center of Golden Plate Restaurant and Catering P.L.C. (production unit, catering teams, logistics, front-of-house staff and others) in Golden Plate Restaurant and Catering P.L.C., Addis Ababa, are the geographical focus of this study. The analysis excludes event-only workers and casual day laborers in favor of full-time and regularly scheduled part-time employees. Key personnel interviews and cross-sectional employee questionnaires were used to gather data.

1.7 Significance of the Study

This study provides Golden Plate Restaurant and Catering P.L.C. with comprehensive data regarding the aspects of the workplace that have the biggest impact on turnover intention. The study gives the organization information to prioritize improvements, by assessing the relative importance of WFC, shift-pattern, and Pay justice with regards to turnover intention. Additionally, by incorporating WFC, Shift design, and Pay justice as explanatory variables in the hospitality and catering industry, the study provides important data to HRM and hospitality studies. It also adds local data to the global literature regarding shift-work, family-work balance, and Pay justice.

1.8 Organization of the Study

This study was structured into five chapters. Chapter One contained an overview of the entire study project, the problem statement, and an introduction. Chapter Two presented the conceptual framework of the investigation, as well as the theoretical foundations and relevant empirical reviews. Chapter Three presented the research methods used in the study. This chapter covers data types and sources, sample strategies, data collection instruments, and data analysis methods. Chapter Four discussed the analysis of the data collected from primary and secondary sources, and Chapter Five presented a summary of the findings, conclusions, and suggestions for the research based on the data collected and outcomes found.

Chapter Two

Literature Review

2.1 Theoretical Review

Employee turnover intention, which is defined as an employee's willingness to leave an organization, is an essential indicator of employee turnover. This makes it a major focus in human resource management research because of the substantial organizational costs associated with replacing skilled staff (Tett & Meyer, 1993). Turnover intention is the result of multiple factors that shape an employee's attachment to an organization and his/her withdrawal intentions, such as objective job demands, perceptions of resources or rewards, fairness of appraisals, and interactions between work and private life, (Park & Shaw, 2013; Park & Min, 2020). In sectors such as catering and hospitality, which are very labor-intensive and have tight and hectic schedules, these factors and amplified because the work usually includes long hours, rotating shifts, weekend and evening shifts, and high emotional and mental pressure, while having relatively small salary. With this regard, these factors are seen to increase susceptibility to work–family conflict (WFC) and turnover intentions (Karatepe, 2013; Park & Min, 2020).

Concerning this, as a start, Role theory provides a foundation for interpreting turnover intentions through incompatibility of various roles (Kahn et al., 1964). Here, employees simultaneously occupy multiple social roles (employee, parent, husband/wife) and when the expectations or demands of these roles conflict, stress occurs (Kahn et al., 1964). With this regard, Greenhaus and Beutell (1985) have advanced this view by specifying three mechanisms of work–family conflict, by classifying them as time-based, strain-based, and behavior-based (Amstad et al., 2011). Here, the various data collected in different studies show that WFC is associated with indicators of job withdrawal, including decreased job satisfaction and increased turnover intention. Work-family conflict (WFC) strongly predicts work outcomes, which is a critical point considering that this issue is a pattern that is very relevant in sectors where employees have irregular and demanding schedules are common, such as the catering and hospitality sector (Amstad et al., 2011; Karatepe & Uludag, 2007).

In the catering and hospitality industry context, role theory can be used to explain the fact that rotating shifts, events occurring outside of normal working hours and weekend service create time-based conflict that can prevent employees from meeting family obligations, while high physical and emotional demands cause strain-based conflict that reduces time and energy that can be spent with family (Karatepe, 2013). Here, some hospitality studies find that employees experiencing constant WFC show decreasing levels in attachment to the organization and increasing levels of feeling of resigning from the job. This shows how role-based factors can cause these work-family conflicts. Hence, role theory identifies WFC as a predictor and can be used to assess both directions of conflict and their characteristics to find the factors which drive turnover intention in catering settings (Greenhaus & Beutell, 1985; Amstad et al., 2011).

To elaborate further, Role theory explains the process through which role conflict produces psychological tiredness. Here, when role demands constantly exceed their capacity, employees experience emotional and psychological exhaustion and have lesser ways of coping with these strains, which frequently leads to withdrawal behaviors (Goode, 1960; Michel et al, 2011). Demanding schedules and the psychological and emotional labor lead to exhaustion, which then lowers job satisfaction and increases turnover intention (Karatepe, 2013; Xu et al., 2022). Moreover, because catering workers often perform physically demanding tasks, even during irregular hours with limited recovery time, the accumulation of strain becomes both rapid and consistent, which shows that role strain is a significant predictor of turnover intention (Åkerstedt et al, 2010; Karatepe, 2013).

Moving to the second theory, the Job Demands–Resources (JD–R) model classifies job characteristics as either demands, which consume energy and increase strain, or resources, which support motivation and commitment (Demerouti et al, 2001; Bakker & Demerouti, 2017). Here, the theory can directly be used to explain the study variables. Shift design and work–family conflict constitute the job demands that increase strains and fatigue, while Pay justice serves as a job resource that can offset demand effects and sustain employee motivation (Bakker & Demerouti, 2017; Park & Min, 2020). In the catering and hospitality sector, studies show that resources such as perceived organizational support, fairness displayed by management, and pay equity decrease the harmful effects of job demands on employee burnout and turnover intentions (Bakker et al., 2014; Ghani et al., 2022). Furthermore, the Job Demands–Resources (JD–R) theory explains that

high demands produce exhaustion and reduced job performance, while high resources promote engagement and employee retention. (Bakker & Demerouti, 2017).

Conservation of Resources (COR) theory explains that psychological stress arises from loss of resources (time, energy, status, money) and that individuals are motivated to protect these resources or seek compensation for these resources (Hobfoll, 1989). Reoccurring hectic demands with regards to schedule and WFC represent resource drain, while salary, wages, allowances and tips are considered as potential resource gains. COR theory shows that consistent overall resource loss (high job demands with insufficient compensation) leads to increased stress and intentions to leave the organization (Hobfoll, 1989; Hobfoll et al, 2018). When it comes to the catering and hospitality industry, employees who repeatedly sacrifice family time for shifts outside of normal workdays or hours, but receive what they consider less or unfair compensation, are likely to regard the job as an overall negative on their resources, and hence consider leaving the organization (Xu et al., 2022; Åkerstedt et al, 2010).

When it comes to Shift designs, Night shifts, quick returns to work and extended consecutive night shifts disrupt sleep time and quality, and reduce cognitive functioning, which leads to increasing job errors, fatigue, and absence from work, which all lead to lower job satisfaction and increased turnover intention (Åkerstedt et al, 2010; Folkard & Lombardi, 2006). With this, some empirical studies in the hospitality industry show that the health costs of certain Shift designs often lead to higher turnover intentions, which shows that Shift designs need to be studied along with WFC factors to explain turnover factors (Åkerstedt et al, 2010; Park & Min, 2020).

Moreover, according to the Conservation of Resources (COR) theory, once resources begin to decrease, subsequent losses such as reduced performance, increased conflict at home increase the strain, which further adds to their turnover from the organization. Hence, this theory shows that not only the different compensation types and levels should be measured, but also the effects of other factors such as scheduling, recovery between shifts, and perceived adequacy of compensation should also be assessed (Hobfoll et al., 2018; Xu et al., 2022).

Continuing to the next theory, Organizational justice theory differentiates distributive justice, procedural justice, and interactional justice, each having its own different effects on intentions and turnover (Colquitt et al, 2001). Similar to this, the theory explains that employees assess their input

and output balance relative to equity, where when employees perceive inequity in work or compensation, it often leads to behaviors such as withdrawal at the job and quitting the job (Adams, 1965). Here, studies in several sectors show that distributive injustice (e.g., perceived underpayment, unequal compensation allocation) and procedural injustice (for example, unclear rules for overtime or promotion) are major predictors of decreased commitment and increased turnover intentions (Colquitt et al., 2001; Moon et al, 2024).

In addition, in companies in the catering and hospitality industry, where the salary and wage structures are complex, perceptions of fairness are not only based on just the amount of compensation, but on transparency of the compensation process, consistency of the compensation and peer comparisons with regards to the compensation. For example, unclear allocation of overtime shifts or biases in shift assignments lead to procedural injustices that increases turnover intentions even when the compensation may be acceptable (Moon et al., 2024; Giousmpasoglou, 2024). Hence, measuring Pay justice in this sector requires inclusion of distributive and procedural factors and attention to any aspects of the compensation that affect Pay justice perceptions (tips, allowances).

When it comes to the next theory, social exchange theory conceptualizes employment as an exchange relationship where employees answer to perceived organizational investments (support, fair pay, schedule predictability) with positive attitudes and loyalty (Blau, 1964; Cropanzano & Mitchell, 2005). In hospitality contexts, where good relationships with supervisors and clients matter for daily performance, fairness and support build trust and feelings to reciprocate this trust by employees through retention (Munawaroh, 2026). On the other hand, experiences of unfair scheduling, high WFC without fair compensation, or poor management responses lead employees to view the exchange as one sided only, which reduces desires to stay and increases desires to leave (Blau, 1964; Cropanzano & Mitchell, 2005).

All in all, through the integration of the theoretical frameworks above, different interactions between the various variables of this study will be brought forward. First, through Role Theory, Conservation of Resources theory, and Job Demands-Resources theory, it can be seen that work-family conflict will positively predict turnover intention, as it has been seen that WFC leads to job strain and resource depletion (Greenhaus & Beutell, 1985; Hobfoll, 1989; Bakker & Demerouti, 2017). Second, bad shift characteristics such as rotating schedules, high night-shift load, quick

returns to work, and unpredictability of shift schedules directly increases strain and hence can be seen to increase turnover intention (Åkerstedt et al, 2010; Park & Min, 2020). Third, increased Pay justice, which is captured by distributive and procedural justice dimensions, can be seen to decrease turnover intention (Colquitt et al., 2001; Moon et al., 2024).

2.2 Conceptual Review

In this section, this conceptual literature review will explain each of the variables included in this study and their relationships. The variables include work–family conflict (WFC), Shift design, Pay justice, and turnover intention.

2.2.1 Work–Family Conflict (WFC)

Work–Family Conflict (WFC) is commonly defined as a form of role conflict in which the role pressures from work and family contexts are incompatible, where participation in one role makes participation in the other more difficult (Greenhaus & Beutell, 1985). WFC typically is described in two directions, which are work-to-family conflict and family-to-work conflict. Here, within each direction, time-based conflict, strain-based conflict, and behavior-based conflict are seen to be important factors (Amstad et al., 2011). Time-based conflict arises when time devoted to one role reduces availability for the other, strain-based conflict arises when stress from one role reduces performance or involvement in the other, and behavior-based conflict arises when behaviors required in one role are incompatible with the other (Greenhaus & Beutell, 1985; Amstad et al., 2011).

Many studies have shown that WFC has strong relationships with job outcomes such as job dissatisfaction, burnout, and turnover intention, with work to family conflict specially showing stronger adverse effects on work outcomes (Amstad et al., 2011; Park & Min, 2020). Here, studies in the hospitality and catering industries show that WFC is increased and time-based and strain-based conflict is prominent when these jobs have irregular work hours, weekend/night work, and unpredictable schedules (Karatepe, 2013). Recent studies during and after COVID-19 also show that WFC mediates the relationship between adverse working conditions and turnover intention to a certain extent (Abdou et al., 2022). Hence, it can be stated that WFC is a good predictor of turnover intention in hospitality settings.

Here, the following five variables were used to describe Work Family Conflict further:

2.2.1.1 Work-to-Family Conflict

Work-to-Family Conflict is the typical directional indicator of role conflicts, where it captures the degree to which role demands, pressures and strains originating in the workplace affect family or home responsibilities. Conceptually, it explains problems such as time losses, job strain, and behavioral incompatibility, that are results of added strain at work. With this regard, some hospitality studies repeatedly show that work-to-family conflict is a stronger predictor of job dissatisfaction, burnout and turnover intentions than family-to-work conflict because work demands often have priority in many employers and by many employees (Amstad et al., 2011; Karatepe, 2013). For a firm in the catering and hospitality industry, this directional conflict is significant because unpredictable event schedules and weekend and night work directly reduce time for family, which leads to withdrawal, which in turn leads to intentions of leaving the company by the employees (Park & Min, 2020).

2.2.1.2 Family-to-Work Conflict

Family-to-Work Conflict measures the reverse direction of the conflict between the roles employees have in work and family, where the extent to which family demands affect performance at work is studied. While hospitality studies often find Work-to-family conflict is more predictive of work outcomes, the family-to-work conflict remains important for assessing situations where family crisis or other family related duties force missed shifts, lateness or distractions on the job. Theoretically, this conflict happens in time-based and strain-based conflicts (Greenhaus & Beutell, 1985), where employees with high family-to-work conflicts and low schedule flexibility are at a big risk for both discipline problems and eventual exit from the organization they work at (Carlson et al., 2000; Park & Min, 2020).

2.2.1.3 Time-based conflict

Time-based conflict shows the competition for hours between work and family. Here, it assesses whether hours spent on work directly decreases the time available for family activities (Greenhaus & Beutell, 1985). In the catering and hospitality industry, this is often seen in situations where there are weekend events, long evening shifts and unplanned overtime, and these time pressures

often lead to immediate family dissatisfaction and longer-term disengagement from the job. Here, the studies show that time-based conflicts are strongly related with Shift designs and characteristics, (for example, night shift/month, weekend shifts) and are seen to mutually affect the turnover intentions of employees, along with Shift design (Amstad et al., 2011; Åkerstedt et al, 2010). Hence, time-based conflict is a key variable when testing the effects of WFC and shift design have on turnover (Netemeyer et al., 1996; Amstad et al., 2011).

2.2.1.4 Strain-based conflict

Strain-based conflict measures the carrying over of psychological or physical strain from one role into another. For example, emotional exhaustion after a busy event can hurt patience at home or decrease participation in household chores. As seen in various studies, strain-based conflict is a good mediator between job demands (long shifts, high emotional labour) and withdrawal intentions, where heavy job strain leads to job burnout, lowers job embeddedness, and increases turnover intention (Karatepe, 2013; Ki & Choi-Kwon, 2022). Unlike purely time-based conflict, strain-based conflict covers intensity and recovery aspects (sleep quality, fatigue), and in analysis, strain items often mediate shift design effect on turnover intentions (Karatepe, 2013; Åkerstedt et al, 2010).

2.2.1.5 Behavior-based conflict

Behavior-based conflict focuses on conflicts that arise when there is a gap between the behavioral role requirements across both work and family. For example, service employees in the hospitality industry are often required to display upbeat, customer-oriented emotions at work that may be incompatible with how they want to behave at home. This mismatch of behavior patterns can create family tension and dissatisfaction, independent of other conflicts based on hours or strain (Carlson et al., 2000). In hospitality and catering industry, rules related to customer service and the emotional labour that is associated with the job are strong predictors of behavior-based conflict. Hence, studying behavior-based conflict helps detect emotional conflicts between the two roles and identifies whether training in emotional regulation or recovery interventions might reduce WFC and turnover (Carlson et al., 2000; Hochschild, 1983).

2.2.2 Shift design

Within the context of this study, Shift design refers to the scheduling design of work time across days/weeks and includes shift type (fixed day, fixed night, rotating), frequency of shifts, length and timing of shifts, and recovery intervals between shifts (quick returns), as well as predictability and employee control over schedules. With this regard, scheduling characteristics have both objective and subjective aspects. Objective aspects include counts (e.g., nights/month), rotation type, and minimum rest intervals, while subjective aspects include perceived predictability and perceived schedule control (Åkerstedt et al, 2010; Henly and Lambert, 2014). For the catering and hospitality sector studies, capturing both objective data (e.g., HR shift logs) and subjective perceptions (survey items on predictability and control) is essential as both aspects can be used to describe turnover-related factors.

With this regard, several studies have identified several shift features with strong impacts on the health and behaviors of employees. When it comes to night shifts, repeated night work disrupts sleep and routine, leading to poorer sleep quality and increased fatigue (Åkerstedt et al, 2010). With this regard, night shift exposure is associated with higher sickness absence and turnover in many studies (Åkerstedt et al, 2010; Ki & Choi-Kwon, 2022). Moreover, quick returns to work reduce recovery time and are associated with shorter sleep duration, increased sleepiness and elevated stress and fatigue. Several studies associate high quick-return frequency to poor health and higher turnover intentions (Vedaa et al., 2016; Åkerstedt et al., 2010). Here, the minimum 11-hour threshold for a break between shifts is commonly used in research as the minimum recommended rest interval, where rest intervals shorter than this are seen to lead to adverse outcomes. Other than this, rotating shifts, especially fast or backward rotations, are more disruptive than stable fixed shifts, producing greater rest and sleep disturbances and associated strains (Åkerstedt et al, 2010). Hence, rotating Shift designs are associated with higher WFC and turnover intention compared to permanent day schedules.

With this regard, these Shift design have been studied in detail in shift-work professions such as nursing, and they are used in this study because the shift characteristics are as relevant to the hospitality industry as they are to the other sectors. (Åkerstedt et al, 2010; Park & Min, 2020). Hence, taking this into account, the following variables were included to explain the Shift design in detail:

2.2.2.1 Night-shifts per month

Night-shifts per month are an objective count of how many shifts an employee has during the night period in a typical month. Night work disrupts rest and sleep, which leads to increasing fatigue and long-term health burden. Many studies done on this area across different workplaces such as in nursing and transport sectors show that higher night-shift exposure are associated with poorer sleep, greater fatigue, higher turnover intentions and actual turnovers (Åkerstedt et al, 2010; Ki & Choi-Kwon, 2022). Hence, to analyze night-shifts per month, it is computed by using night-shifts each employee spent across the whole month, and it can be obtained directly from HR schedules. Here, this variable can be used both as main predictor and as moderators with regards to turnover intention, as it is seen to affect both the turnover intentions of an employee, and the conflicts and stress that arise with it (Åkerstedt et al, 2010; Ki & Choi-Kwon, 2022).

2.2.2.2 Quick returns

Quick returns refer to the number of instances where the rest interval between the end of one shift and the start of the next is below a recommended range (commonly 11 hours). Several studies and reviews show that quick returns are strongly associated with reduced sleep duration, higher daytime sleepiness, increased errors and elevated stress. The quick returns predict turnover intentions because quick returns to work impair recovery repeatedly over time, while increasing fatigue and burnout, which inevitably leads to increased turnover intentions (Öster et al., 2024). Hence, quick returns are powerful essential predictors of turnover processes and intentions (Djupedal et al., 2022; Åkerstedt et al, 2010; Vedaa et al, 2016).

2.2.2.3 Rotation type

Rotation type categorizes whether employees work fixed schedules (e.g., permanent day or permanent night) or rotating schedules, and it is also associated with the rotation speed, which measures how many days are spent per rotation. With this regard, the rotating schedules can either be clockwise or counterclockwise. Here, for example, in a shift schedule where there are three shifts per day, the clockwise schedules may follow Day - Evening - Night pattern, while counterclockwise schedules may follow the irregular Day - Night - Evening pattern. Hence, Rotating schedules, specially fast or counterclockwise rotations, often lead to more severe sleep disruption than permanent day schedules, and often increase WFC through unpredictability and

recovery time that is not enough, which ultimately produces higher fatigue and turnover risk (Åkerstedt et al, 2010; Folkard & Lombardi, 2006).

2.2.2.4 Shift length

Shift length and the number of consecutive night or evening shifts without an extended recovery are significant predictors of fatigue and burnout, which leads to turnover intentions often. Longer shifts and recurring consecutive night shifts increase fatigue and error rates at the job and are associated with burnout and turnover intentions in multiple studies (Folkard & Lombardi, 2006; Park & Min, 2020). Measuring both average shift duration (hours) and the amount of consecutive night/evening shifts of employees is essential as both have distinct effects on recovery and work-family conflict, which in turn is associated with turnover intentions (Folkard & Lombardi, 2006; Park & Min, 2020).

2.2.2.5 Schedule predictability

Schedule predictability and perceived schedule control refer to employees' appraisal of how much advance notice they receive for schedules and how much input they have in altering or changing the shifts that are assigned to them. With this regard, some studies show that schedule predictability and control allow better time management for the employees and reduce WFC even when work hours are high. Here, these studies in hospitality sector show that perceived predictability moderates the effects of night counts and quick returns on WFC and turnover, while it also has its own effect on turnover intentions (Clark, 2000; Xu et al., 2022). Because predictability is often susceptible to managerial change (for example, increasing notice days), and its improvement or downgrade can be seen right away, it is a useful tool to test solutions that have been applied with regards to this variable (Clark, 2000; Öster et al., 2024).

2.2.3 Pay justice

Pay justice is best described under the theory of organizational justice, which distinguishes between several types of justice such as distributive justice, which is associated with perceived fairness of outcomes such as pay, procedural justice, which is associated with fairness of the processes used to determine outcomes, informational justice, which is associated with adequacy of explanations, and interpersonal justice which is associated with respectful treatment (Colquitt,

2001). In the catering and hospitality sector, compensation usually consists of base wages or salary, overtime, shift premiums, and tips, where each item is perceived differently when it comes to fairness. Hence, measuring only satisfaction levels of the base salary or wages misses critical points which predict turnover, such as how overtime/shift allowances are allocated (Colquitt et al., 2001; Moon et al., 2024).

With this regard, the organizational justice theory leads to the point that, any perceived unfairness in pay or allocation processes produces bad results and leads to employees to seek corrective actions, including exiting the job where they feel is unfairness. Here, social exchange theory adds that fair treatment and fair compensation are perceived as organizational investments that employees reciprocate through loyalty. Concerning this, perceived unfairness adversely affects the reciprocity expectation, which then leads to increased turnover intentions, and job withdrawals (Blau, 1964; Cropanzano & Mitchell, 2005). Thus, Pay justice acts both as a direct predictor of turnover intention and as a moderator that can decrease the adverse effects of WFC. An example of this is, when pay is perceived as generous/fair, employees may tolerate hectic schedules more readily.

All in all, the Pay justice variable is discussed in detail further by using the following variables:

2.2.3.1 Distributive justice

Distributive justice refers to employees' perceptions about whether compensations such as pay, overtime and tips are fair, relative to their inputs such as the energy they put into the work and relative to their peers. Being based on organizational justice theory, distributive justice perceptions are direct predictors of employee commitment and turnover, as negative perception of compensation leads to feelings of neglect and increases turnover intentions (Adams, 1965; Colquitt et al., 2001). In hospitality and catering sectors, where compensation is often made up of several items such as base salary, tips, and overtime and is variable through different periods, assessing distributive justice requires items that reference both the base salary/wages and the additional compensations (Colquitt, 2001; Moon et al., 2024).

2.2.3.2 Procedural justice

Procedural justice is used to explain the perceived fairness of the procedures used to determine compensation such as overtime allocation, shift assignments and promotion decisions. Several studies show that fair procedures increase acceptance of compensations, even in situations where compensation is not maximally favorable. With this regard, procedural fairness increases trust and reduces intentions to leave (Colquitt et al., 2001). In catering and hospitality industry, assessing procedural justice regarding shift allocation, overtime distribution and the application of work rules, among other issues, is very important as inconsistent and non-transparent procedures lead to perceptions of unfavorable conditions in the organization, which further lead to increase of turnover intention (Colquitt, 2001; Moon et al., 2024).

2.2.3.3 Interactional justice

Interactional or informational justice refers to the personal treatment conducted and quality of explanations provided when decisions are made in the organization regarding the employees. Even when outcomes or procedures are not ideal, respectful treatment and clear explanations might help handle negative responses from employees in a productive manner (Colquitt et al., 2001). In hospitality and catering sectors, the tone used by supervisors when reassigning shifts or explaining pay changes significantly affects employees' emotional reactions and the associated turnover intentions. With this regard, Informational (interactional) justice items assess whether managers explain decisions clearly and treat employees with dignity (Colquitt, 2001; Cropanzano & Mitchell, 2005).

2.2.3.4 Pay satisfaction

Pay satisfaction is a broad factor that covers satisfaction with pay level, pay raises, benefits and the way pay is administered. While distributive justice is considered to be comparative and reasonable, in many studies, pay satisfaction, which measures how an employee feels about the components of their compensation, is a strong predictor of their likelihood to leave the job. (Heneman & Schwab, 1985; Park & Min, 2020). In hospitality and catering industry, the pay satisfactions factor is associated with different compensation such as base pay, overtime, and tips/allowance, among other compensations. Here, these different compensations might require separate assessments as satisfaction in one form of compensation, while having a dissatisfaction

in another form of compensation might lead to problems, and ultimately increase the turnover intentions of employees (Heneman & Schwab, 1985; Park & Min, 2020).

2.2.3.5 Transparency

This transparency variable is concerned with whether employees understand how allowances, tips and premiums are calculated and whether these payments are delivered in a timely manner. Studies show that even good amounts of compensation lose their motivational power if their calculation or payment timing is not transparent, as employees might interpret payment delays or non-transparent compensation calculations as a sign of a workplace that doesn't look after their interests (Moon et al., 2024). Transparency is particularly important in sectors such as the hospitality and catering sector, where tips and variable pay are very common. With this regard, compensation transparency is concerned with ensuring clarity of calculations, proper notice about amounts of payments, and timeliness of payments. As seen in several studies, improving compensation transparency is much easier and cheaper than raising base pay and other forms of compensation, as it can significantly reduce perceptions of unfairness (Moon et al., 2024; Colquitt et al., 2001).

2.2.4 Turnover Intention

Employee intentions to leave a company are known as turnover intention, and they have been shown to be an early indicator of actual turnover (Tett & Meyer, 1993). With this regard, turnover intention is usually defined as a set of feelings or planned actions that are measured using short, simple surveys in several studies. It is practically relevant for managers thinking about retention interventions and is sensitive to work-design, pay fairness, and scheduling factors. Furthermore, addressing the issues that affect turnover intention can result in more stable workforces and lower recruitment costs because it is a strong predictor of actual employee departures. Concerning this, turnover intention is described in a detailed manner using the following variables given below:

2.2.4.1 Quit cognition

The standard cognitive indicator of turnover intention is quit cognition, which measures how much a person considers quitting their job. According to numerous studies and literature reviews, it is the most reliable attitudinal predictor of both actual turnover and subsequent job search (Tett & Meyer, 1993).

2.2.4.2 Job search behavior

Job search behavior is the step someone takes right before they actually quit. It includes real actions like checking job boards, applying, and going to interviews. When people report that they are actively job hunting, by doing things like networking or sending out resumes, it is a more significant sign that they will actually leave than just hearing them say they intend to quit (Faberman et al., 2022).

2.2.4.3 Intention to leave

Being specific about when someone plans to quit makes it much easier to predict if they actually will. If someone says, 'I will leave in the next year,' that's a more reliable forecast than just saying they might leave someday. This information is especially accurate when the timing of their statement can be checked against actual available HR data during that same period (Tett & Meyer, 1993).

2.2.4.4 Reduced job embeddedness

Job embeddedness is a term used to explain why people stay at their jobs for reasons other than just being happy. It looks at three things, which are: how connected someone feels to their coworkers or community (links), how well they feel they belong in their role (fit), and how many benefits, friendships or other resources they would lose if they quit (sacrifice). When these three factors are weak, people have less reason to stay, making it much more likely that their thoughts about quitting will turn into actually leaving (Mitchell et al., 2001).

2.2.4.5 Perceived employability

Perceived employability is how much an employee believes they could easily find a similar job at a different company. This belief acts as a bridge between thinking about leaving and actually doing it. If someone feels confident that other employers would want to hire them, they are much more likely to turn their thoughts of quitting into action because they aren't afraid of being unemployed (De Cuyper et al., 2011).

2.3 Empirical Review

Turnover in hospitality and catering is a major problem worldwide, because losing staff causes direct costs, service disruption and loss of experienced workers. Studies that focus on hospitality finds that job attitudes, job strain, and role stressors such as work–family conflict show strong and consistent links to turnover intention across many samples and countries (Park and Min, 2020). Many large studies of work–family conflict also report that WFC is reliably linked to job outcomes (including turnover intentions and job dissatisfaction) in many contexts, which supports using WFC as a key predictor in hospitality studies (Amstad et al, 2011).

With this regard, a key theme that appears repeatedly in the studies is that certain Shift designs and scheduling practices reduce sleep and recovery, which increases fatigue and work–family conflict, and that in turn raises turnover intention. Studies that use diary and objective sleep data show that short rest intervals between shifts (often called quick returns) directly shorten sleep and increase sleepiness and stress on those days (Öster et al, 2024). Several studies in shift-work professions show that sleep problems and fatigue measured at baseline predict both higher turnover intention and higher actual turnover later (Ki & Choi-Kwon, 2022).

Work-family conflict itself is a robust predictor of turnover-related outcomes across many fields. Some studies show that both directions of conflict, work interfering with family (WIF) and family interfering with work (FIW), relate to job dissatisfaction, emotional exhaustion and turnover intention, with stronger and more consistent effects coming from work to family conflict in service jobs (Amstad et al, 2011). In hospitality and catering, where irregular hours and late shifts are common, work to family conflict is particularly relevant because the job nature directly reduces family time and creates scheduling stress (Park and Min, 2020).

In addition to the above points, shift characteristics matter, where not every night shift (work) is the same. Recent studies measure features such as quick returns, number of night shifts per month, rotation direction and speed, shift length, and unpredictability of schedules. These measures predict sleep loss and fatigue better than a simple day/night measure. Individual focused studies (same person seen over multiple days) show that quick returns cause shorter sleep and higher

sleepiness on those specific days, where this explains how Shift design raises daily strain and accumulates risk over time (Öster et al, 2024).

The health and fatigue effects are well documented and important for hospitality workers because the sector often uses rotation, night and weekend schedules to cover demand. Long Shift designs and quick turnarounds create chronic sleep debt for many employees, which leads to higher fatigue, poorer mood, and reduced job performance; those negative experiences make leaving the job more attractive (Ki & Choi-Kwon, 2022). Studies that link these features with objective sleep measures provide evidence that scheduling changes actually cause fatigue rather than being merely correlated with dissatisfaction (Öster et al, 2024).

Pay justice and organizational justice are another major predictor of turnover intention in hospitality. Classic and modern reviews of justice research find that distributive justice (fairness of pay and outcomes), procedural justice (fairness of processes), and informational/interactional justice (how decisions are explained) each predict turnover intentions and withdrawal behaviors (Colquitt, 2001). Several hospitality studies emphasize that when pay is complex and made of different sources (base wage plus allowances and tips), the fairness of how variable pay is distributed and explained becomes a direct predictor of exit thoughts (Park and Min, 2020).

Here, research shows these justice dimensions often moderate other variables. For example, employees who perceive pay or process fairness report lower turnover intention for the same level of workload or schedule stress than employees who perceive unfairness. This moderated effect means fairness can act as a protective resource in stressful scheduling environments (Colquitt, 2001). Hence, studies thus recommend improving transparency and communication around allowances, overtime pay and tip-sharing as practical interventions with measurable retention effects (Park and Min, 2020).

Other studies have tested combined models that integrate shift features, WFC, fatigue, and justice, and they often find the same pattern, where shift demands raise fatigue and WFC, WFC predicts turnover intention, and job resources like fairness, schedule control, or managerial support reduce the harmful effects (Carlson et al, 2000; (Öster et al, 2024).

Beyond the main relationships discussed above, other studies show that younger employees and short-tenure staff are more likely to leave in search of better pay or more predictable hours, while older or longer-tenure staff may stay because of embedded ties or perceived costs of leaving (Mitchell et al, 2001; Ng and Feldman, 2009). Sector specific studies also highlight that hospitality's seasonal demand, informal pay practices (e.g., tips), and presence of many small employers, make systematic HR interventions harder to apply uniformly across the industry (Park and Min, 2020).

Moreover, a recent hospitality related study aggregated data across many studies and found that role stressors and work strain had among the largest average effects on turnover intention of any other variables, making them the biggest targets for intervention (Park and Min, 2020). Other studies on WFC show that the relationship to turnover intention and job attitudes is both large and consistent across occupations, which shows that WFC is generalizable to job outcomes in many scenarios (Amstad et al, 2011).

Other studies showed that managers can get measurable gains with modest changes. For example, pilot changes that reduce quick returns, increase schedule notice, or improve transparency in allocation of extra pay often produce lower WFC and lower short-term turnover intention (Öster et al, 2024). These practical findings matter for catering and hospitality firms, which often operate on tight budgets, where low-cost fixes like better communication, and small shift tweaks can lower the risk of losing staff (Park and Min, 2020).

Turning to evidence from Africa and nearby regions, studies in Egypt, Jordan and other neighboring countries largely support the international patterns, but they add local context. Research in Egypt during COVID-19, for instance, found that unstable schedules and poor working conditions increased work–family conflict and turnover intentions among resort and hospitality workers, and that perceived organizational support reduced those effects (Abdou et al, 2022). Regional studies also highlight social support constraints (for example limited childcare options) and seasonal work patterns that make scheduling problems more damaging to family life than in other contexts (World Bank, 2024; Abdou et al, 2022).

In several African contexts, studies show that simple process changes, for example, publishing shift schedules in advance and a transparent policy for overtime/tips, reduced complaints and improve retention measures. These low-cost process improvements often have large effects in places where formal HR systems are not applicable and where word-of-mouth about unfairness spreads rapidly (Khairy et al, 2023).

When it comes to studies that are conducted specifically in Ethiopia, several university theses and other studies carried out in Addis Ababa and other Ethiopian cities repeatedly identified pay, allowances, schedule unpredictability and poor management practices as leading causes of turnover in hotels and catering industry. Several Addis Ababa University theses that studied four- and five-star hotels and other local catering companies found that non-competitive wages, unclear overtime and tip-sharing rules, poor opportunity for promotion, and last-minute roster changes were commonly cited reasons for leaving (Ashagre, 2018; Ayele, 2022). Those local studies often used staff questionnaires and interviews to document that younger staff and those with shorter period spent in the organization are especially likely to leave for slightly better pay or more predictable schedules (Tegegne, 2015).

These Ethiopian findings match the international studies but also show some local features. For example, a study done by Ashagre (2018), stated that tip distribution is sometimes informal and perceived as unfair, and that newly opened hotels or catering firms that offer marginally higher wages can quickly draw away staff. Other studies also stress on the recurring recommendation to improve clarity on pay and allowances, link appraisal to training and promotion, and improve shift notice days as first steps (Meseret, 2018). Here, a study that combines detailed shift data (night counts, quick returns), validated WFC and justice scales, and at least short follow-up with HR data would add more detailed local based evidence to the existing literature (Öster et al, 2024).

To summarize, the international evidence gives a strong argument that shift features (quick returns, night load, rotation), sleep/fatigue, work–family conflict, and fairness processes jointly shape turnover intention in hospitality. Regional African studies confirm these links and explain that situation-specific features such as childcare and seasonality of hospitality work can amplify scheduling and shift effects. Ethiopian studies confirm the same problems (pay, allowances, rosters, promotion) and state the need of a more detailed study at that uses roster records, validated

scales for WFC and other variables, while also emphasizing the need for observation of the place under study over time to examine changes.

All in all, the present study will take the strongest parts of the international literature, adapt them to the African and Ethiopian context, and try to analyze the collected data and report findings that Golden Plate Restaurants and Catering P.L.C. can use to reduce turnover risk.

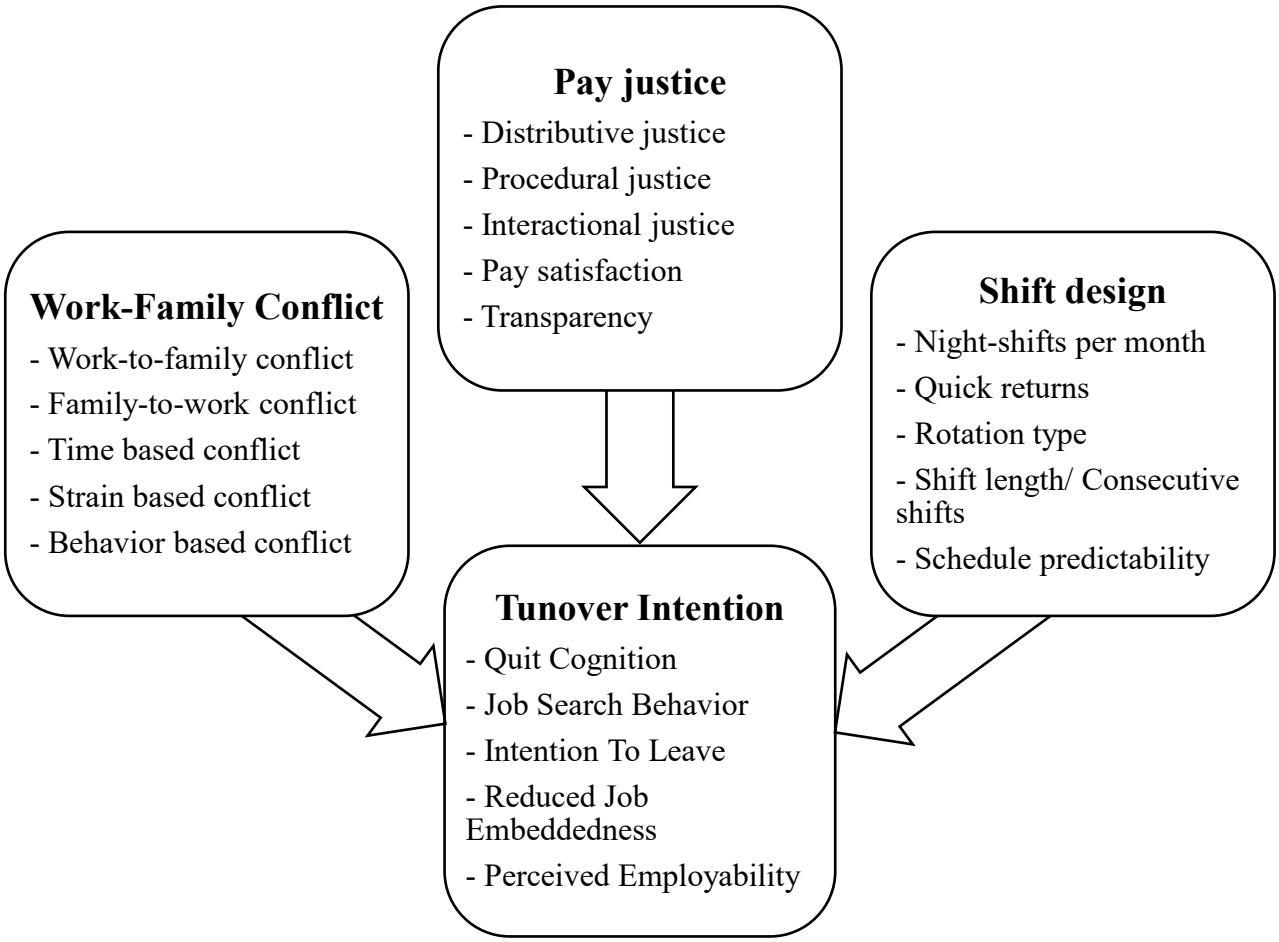
2.4 Gaps in the literature review

When it comes to gaps observed in the literature reviews, past studies often focus on broad fairness or general pay satisfaction and miss important pay details that matter in hospitality. In catering, compensation often includes base pay, shift premiums, overtime, and tips. Many studies do not measure how transparent or timely these extra payments are. They also do not test procedural fairness on whether staff see rules as fair and applied equally. This study will measure both distributive fairness (outcome fairness) and procedural and informational fairness (how rules are applied and explained). This will allow to see whether process fairness can reduce turnover risk even when the payment compensation is not high.

Moreover, few studies test the full process that leads from the start of the work factors to turnover. Here, gathered from many studies, the chain that is suggested is that the work factors lead to poor sleep/fatigue, which leads to work–family conflict and emotional exhaustion, which finally leads to turnover intention. Here, many studies do not assess the full link and only assess one or two associations. In addition, many studies rely on basic WFC measures and do not measure the time, strain and behavior dimensions. In this study the three dimensions of Work Family Conflict are assessed. With this regard, this study aims to fill important gaps.

2.5 Conceptual Framework

Figure 2-1: Conceptual Framework of the Study



Source: Author (2025)

Chapter Three

Research Methodology

3.1 Research approach

This study employed a mixed-methods approach that combines quantitative and qualitative research methods. The quantitative methods help evaluate the variables used in this study by gathering numerical data from data collection methods like surveys and questionnaires. The qualitative methods provide insights into the aspects of the variables used in this study that cannot be quantified by numbers, which are gathered through methods like open-ended interviews. Hence, the mixed method is used as a comprehensive image of the research topic can be created by combining the two approaches (Dawadi et al., 2021).

In this case, both approaches will be used simultaneously through the mixed methods approach. This mixed method is employed because it is thought to be more advantageous since it allows for a deeper understanding of the topic and reduced any potential limitations that might have resulted from using other methods, or by using only one of the two approaches (Dawadi et al., 2021).

3.2 Research design

An explanatory research methodology was used to evaluate the effect of Work–Family Conflict, Shift designs, and Pay justice on Employee Turnover Intention in Golden Plate Restaurants and Catering P.L.C. This research design not only makes it possible to identify causal relationships between the three independent variables and the dependent variable, turnover intention, but it also provides a deeper understanding of how the various variables included in this study influence turnover intentions (Creswell & Creswell, 2018; Dawadi et al., 2021).

3.3 Population and Sampling

3.3.1 Target Population

The target population for this study were all the employees of the Golden Plate Restaurants and Catering P.L.C., which were full-time employees and regularly scheduled part-time employees across production, kitchen, catering and logistics units, among other units. The study excluded

day-labourers and temporary event-only staff. With this regard, the target population of the study was 213 employees and managers.

3.3.2 Sampling Techniques and Sample Size Determination

Simple random sampling method was utilized in this study to select the sample of employees for the questionnaire, and purposive sampling was used to select the sample for the interviews, which comprised all select employees from the several study departments.

With this regard, The Taro Yamane (1967) sampling formula was used to determine the sample size for the questionnaires to be distributed in this study. The formula is given as:

$$n = N / 1 + N*(e)^2,$$

Where n = sample size,

N = population size, and

e = constant value (0.05).

Now, taking the constant value as 0.05, and taking the current population size as 213, the sample size is calculated as:

$n = 213 / 1 + 213*(0.05)^2,$

$n = 213 / 1 + 213*0.0025,$

n = 213 / 1.5325, which gives a result of n = 139.

Accordingly, as per the result above, from the total 213 employees that are in the organization, 139 were selected to be participants in this study.

3.4 Data Source and Type

This study used both primary and secondary data sources to achieve its goals and objectives. The primary data was gathered from a sample of employees at Golden Plate Restaurants and Catering P.L.C.'s offices using questionnaires. To gather further primary data, interviews were also done with key employees of the firm.

In addition to primary data, secondary sources were also used in the study. The public documents that were used included manuals, journals, publications, earlier studies, projects, websites, and any other relevant items.

3.5 Data collection Technique

The study used primary data that was gathered using self-administered, closed-ended questionnaires that meet all the validity and reliability criteria of the study, where the questions were developed by previously published journal publications. The questionnaire was broken down into five sections covering demographic information, Work-family conflict, Shift design, Pay justice, and turnover intention respectively.

In addition, interviews with open-ended questions was conducted with 10 selected personnel from different departments of the organization, which provided other key details and information that couldn't be collected using the questionnaire.

3.6 Data Analysis Techniques

In the case of this study, the data obtained from the questionnaires that was given to the respondents was analyzed using the Statistical Packages for the Social Sciences (SPSS) software. Descriptive statistics like frequency, mean, and standard deviation were used to summarize and show the data. Additionally, the relationships between the variables under study was examined using inferential statistics such as regression and correlation.

In order to model and analyze the relationship between the dependent variable, turnover intention, and the three independent variables, work-family conflict, Shift design, and Pay justice, multiple linear regression analysis was utilized. In this context, the three regression models that were examined in this study are represented by the following three model equations:

Model 1 represents the effect of work family conflict on turnover intention:

$$TURNOVER = \alpha + \beta1*WFTC + \beta2*FTWC + \beta3*TBC + \beta4*SBC + \beta5*BBC + \varepsilon$$

Where:

- ✓ TURNOVER means Turnover intentions
- ✓ WTFC means Work-to-family conflict
- ✓ FTWC means Family-to-work conflict
- ✓ TBC means Time based conflict
- ✓ SBC means Strain based conflict
- ✓ BBC means Behavior based conflict

Model 2 represents the effect of Shift design on turnover intention:

$$TURNOVER = \alpha + \beta1* NSPM + \beta2* QRE + \beta3* RTY + \beta4* SLE + \beta5* SCPR + \varepsilon$$

Where:

- ✓ TURNOVER means Turnover intentions
- ✓ NSPM means Night-shifts per month
- ✓ QRE means Quick returns
- ✓ RTY means Rotation type
- ✓ SLE means Shift length
- ✓ SCPR means Schedule predictability

Model 3 represents the effect of Pay justice on turnover intention:

$$TURNOVER = \alpha + \beta1*DIJ + \beta2*PRJ + \beta3*INJ + \beta4*PAS + \beta5*TRAN + \varepsilon$$

Where:

- ✓ TURNOVER means Turnover intentions
- ✓ DIJ means Distributive justice
- ✓ PRJ means Procedural justice
- ✓ INJ means Interactional justice
- ✓ PAS means Pay satisfaction

- ✓ TRAN means Transparency

In addition, for all three models,

- ✓ α represents the intercept (constant term)
- ✓ $\beta 1 - \beta 5$ represent the regression coefficients for each independent variable respectively,
- ✓ ε represents the error term.

Additionally, the diagnostic tests for the regression analysis were carried out prior to the multiple regression analysis and ANOVA analysis. Here, tests for normality, linearity, homoscedasticity, no autocorrelation, and no multicollinearity were used to determine if the three models satisfied the requirements of the Classical Linear Regression Model (CLRM).

3.7 Data Reliability and Validity

Since reliability or consistency refers to a measurement scale's ability to provide accurate and trustworthy data, a questionnaire is considered reliable or consistent when it produces the same result when utilized frequently (Dawadi et al., 2021). Hence, the Cronbach's Alpha test was used to assess the internal consistency of the questionnaire used in this study following the completion of a pilot test with the same questionnaire.

Table 3-1: Reliability Analysis Results for the study variables

Reliability Statistics		
Item	Cronbach's Alpha	N of Items
WORK TO FAMILY CONFLICT	0.907	3
FAMILY TO WORK CONFLICT	0.828	3
TIME BASED CONFLICT	0.889	3
STRAIN BASED CONFLICT	0.913	3
BEHAVIOR BASED CONFLICT	0.812	3
NIGHT SHIFTS PER MONTH	0.769	3
QUICK RETURNS	0.889	3
ROTATION TYPE	0.906	3
SHIFT LENGTH/CONSECUTIVE SHIFTS	0.892	3
SCHEDULE PREDICTABILITY	0.864	3
DISTRIBUTIVE JUSTICE	0.855	3
PROCEDURAL JUSTICE	0.788	3
INTERACTIONAL JUSTICE	0.817	3
PAY SATISFACTION	0.876	3
TRANSPARENCY	0.855	3
TURNOVER INTENTION	0.935	15

Source: Survey (2026)

Before the questionnaire was given to the entire population utilized in this study, a validity pilot study with a limited sample size was carried out to find any potential problems with the phrasing or interpretation of the test items. Additionally, the validity of the study's data gathering methods was guaranteed by employing study parameters that have been regularly employed in prior investigations.

3.8 Ethical Considerations

The Addis Ababa University School of Commerce has provided the necessary ethical approval for the data gathering procedures in accordance with ethical standards. Confidentiality measures were put in place, and no identifying information, such as the names of the respondents, was recorded. Respondents were be made aware at every stage of the study that the study and data gathered will

only be utilized for academic reasons. They were reassured that taking part in the data collection process is entirely voluntary and at their own decision and that they could request that the data they gave be removed at any stage of the study.

Chapter Four

Results and Discussion

The results of the analysis of the collected data and the interpretations of the study findings are presented in this chapter. This section includes the respondents' demographic variable analysis, descriptive statistics, correlation analysis, and regression analysis.

4.1 Response Rate

To collect data for this study, a total of 139 employees were selected as the sample size, as shown in the methodology section of this study. After the calculation of this sample size, the total of 139 questionnaires were distributed to these employees, and 131 respondents have returned filled, completed and returned the questionnaires that were distributed. Hence, the response rate for this study was found to be 94.24%.

4.2 Demographic Statistics of Respondents

To start the presentation of the data analysis results of the study, the first items that were analyzed are the demographic statistics of the respondents, to get a better understanding of the study sample. The demographic data of the respondents was collected by using gender, age, and educational background, and work experience in the organization as the demographic variables. To present this data, frequency and percentage was used for each demographic variable as given in the table below.

Table 4-1: Demographic Characteristics of the respondents of the study

Demographic Variables	Frequency	Percent
Gender of respondent		
Male	64	48.9
Female	67	51.1
Total	131	100.0
Age of respondent		
19 years old and below	15	11.5
20 - 29 years old	48	36.6
30 - 39 years old	46	35.1
40 - 49 years old	16	12.2
50 years old and above	6	4.6
Total	131	100.0
Highest level of education of a respondent		
Diploma or below diploma	102	77.9
Bachelor's degree	23	17.6
Master's degree	6	4.6
Total	131	100.0
Amount of years a respondent has been working in the organization		
Below 1 year	40	30.5
1 - 2 years	59	45.0
3 - 4 years	23	17.6
5 years and above	9	6.9
Total	131	100.0

Source: Survey (2026)

Concerning the gender of the respondents, the results showed that in the table that 64 (48.9%) of the respondents were male, while 67 (51.1%) of the respondents were females. This result shows that the respondents of this study comprised of both genders almost equally, where female respondents were seen to have a slightly higher number than the males. This result, which showed

balanced representation of both male and female employees will help the study in encompassing the perspectives of both genders in an inclusive manner. As the major variables of this study, which are work-family conflict, Shift design, Pay justice, and turnover intention, may be experienced differently by male and female employees, the result obtained might help in ensuring equal gender representation.

When it comes to the age of the respondents of the study, the results showed that the majority of the respondents were in the age range of 20-29 years old (36.6%) and 30-39 years old (35.1%). In addition, a further 15 respondents (11.5%) were seen to be in the age range of 19 years old and below, while 16 (12.2%) of the respondents were in the age range of 40-49 years old. Moreover, only 4.6% of the respondents were found to be in the age range of 50 years old and above. This result showed that the majority of the respondents were between 20-39 years of age, which shows that the company is mainly made up of younger employees. This might in turn suggest that the results of the study show the perspectives of respondents which are still building their careers; which means that they might consider leaving an organization because if some of the factors studied in this study, such as work-family conflict, shift dissatisfaction, or unfair compensation occur.

Based on the data collected for this study, the educational background results of the respondents showed that a big majority of the respondents of the study had diploma or only completed education that was below diploma level (102 respondents), while 23 respondents (17.6%) were found to have bachelor's degree. In addition, only 6 respondents stated that they had Master's degrees. With regards to these results, most of the employees only having diplomas or being below diploma level might suggest that the majority of the responses collected in this study show the answers of medium level and lower-level employees. In addition, the small number of employees with bachelor's and master's degrees corresponds to the responses of those in the management and in the upper level in the organization. Hence, as educational level may influence employees' expectations regarding the topics in this study, assessing the educational level of the employees was seen to be essential.

Moving to the final demographic variable, which was the amount of years a respondent has been working in the organization, the results showed that, a majority of the employees have worked in the organization below 1 year (40 respondents) and for 1-2 years (59 respondents). In addition, 23

respondents (17.6%) have been working in the organization for 3–4 years, whereas only 9 respondents (6.9%) stated that they have worked in the organization for 5 years or more. Here, as the organization under study is also relatively young, with it being in business for almost six years only, it was seen to be normal that most respondents were with only short-term experience in the organization. In addition, as the sector the company operates in is known for high level of turnover per year, employees are very susceptible for any challenges when it comes to the topics at hand in this study.

4.3 Descriptive Statistics Results

This section presents the descriptive statistics analysis results of the study, which show the respondents answers with regards to the variables included in this study, which were work-family conflict, Shift design, Pay justice, and turnover intention. The descriptive statistics results were presented by using the mean and standard deviations for each item included in the study.

4.3.1 Work-Family Conflict Variables

The descriptive statistics for work-family conflict are presented in this part, and it showed the results of the respondents' answers on questions relating to conflict between employees' work responsibilities and family life. Here, the mean values indicate the average values of the responses of the respondents, while the standard deviations show the degree of variation in respondents' answers.

Table 4-2: Descriptive Statistics for Work-Family Conflict Variables

Descriptive Statistics			
Variable	N	Mean	Std. Deviation
My job's demands make it difficult to fulfill my family or domestic responsibilities.	131	3.6260	.86234
The time I must devote to my job keeps me from spending the amount of time I would like with my family.	131	3.5802	.84083
Job pressures make me irritable at home and reduce my ability to perform family responsibilities.	131	3.5954	.89252
WORK TO FAMILY CONFLICT	131	3.6005	.79466
The demands of my family interfere with work-related activities.	131	1.4885	.59957
Family responsibilities make it difficult for me to concentrate on my job.	131	1.5649	.69170
Family problems reduce my ability to perform my work duties effectively.	131	1.5420	.67093
FAMILY TO WORK CONFLICT	131	1.5318	.56505
My working hours prevent me from taking part in important family activities.	131	3.5725	.85062
I frequently miss family commitments because of my work schedule.	131	3.4809	.86248
I have less time for my family because of the hours I must work.	131	3.4351	.82368
TIME BASED CONFLICT	131	3.4962	.76501
Stress from my job reduces my energy for family life.	131	3.6718	.89823
After demanding shifts I feel too exhausted to enjoy time with my family.	131	3.6336	.81530
Work-related strain negatively affects my behavior at home.	131	3.6183	.88107
STRAIN BASED CONFLICT	131	3.6412	.79916
The way I have to act at work is hard to switch off when I am at home.	131	1.5038	.57344
My behavior at work is often incompatible with the way I would like to behave at home.	131	1.5115	.61226
I find that acting differently for customers makes it difficult to be myself with my family.	131	1.4656	.58570
BEHAVIOR BASED CONFLICT	131	1.4936	.50358

Source: (Survey, 2026)

To start with the work-to-family conflict variable, it was seen to have a moderate grand mean of 3.6005. The results also showed that the question about missing out on desired family time due to work devotion achieved the lowest level of agreement compared to other questions from this variable, with a mean of 3.5082 and standard deviation of 0.84083. This result was also similar to the question regarding whether the job's demands make it difficult to fulfill family responsibilities, which had the highest mean value (3.6260) with a standard deviation of 0.86234. In addition, the results for the third question regarding irritability at home caused by job pressures had a mean value of 3.5954 and a Standard deviation of 0.89252. These results showed that most respondents moderately agreed that their work demands interfere with their family life, while the low standard deviation results show that the respondents' answers didn't significantly vary.

On the other hand, when it comes to family-to-work conflict variable, the results of descriptive statistics analysis showed that the item regarding family responsibilities reducing job concentration had a mean value of 1.5649 and a standard deviation of 0.69170, while family problems reducing duty effectiveness had a mean value of 1.5420 with a standard deviation of 0.67093. In addition, the item asking whether family demands interfere with work had the lowest mean score from the questions used to describe the family to work conflict variable with a mean value of 1.4885 with a standard deviation of 0.59957. In addition to these results, Family-to-Work Conflict recorded a very low grand mean score of 1.5318. These results might indicate that family demands and requirements do not significantly affect employees' performance in the workplace at Golden Plate restaurant and catering. Moreover, it might also mean that workers' families may be managing domestic responsibilities, which in turn means the employees' performances don't get affected.

Concerning Time-Based Conflict items, the item that states "My working hours prevent me from taking part in important family activities" had a mean value of 3.5725 with a standard deviation of 0.85062. The item which is concerned with missing family commitments due to work schedules was seen to have a mean value of 3.4809 and standard deviation of 0.86248, while the item regarding having less had similar results with a mean value of 3.4351 and a standard deviation of 0.82368. The grand mean for this variable as a whole was also found to be 3.4962. As companies operating in catering and restaurant sectors frequently have operational hours that might include late evenings and weekends, these might clash with time employees typically allocate to their

families. Hence, the results show that there might be this kind of problem in the organization, as the employees have moderately agreed with the items in this variable.

Strain-Based Conflict was another dimension included under the work family conflict variable. The results for this variable showed that it had a grand mean value of 3.6412. In addition, the item concerning stress from the job reducing energy for family life had a mean value of 3.6718 and a standard deviation of 0.89823, while the item regarding exhaustion after shift had a mean value of 3.6336 and standard deviation of 0.81530. The last item, which assessed whether job strain negatively changes behavior at home, had a mean value of 3.6183 and standard deviation of 0.88107 This might show that employees at Golden Plate restaurant and catering have some level of stress at work that affects their effectiveness and energy at home.

Behavior-Based Conflict had the lowest grand mean score as compared to the other dimensions under the work family conflict variable, with a grand mean value of 1.4936. Going through the three items in detail, the item concerned with incompatible work-to-home behavior had a mean score of 1.5115, with standard deviation of 0.61226, while the item asking about difficulty switching off work behaviors at home had a mean value of 1.5038 with a standard deviation of 0.57344. Furthermore, the item regarding acting for customers making it hard for the employees to be themselves with family was seen to have a mean value of 1.4656 with the standard deviation result of 0.58570. The results for this variable show that the behaviors and traits that are often seen and expected from the employees in the professional settings do not affect the employees at their own homes.

4.3.2 Shift design Variables

In this part of the study, the descriptive statistics for Shift design were analyzed using mean scores and standard deviations and their results are presented below. The mean values indicate the average level of agreement of respondents with the statements related to Shift design, and these descriptive statistics are used to assess whether employees perceive the existing Shift designs in the organization as either favorable or unfavorable.

Table 4-3: Descriptive Statistics for Shift design Variables

Descriptive Statistics			
Variables	N	Mean	Std. Deviation
On average, I work a large number of night shifts each month. (REVERSE CODED)	131	4.5573	.60967
My night shift frequency prevents me from maintaining a regular sleep schedule. (REVERSE CODED)	131	4.4656	.59869
I often struggle to recover after night shifts. (REVERSE CODED)	131	4.5115	.61226
NIGHT SHIFTS PER MONTH (REVERSE CODED)	131	4.5115	.50179
On average, I work a large number of night shifts each month.	131	3.6107	.84646
My night shift frequency prevents me from maintaining a regular sleep schedule.	131	3.6794	.82525
I often struggle to recover after night shifts.	131	3.6107	.83733
QUICK RETURNS	131	3.6336	.75657
My work schedule changes frequently; I am on a rotating shift.	131	3.7557	.87786
The speed or direction of shift rotation makes it hard for me to establish routines.	131	3.7023	.82922
My rotation schedule interferes with my ability to plan family activities.	131	3.7023	.83845
ROTATION TYPE	131	3.72010	.778797
I frequently work long shifts (e.g., 10–12 hours) that leave me exhausted.	131	3.7252	.89489
I often work several consecutive night/evening shifts without a sufficient break.	131	3.7328	.86669
Long or consecutive shifts make it difficult to recover between work periods.	131	3.7863	.89449
SHIFT LENGTH CONSECUTIVE SHIFTS	131	3.7481	.80287
I usually receive my work schedule with enough notice to plan family activities.	131	1.6336	.68170
I have sufficient control or input over changes to my schedule.	131	1.6412	.72397
I can easily swap shifts with colleagues when needed.	131	1.5878	.66645
SCHEDULE PREDICTABILITY	131	1.6209	.61291

Source: Survey (2026)

Under the variables of Shift design, Shift Length / Consecutive Shifts had the highest grand mean score at 3.7481. This might mean that employees agree that long and shifts are a problem in their work. When it comes to the specific items, the item stating "Long or consecutive shifts make it difficult to recover" had a mean score of 3.7863 with a standard deviation of 0.89449, while the employees also agreed that they work long hours of 10 to 12 hours that leave them exhausted (mean score of 3.7252 with a standard deviation of 0.89489). The respondents also stated that they work many days in a row without a good break as seen in the mean value of 3.7328, with a standard deviation of 0.86669. These results show that employees work long hours, which leaves them tired and unable to get enough rest.

When it comes to Rotation Type, it had the second highest grand mean score under the Shift design variable with a grand mean of 3.7201. The items show that work schedules change frequently, as seen in the mean value of 3.7557 with a standard deviation of 0.87786 for this item. In addition, the respondents agree that it is very hard to build a normal routine because the direction and speed of the shift's rotation (mean score of 3.7023 with a standard deviation of 0.82922). In addition, they also agreed that the shifts interfere with their abilities to plan activities with their families as seen in the mean score of 0.7023 with a standard deviation of 0.83845. The low standard deviations show that most of the employees have similar views with regards to the shift rotation.

Concerning Quick Returns, the item with the highest mean value under this variable is the item which states the second item with a mean of 3.6794 and standard deviation of 0.82525. In addition to this, the respondents also agreed they have short rest windows which is seen in the mean score of 3.6107 for this item. Furthermore, the respondents also agreed that they work a large number of night shifts per month as seen in the mean value of 3.6107. As a whole, the quick returns variable was seen to have had a grand mean value of 3.6336 with a standard deviation of 0.75657. This result is consistent with other busy catering businesses in Addis Ababa, where even sometimes an employee works a late evening shift and still has to come back to work the next morning.

Schedule Predictability was seen to have low grand mean score at 1.6209, which means that that schedules are unpredictable and employees have no control over the schedules. When going to each of the three items in this variable in detail, the results show that the respondents disagree that the employees get their schedules early enough to plan family time, as seen in the mean value of 1.6336. They also feel they have no say or control over shift changes as seen in the mean value of

1.6412 and they also stated that they find it difficult to swap shifts with their co-workers when needed, as observed in the mean value of 1.5878, with a standard deviation of 0.66645. These results show that the employees have little say in their work schedules, which means that their lives outside of work are not in routine manner.

Concerning Night Shifts per Month variable, as the items used to measure this variable were written in a negative manner, the results were reverse coded before analysis, to ensure accurate presentation of the variable. Hence, based on these results, it was seen that respondents experienced a high level of night-shift-related challenges. The overall mean score for Night Shifts Per Month was found to be 4.5115 with a standard deviation of 0.50179, indicating strong agreement among respondents that they were exposed to frequent night shifts and their effects associated with these night shifts.

Specifically, respondents strongly agreed that they worked a large number of night shifts each month as seen in the mean score of 4.5573 with a standard deviation of 0.60967. They also agreed that the frequency of night shifts prevented them from maintaining a regular sleep schedule (mean score of 4.4656 with a standard deviation of 0.59869). Furthermore, respondents reported difficulties recovering after night shifts as seen in the mean score of 4.5115 with a standard deviation of 0.61226. These results show that the respondents of the study experience substantial night-shift burdens, including frequent exposure to night work, sleep disruption, and have recovery difficulties after these night shifts.

4.3.3 Pay justice Variables

The descriptive statistics for Pay justice variable were analyzed using mean scores and standard deviations. These methods were used to assess employees' perceptions regarding the fairness of the compensation system in the organization. These statistics are used in determining whether employees perceive the compensation system as fair.

Table 4-4: Descriptive Statistics for Pay justice Variables

Descriptive Statistics			
Variables	N	Mean	Std. Deviation
Considering my responsibilities and effort, my pay is fair.	131	1.5191	.67198
I am satisfied that I am compensated fairly compared to my colleagues.	131	1.5573	.63440
My total earnings (base pay + allowances + tips) are adequate for the work I do.	131	1.5649	.68049
DISTRIBUTIVE JUSTICE	131	1.5471	.58334
The procedures used to decide overtime and shift premiums are applied consistently.	131	1.5725	.64487
Decisions about shift allocation are made through fair processes.	131	1.5649	.60890
Employees have adequate voice/input in scheduling decisions.	131	1.5649	.62140
PROCEDURAL JUSTICE	131	1.5674	.52411
Managers provide clear explanations when shifts or pay decisions are made.	131	2.8779	.75471
I am treated with respect when scheduling or pay issues arise.	131	2.8168	.75245
Managers communicate reasons for changes to allowances and shifts in a timely manner.	131	2.9389	.76214
INTERACTIONAL JUSTICE	131	2.8779	.64742
I am satisfied with the base pay I receive for my job.	131	1.6489	.75370
I am satisfied with the amounts I receive for overtime and shift premiums.	131	1.7023	.81046
The benefits (if any) provided by the company are satisfactory.	131	1.6412	.72397
PAY SATISFACTION	131	1.6641	.68375
Considering my responsibilities and effort, my pay is fair.	131	1.6412	.71327
I am satisfied that I am compensated fairly compared to my colleagues.	131	1.5802	.72275
My total earnings (base pay + allowances + tips) are adequate for the work I do.	131	1.6870	.73468
TRANSPARENCY	131	1.6361	.63710

Source: Survey (2026)

From the dimensions of Pay justice, Interactional Justice has the highest mean score among the compensation variables, with a mean score of 2.8779, which was seen to be a moderate result. Looking at each of the items included in this dimension, employees have moderate views regarding whether managers generally treat them with respect when pay or scheduling issues arise as seen in the mean score 2.8168, and whether the manager provides some explanations for decisions as seen in the mean score 2.8779. In addition, the employees have similar moderate or neutral views on whether managers communicate reasons for changes as seen in the mean value of 1.9389 with a standard deviation result of 0.76214.

When looking at the other dimensions of Pay justice, Both Transparency and Pay Satisfaction were seen to have low grand mean scores as seen in them having grand mean values of 1.6361 and 1.6641, respectively. These results show that employees don't think the pay they receive is fair, and they also don't believe the company is honest and transparent about how payment decisions are made. Looking at the individual items within each dimension specifically, the results show that workers do not feel that their pay is fair when looking at the responsibilities they have and effort they put in (mean score 1.6412 with standard deviation of 0.71327) or when compared to their coworkers (mean score 1.5802 with standard deviation of 0.72275). They also feel that their base pay, overtime, and benefits is not adequate for the work they do, as seen in the mean score of 1.6870 and standard deviation result of 0.73468. In addition, when it comes to pay satisfaction items, the respondents stated that they were not satisfied with the base pay they receive as seen in the mean score of 1.6489 with standard deviation of 0.75370, while they also disagreed with the statement that said "I am satisfied with the amounts I receive for overtime and shift premiums" (mean score of 1.7023 with standard deviation of 0.81046). Furthermore, they also believed that the benefits provided by the company are unsatisfactory as seen in the mean result of 1.6412.

In addition to the above dimensions, procedural Justice was also seen to have a low grand mean value of 1.5674. Under this dimension, respondents disagreed that the procedures for giving out overtime or shift premiums are fair or consistent as seen in the mean score of 1.5725 with standard deviation result of 0.64487. They also felt like they had no say in how the scheduling decisions are made as seen in the mean score of 1.5649 with standard deviation result of 0.68049, which contributes to a feeling that the management system is not fair. These results show that the

employees have some doubts about whether overtime and pay decisions are made fairly or in a transparent manner.

Finally, when it comes to Distributive Justice, the items under this dimension showed similar low mean scores as with the other dimensions under this variable. The results showed that the respondents don't think their pay is fair, considering their responsibilities and effort, as seen in the mean value of 1.5191 with standard deviation result of 0.67198. The employees also were not satisfied that they were compensated fairly compared to my colleagues (mean value of 1.5573 with standard deviation of 0.63440), while they also didn't believe that their total earnings were adequate for the work they do (mean value of 1.5649 with standard deviation of 0.68049). In addition, the grand mean for this dimension was found to be 1.5471. These results mean that employees do not believe the compensation they receive is fair.

4.3.4 Turnover Intention Variables

The descriptive statistics for turnover intention were analyzed using mean scores and standard deviations. The extent to which employees intend to leave the organization was measured by using five dimensions that are described below. With this regard, the mean results show the average of the answers that the respondents gave to the questions used to assess each dimension. These descriptive statistics were used to assess level of turnover intention among employees.

Table 4-5: Descriptive Statistics for Turnover Intention Variables

Descriptive Statistics			
Variable	N	Mean	Std. Deviation
I often think about quitting this job.	131	3.4580	.78701
I am actively considering leaving this organization.	131	3.4885	.71647
I frequently imagine myself working for another employer.	131	3.5191	.80719
QUIT COGNITION	131	3.4885	.66061
In the past three months I have applied for jobs outside this organization. (numeric count)	131	3.4656	.73691
I regularly search job vacancy websites or contacts for alternative positions.	131	3.5344	.73691
I have updated my CV or attended job interviews recently.	131	3.4427	.70340
JOB SEARCH BEHAVIOR	131	3.4809	.62588
I intend to leave this organization within the next 12 months.	131	3.5420	.74689
I expect to be working for a different employer 12 months from now.	131	3.5267	.73723
I am making concrete plans to leave my current job within the coming year.	131	3.4809	.68333
INTENTION TO LEAVE	131	3.5165	.61493
I feel a weak attachment to my co-workers and the workplace.	131	3.4580	.73652
My job doesn’t match my skills and values.	131	3.4733	.74759
Leaving this job wouldn’t require giving up significant benefits or relationships.	131	3.4580	.75712
REDUCED JOB EMBEDDEDNESS	131	3.4631	.65054
I am confident I could find a comparable job in a short time if I wanted to.	131	3.4733	.72672
I believe I possess skills that employers value in the market.	131	3.4275	.66830
I feel my qualifications make it easy for me to obtain another job.	131	3.4809	.68333
PERCEIVED EMPLOYABILITY	131	3.4606	.60122

Source: Survey (2026)

Starting from the dimension of Intention to Leave, the results showed that the employees had a moderate agreement with intending to leave this organization within the next 12 months as seen in the mean value of 3.5420 with standard deviation of 0.74689, as well as expecting to be working for a different employer 12 months from now as seen in the mean value of 3.5267 with standard deviation result of 0.73723. Moreover, similar results were seen with the statement that says "I am making concrete plans to leave my current job within the coming year", as seen in the mean value of 3.4809 with standard deviation of 0.68333. Moreover, intention to leave had a grand mean of 3.5165. These results show that the employees are moderately inclined to leave the organization soon, while the low standard deviation results show there isn't much variation on these views.

When it comes to Quit Cognition, the grand mean of 3.4885 showed that employees frequently think about leaving. The results showed that they often think about quitting this job as seen in the mean value of 3.4580 with a standard deviation of 0.78701, and that they are actively considering leaving the organization as seen in the mean result of 3.4885, with standard deviation of 0.71647. Moreover, they also stated that they frequently imagine themselves working for another employer as seen in the mean score of 3.5191 with standard deviation result of 0.80719. These results showed that the employees of this organization consistently imagine working elsewhere.

Concerning Job Search Behavior, the results showed that the employees are actively looking for jobs in another place, as seen in the mean values obtained for this dimension and its items. The respondents have stated that, In the past three months they have applied for jobs outside this organization (mean value of 3.4656 with standard deviation of 0.73691), while they also stated that they regularly search job vacancy websites or contacts for alternative positions (mean value of 3.5344 with standard deviation result of 0.73691). Moreover, they have also stated that they have updated their CV or attended job interviews recently as seen in the mean value of 3.4427 with the standard deviation of 0.70340. In addition, the variable itself had a grand mean of 3.4809, which shows that many of the respondents of the study are looking for jobs elsewhere.

Regarding another dimension of turnover intention, reduced Job Embeddedness, the results of the study showed that employees felt a weak attachment to their co-workers and the workplace as seen in the mean value of 3.4580 with standard deviation result of 0.73652, while they also believed that their job doesn't match their skills and values as seen in the mean score of 3.4733 with standard deviation result of 0.74759. Moreover, they believe that Leaving this job wouldn't require giving

up significant benefits or relationships (mean value of 3.4580 with standard deviation results of 0.75712). Also, the grand mean score for this variable was 3.4631 with a standard deviation of 0.65054. These results show that the respondents have weak to moderate views about the workplace, and they might also feel a weak attachment to it.

Finally, when it comes to perceived employability, the grand mean score was found to be 3.4606. In addition, when assessing each individual item, the results showed that the respondents felt confident they could find a comparable job in a short time if they wanted to (mean value of 3.4733 and standard deviation results of 0.72672), while they also believed that they possessed skills that employers value in the market (mean value of 3.4275). In addition, they also stated that their qualifications make it easy for them to obtain another job as seen in the mean value of 3.4809 and standard deviation result of 0.68333. Overall, these low standard deviation results show that most employees feel equally confident in their ability to land a new job.

4.4 Exploratory Factor Analysis

In this study, Exploratory Factor Analysis (EFA) was conducted to examine the construct validity of the measurement scales used in this study. EFA was performed to determine the suitability of the measurement instrument for subsequent statistical analyses. Principal Component Analysis (PCA) was used as the extraction method, with Varimax rotation applied to the multidimensional constructs. The adequacy of the data for factor analysis was assessed using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity, while communalities, total variance explained, scree plots, and factor loadings were examined to evaluate the validity of the extracted factors. The results of the Exploratory Factor Analysis for each study variable are presented in the following sections.

4.4.1 Exploratory Factor Analysis of Work-Family Conflict variables

Before conducting the Exploratory Factor Analysis (EFA), it was necessary to determine whether the data were suitable for factor analysis. This was assessed using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity, which were used to examine whether the variables have sufficient correlations to justify extracting underlying factors.

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy produced a value of **0.752**. According to commonly accepted thresholds, KMO values above 0.60 indicate acceptable sampling adequacy, values above 0.70 indicate good adequacy, and values above 0.80 indicate very good adequacy. Therefore, the obtained KMO value of 0.752 shows that the correlations among the fifteen Work-Family Conflict items were sufficiently strong to justify conducting Exploratory Factor Analysis.

Table 4-6: KMO and Bartlett's Test Results for Work Family Conflict Items

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.752
Bartlett's Test of Sphericity	Approx. Chi-Square	1105.347
	Df	105
	Sig.	.000

Source: Survey (2026)

Bartlett's Test of Sphericity was also conducted to determine whether the correlation matrix differed significantly from an identity matrix, where variables would be unrelated to one another. The test produced a Chi-square value of 1105.347 with 105 degrees of freedom, and the result was statistically significant (p value of less 0.001). Since the significance value was well below the recommended threshold of 0.05, the result shows that significant relationships existed among the Work-Family Conflict items and confirms that the data were appropriate for factor analysis.

After confirming that the data were suitable for Exploratory Factor Analysis, the communalities for the items were examined. Communalities indicate the proportion of each variable's variance that is explained by the extracted factors. With this regard, in Exploratory Factor Analysis, according to Joseph F. Hair Jr. et al. (2019), communalities of 0.50 or above are generally considered acceptable, as they indicate that at least 50% of the variance in an item is explained by the extracted factors. Hence, the table below shows the communalities for the fifteen Work-Family Conflict items, where the extraction communality values ranged from 0.658 to 0.878, indicating that all questionnaire items exceeded the recommended minimum threshold of 0.50. This demonstrates that each item was adequately represented by the extracted factor solution and that none of the items exhibited weak shared variance with the underlying factors.

Table 4-7: Communalities Test Results for Work Family Conflict Items

Communalities		
	Initial	Extraction
My job's demands make it difficult to fulfill my family or domestic responsibilities.	1.000	.827
The time I must devote to my job keeps me from spending the amount of time I would like with my family.	1.000	.857
Job pressures make me irritable at home and reduce my ability to perform family responsibilities.	1.000	.872
The demands of my family interfere with work-related activities.	1.000	.658
Family responsibilities make it difficult for me to concentrate on my job.	1.000	.802
Family problems reduce my ability to perform my work duties effectively.	1.000	.779
My working hours prevent me from taking part in important family activities.	1.000	.829
I frequently miss family commitments because of my work schedule.	1.000	.829
I have less time for my family because of the hours I must work.	1.000	.819
Stress from my job reduces my energy for family life.	1.000	.878
After demanding shifts I feel too exhausted to enjoy time with my family.	1.000	.853
Work-related strain negatively affects my behavior at home.	1.000	.853
The way I have to act at work is hard to switch off when I am at home.	1.000	.749
My behavior at work is often incompatible with the way I would like to behave at home.	1.000	.754
I find that acting differently for customers makes it difficult to be myself with my family.	1.000	.700
Extraction Method: Principal Component Analysis.		

Source: Survey (2026)

Following the assessment of the communalities, the Total Variance Explained was examined to determine the number of underlying factors extracted from the Work-Family Conflict measurement items and the proportion of total variance explained by these factors. Concerning this, one of the most commonly used criteria for deciding the number of factors to retain is the Kaiser criterion, which recommends retaining only those factors with eigenvalues greater than one (Hair et al., 2019). An eigenvalue represents the amount of variance in the observed variables that is accounted for by a particular factor. Factors with eigenvalues greater than one explain more variance than a single observed variable and are therefore considered meaningful for interpretation.

As presented in the table below, the initial eigenvalues revealed that five components had eigenvalues greater than one. Specifically, the first five components recorded eigenvalues of 4.098, 2.370, 2.221, 1.758, and 1.610, respectively. Since each of these values exceeded the recommended threshold of one, all five components were retained for further analysis. Beginning with the sixth component, the eigenvalue dropped to 0.574, which is below the recommended criterion. Consequently, components six through fifteen were not retained because they explained relatively little additional variance.

The extraction results further showed that the five retained factors collectively explained 80.381% of the total variance in the Work-Family Conflict measurement items. According to Hair et al. (2019), a cumulative variance explained of 50% or more is generally considered acceptable in studies involving the social sciences. Therefore, the cumulative variance explained in the present study exceeds the recommended minimum threshold, indicating that the extracted factors provide an excellent representation of the original variables.

The first extracted factor accounted for 27.317% of the total variance before rotation, making it the largest contributor to explaining the variability among the Work-Family Conflict items. The second, third, fourth, and fifth factors explained an additional 15.802%, 14.808%, 11.723%, and 10.732% of the variance, respectively. Together, these five factors captured more than four-fifths of the total variation in the measurement items, suggesting that the questionnaire successfully represents the underlying dimensions of the Work-Family Conflict construct.

Table 4-8: Total Variance Explained Results for Work Family Conflict Items

Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.098	27.317	27.317	4.098	27.317	27.317	2.571	17.139	17.139
2	2.370	15.802	43.119	2.370	15.802	43.119	2.558	17.051	34.191
3	2.221	14.808	57.926	2.221	14.808	57.926	2.479	16.525	50.716
4	1.758	11.723	69.649	1.758	11.723	69.649	2.252	15.012	65.728
5	1.610	10.732	80.381	1.610	10.732	80.381	2.198	14.653	80.381
6	.574	3.830	84.211						
7	.423	2.818	87.029						
8	.342	2.281	89.311						
9	.314	2.092	91.402						
10	.264	1.761	93.163						
11	.248	1.657	94.819						
12	.240	1.600	96.419						
13	.226	1.506	97.926						
14	.169	1.126	99.052						
15	.142	.948	100.000						
Extraction Method: Principal Component Analysis.									

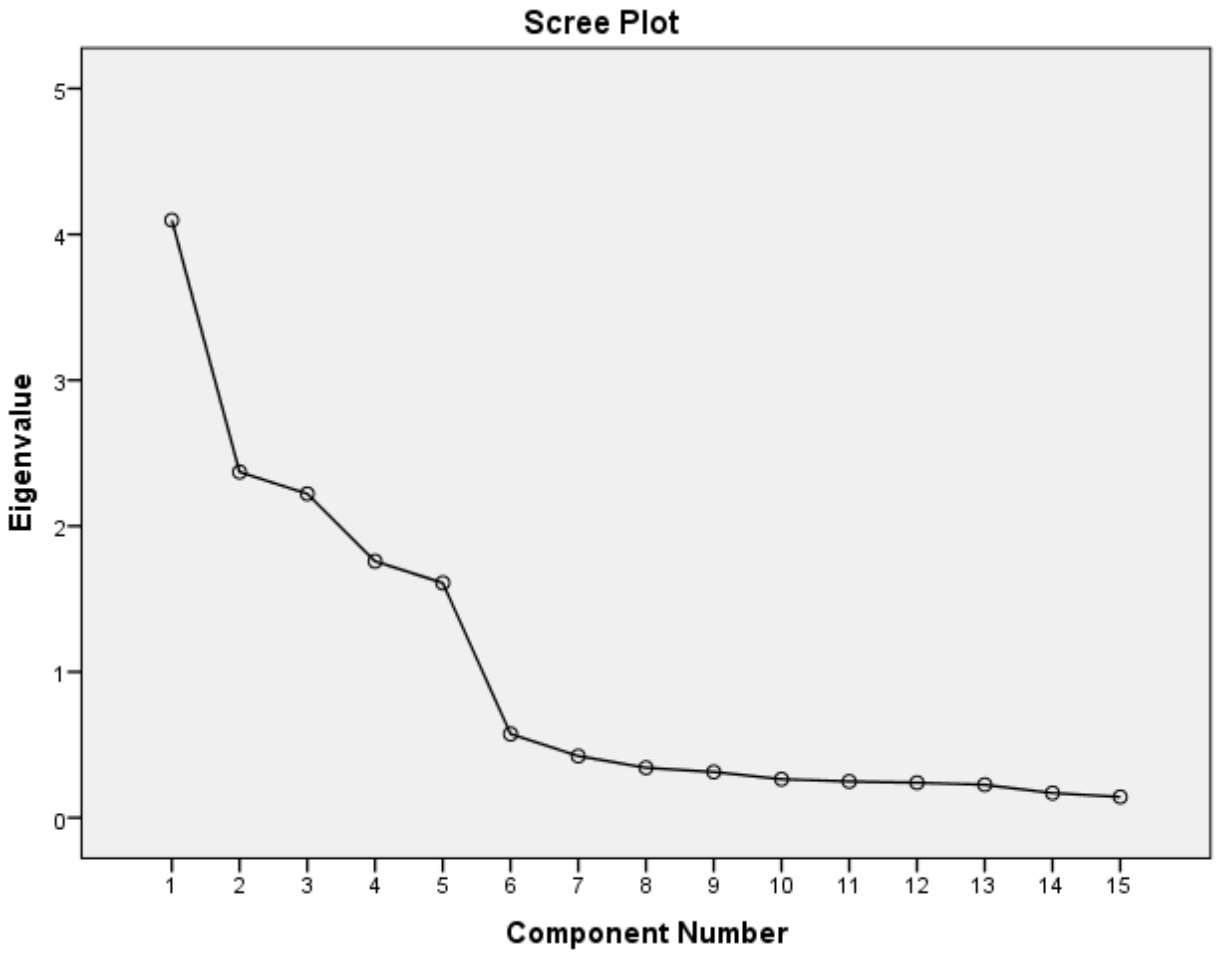
Source: Survey (2026)

To improve the interpretability of the factor solution, Varimax rotation was applied. Rotation does not change the total amount of variance explained; rather, it redistributes the variance more evenly across the extracted factors so that each factor becomes easier to interpret. After rotation, the five factors explained 17.139%, 17.051%, 16.525%, 15.012%, and 14.653% of the variance, respectively. The relatively balanced distribution of variance across the five factors indicates that each factor contributed meaningfully to explaining the Work-Family Conflict construct without one factor dominating the solution.

Moving to the next point, in addition to the total variance explained, the scree plot was examined to determine the appropriate number of factors to retain. The scree plot is a graphical representation

of the eigenvalues plotted against the component numbers. Cattell (1966), the point where the curve changes from a steep decline to a relatively flat line indicates the number of meaningful factors that should be retained for interpretation. As shown in Figure below, the scree plot demonstrates a sharp decline in the eigenvalues from the first to the fifth component. After the fifth component, the curve becomes noticeably flatter, with only small decreases in the remaining eigenvalues. This pattern indicates that the first five components explain most of the common variance among the Work-Family Conflict items, whereas the remaining components contribute very little additional explanatory power. The scree plot therefore confirms the findings obtained from the Total Variance Explained table.

Figure 4-1: Scree Plot Results for Work Family Conflict Items



Source: Survey (2026)

The final stage of the Exploratory Factor Analysis involved examining the Rotated Component Matrix to determine how the Work-Family Conflict items were grouped into the underlying factors. A Varimax rotation was applied to obtain a simpler and more interpretable factor structure (Hair et al., 2019).

The rotated solution extracted five distinct factors, which correspond closely to the theoretical dimensions used in the development of the Work-Family Conflict questions. The rotation converged after five iterations, indicating that a stable factor solution had been achieved. The factor loadings ranged from 0.808 to 0.913, substantially exceeding the commonly recommended minimum loading of 0.50. According to Hair et al. (2019), factor loadings above 0.70 indicate a very strong relationship between an item and its underlying factor. Therefore, the observed factor loadings demonstrate that all fifteen items were strongly associated with their respective constructs.

An important finding from the rotated component matrix is that each of the fifteen items loaded strongly on only one factor and did not exhibit substantial cross-loadings on any of the remaining factors. This demonstrates that the measurement items clearly distinguished between the five theoretical dimensions of Work-Family Conflict. Overall, the Rotated Component Matrix provides strong evidence supporting the construct validity of the Work-Family Conflict measurement scale. The extracted factors closely matched the theoretical framework adopted in this study, all factor loadings exceeded the recommended threshold, and no questionnaire items required removal.

Table 4-9: Rotated Component Matrix Results for Work Family Conflict Items

Rotated Component Matrix[a]					
	Component				
	1	2	3	4	5
After demanding shifts I feel too exhausted to enjoy time with my family.	.913				
Work-related strain negatively affects my behavior at home.	.895				
Stress from my job reduces my energy for family life.	.889				
The time I must devote to my job keeps me from spending the amount of time I would like with my family.		.911			
Job pressures make me irritable at home and reduce my ability to perform family responsibilities.		.906			
My job's demands make it difficult to fulfill my family or domestic responsibilities.		.883			
I frequently miss family commitments because of my work schedule.			.894		
I have less time for my family because of the hours I must work.			.886		
My working hours prevent me from taking part in important family activities.			.876		
Family responsibilities make it difficult for me to concentrate on my job.				.892	
Family problems reduce my ability to perform my work duties effectively.				.879	
The demands of my family interfere with work-related activities.				.808	
My behavior at work is often incompatible with the way I would like to behave at home.					.861

The way I have to act at work is hard to switch off when I am at home.					.858
I find that acting differently for customers makes it difficult to be myself with my family.					.830
a. Rotation converged in 5 iterations.					

Source: Survey (2026)

4.4.2 Exploratory Factor Analysis of Shift design Variables

When conducting the exploratory factor analysis for the second independent variable of the study, the first test that was conducted was the was assessed using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy produced a value of 0.735. The obtained KMO value of 0.735 indicates that the relationships among the fifteen Shift design items were sufficiently strong for factor analysis and that the sample was appropriate for extracting meaningful factors. In addition, Bartlett's Test of Sphericity was also performed to determine whether the correlation matrix significantly differed from an identity matrix. The test produced a Chi-square (χ^2) value of 1093.039 with 105 degrees of freedom, and the significance level was $p < 0.001$. Since the significance value was well below the recommended threshold of 0.05, the null hypothesis that the variables are uncorrelated was rejected. The combined results of the KMO Measure of Sampling Adequacy and Bartlett's Test of Sphericity demonstrate that the assumptions required for Exploratory Factor Analysis were satisfied.

Table 4-10:KMO and Bartlett's Test Results for Shift design Items

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.735
Bartlett's Test of Sphericity	Approx. Chi-Square	1093.039
	Df	105
	Sig.	.000

Source: Survey (2026)

Next, the communalities result for Shift design variables were examined. As in the previous analysis, the initial communality values for all variables were 1.000 because Principal Component Analysis (PCA) was used as the extraction method. Therefore, the interpretation focuses on the Extraction column, which shows the proportion of variance explained after the factors have been extracted. According to Hair et al. (2019), extraction communalities of 0.50 or higher are considered acceptable, indicating that at least half of the variance in each item is explained by the retained factors.

The communality values obtained for the Shift design items ranged from 0.624 to 0.871. Since every item exceeded the recommended minimum threshold of 0.50, all fifteen items were considered to be well represented by the extracted factors. This indicates that the retained factors explained a substantial proportion of the variance in every questionnaire item and that none of the items required removal based on their communality values.

Table 4-11: Communalities Test Results for Shift design Items

Communalities		
	Initial	Extraction
On average, I work a large number of night shifts each month.	1.000	.741
My night shift frequency prevents me from maintaining a regular sleep schedule.	1.000	.720
I often struggle to recover after night shifts.	1.000	.624
Frequently I start a shift less than 11 hours after the end of my previous shift. (respondent can enter count)	1.000	.814
I often do not get enough recovery time between consecutive shifts.	1.000	.822
Quick returns (short time between shifts) increase my stress and reduce my performance.	1.000	.833
My work schedule changes frequently; I am on a rotating shift.	1.000	.871
The speed or direction of shift rotation makes it hard for me to establish routines.	1.000	.836
My rotation schedule interferes with my ability to plan family activities.	1.000	.843
I frequently work long shifts (e.g., 10–12 hours) that leave me exhausted.	1.000	.840
I often work several consecutive night/evening shifts without a sufficient break.	1.000	.827
Long or consecutive shifts make it difficult to recover between work periods.	1.000	.820
I usually receive my work schedule with enough notice to plan family activities.	1.000	.782
I have sufficient control or input over changes to my schedule.	1.000	.769
I can easily swap shifts with colleagues when needed.	1.000	.814
Extraction Method: Principal Component Analysis.		

Source: Survey (2026)

Continuing with the next test, the Total Variance Explained table was examined to determine the number of underlying factors extracted from the Shift design measurement items and to assess how much of the total variance in the observed variables was explained by these factors. Similar to the previous variable which used Kaiser criterion, factors with eigenvalues greater than one explain more variance than an individual observed variable and are therefore considered meaningful for interpretation (Hair et al., 2019).

As presented in the table below, the initial eigenvalues indicated that five components had eigenvalues greater than one. The first five components recorded eigenvalues of 4.232, 2.497, 2.120, 1.726, and 1.382, respectively. Since each of these eigenvalues exceeded the recommended threshold of one, all five components were retained for further interpretation. Beginning with the sixth component, the eigenvalue decreased substantially to 0.578, which is below the Kaiser criterion. Consequently, the remaining components were not retained because they contributed only a small proportion of additional variance.

The extraction results further revealed that the five retained factors collectively explained 79.714% of the total variance in the Shift design measurement items. This cumulative percentage of explained variance is substantially higher than the minimum level of 50% generally recommended for social science research (Hair et al., 2019). Therefore, the retained factors explain a large proportion of the information contained in the fifteen questionnaire items, indicating that the factor solution provides an excellent representation of the original data.

Before rotation, the first extracted factor accounted for 28.212% of the total variance, making it the largest contributor to explaining the variation among the Shift design items. The second, third, fourth, and fifth factors explained an additional 16.646%, 14.136%, 11.506%, and 9.213% of the total variance, respectively. Together, these five factors accounted for nearly 80% of the total variation observed in the measurement items, suggesting that the questionnaire effectively captures the multidimensional nature of Shift design.

After Varimax rotation was applied, the five factors explained 16.980%, 16.562%, 16.361%, 16.017%, and 13.794% of the variance, respectively. The relatively balanced contribution of each factor indicates that all five dimensions played an important role in explaining employees' perceptions of Shift design.

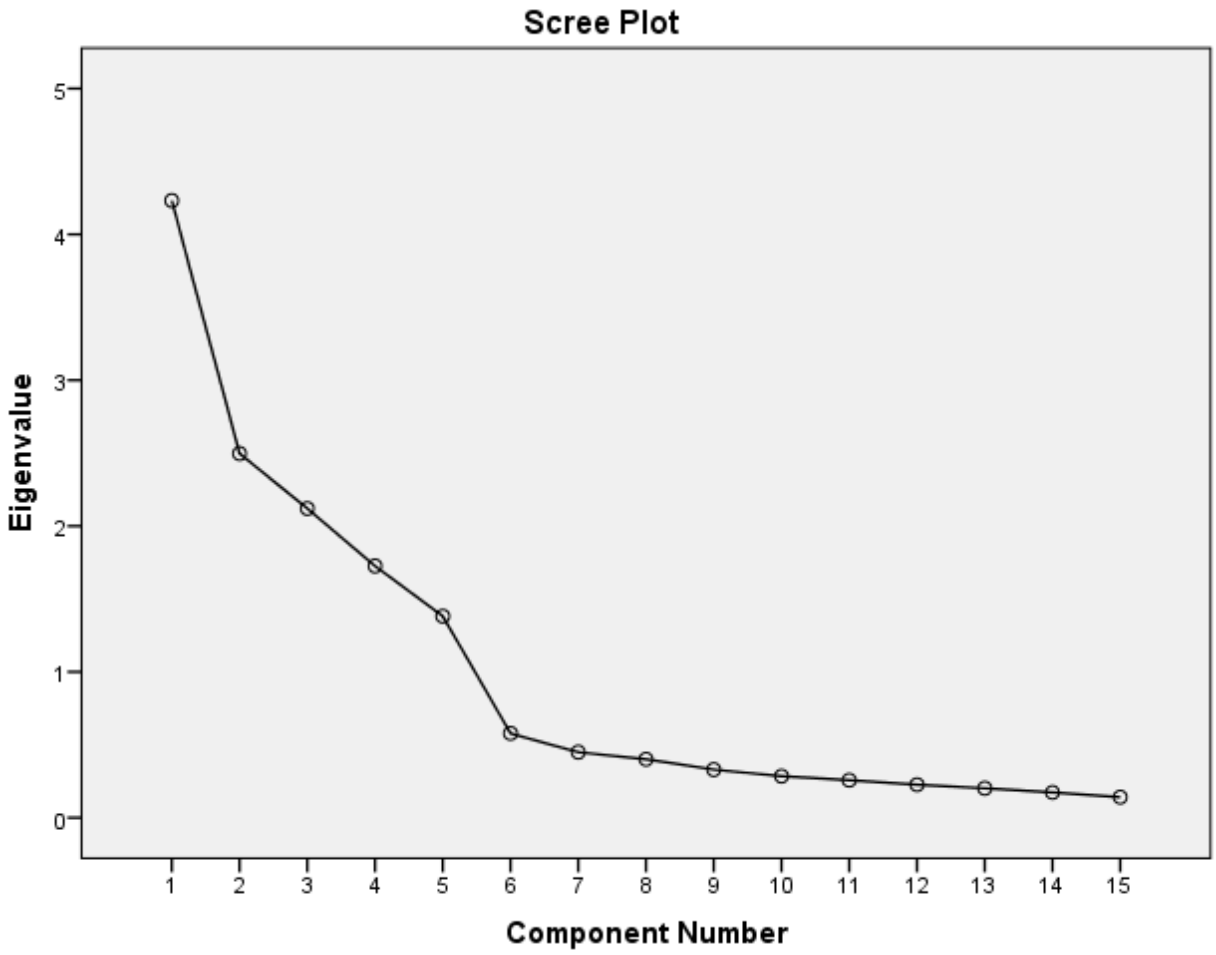
Table 4-12: Total Variance Explained Results for Shift design Items

Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.232	28.212	28.212	4.232	28.212	28.212	2.547	16.980	16.980
2	2.497	16.646	44.859	2.497	16.646	44.859	2.484	16.562	33.541
3	2.120	14.136	58.995	2.120	14.136	58.995	2.454	16.361	49.903
4	1.726	11.506	70.501	1.726	11.506	70.501	2.403	16.017	65.919
5	1.382	9.213	79.714	1.382	9.213	79.714	2.069	13.794	79.714
6	.578	3.853	83.567						
7	.449	2.996	86.564						
8	.401	2.672	89.236						
9	.330	2.198	91.434						
10	.285	1.900	93.334						
11	.257	1.713	95.047						
12	.227	1.513	96.560						
13	.202	1.346	97.906						
14	.173	1.154	99.060						
15	.141	.940	100.000						
Extraction Method: Principal Component Analysis.									

Source: Survey (2026)

When it comes to the scree plot, as seen in the figure below, the scree plot shows a sharp decline in the eigenvalues from the first component through the fifth component. Beginning with the sixth component, the slope of the curve becomes relatively flat, indicating that the remaining components contribute only a small amount of additional variance. This pattern suggests that the first five components capture the majority of the common variance among the Shift design items, while the remaining components contribute little meaningful information. And The visual evidence provided by the scree plot is consistent with the findings obtained from the Total Variance Explained table.

Figure 4-2: Scree Plot Results for Shift design Items



Source: Survey (2026)

The final stage of the Exploratory Factor Analysis involved examining the Rotated Component Matrix to determine how the fifteen Shift design items were grouped into their underlying factors. According to the results, the rotated factor solution converged after five iterations, indicating that a stable and reliable factor structure had been achieved. The analysis extracted five distinct factors, which correspond closely with the theoretical dimensions used to measure Shift design in this study. The factor loadings ranged from 0.784 to 0.914, substantially exceeding the commonly recommended minimum loading of 0.50, while it was seen that each of the fifteen items loaded strongly on only one factor, while no substantial cross-loadings were observed on the remaining factors.

Table 4-13: Rotated Component Matrix Results for Shift design Items

Rotated Component Matrix[a]					
	Component				
	1	2	3	4	5
My work schedule changes frequently; I am on a rotating shift.	.914				
The speed or direction of shift rotation makes it hard for me to establish routines.	.900				
My rotation schedule interferes with my ability to plan family activities.	.896				
I frequently work long shifts (e.g., 10–12 hours) that leave me exhausted.		.900			
I often work several consecutive night/evening shifts without a sufficient break.		.899			
Long or consecutive shifts make it difficult to recover between work periods.		.889			
I often do not get enough recovery time between consecutive shifts.			.880		
Quick returns (short time between shifts) increase my stress and reduce my performance.			.869		
Frequently I start a shift less than 11 hours after the end of my previous shift. (respondent can enter count)			.863		
I can easily swap shifts with colleagues when needed.				.886	
I usually receive my work schedule with enough notice to plan family activities.				.862	
I have sufficient control or input over changes to my schedule.				.839	
On average, I work a large number of night shifts each month.					.846

My night shift frequency prevents me from maintaining a regular sleep schedule.					.838
I often struggle to recover after night shifts.					.784
a. Rotation converged in 5 iterations.					

Source: Survey (2026)

4.4.3 Exploratory Factor Analysis of Pay Justice Variables

After assessing the exploratory factor analysis for the previous two independent variables, the Exploratory Factor Analysis (EFA) for the Pay justice variable was conducted. First, The Kaiser-Meyer-Olkin (KMO) Measure produced a value of 0.734, which indicates that the relationships among the fifteen Pay justice items were sufficiently strong to justify the application of Exploratory Factor Analysis. Similarly, Bartlett's Test of Sphericity produced a Chi-square value of 905.363 with 105 degrees of freedom, and the result was statistically significant with a p value of less than 0.001. This means that the null hypothesis that the variables are uncorrelated was rejected and that significant correlations existed among the Pay justice items.

Table 4-14: KMO and Bartlett's Test Results for Pay justice Items

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.734
Bartlett's Test of Sphericity	Approx. Chi-Square	905.363
	Df	105
	Sig.	.000

Source: Survey (2026)

Next, communalities test, which indicate the proportion of variance in each questionnaire item that is explained by the extracted factors, for the Pay justice items showed results ranging from 0.696 to 0.823. Since all fifteen items exceeded the recommended minimum value of 0.50, every questionnaire item was considered to be adequately represented by the extracted factor solution. This indicates that the retained factors explained a substantial proportion of the variance in each measurement item and that no variables required removal from the analysis.

Table 4-15: Communalities Test Results for Pay justice Items

Communalities		
	Initial	Extraction
Considering my responsibilities and effort, my pay is fair.	1.000	.800
I am satisfied that I am compensated fairly compared to my colleagues.	1.000	.792
My total earnings (base pay + allowances + tips) are adequate for the work I do.	1.000	.745
The procedures used to decide overtime and shift premiums are applied consistently.	1.000	.743
Decisions about shift allocation are made through fair processes.	1.000	.696
Employees have adequate voice/input in scheduling decisions.	1.000	.727
Managers provide clear explanations when shifts or pay decisions are made.	1.000	.774
I am treated with respect when scheduling or pay issues arise.	1.000	.741
Managers communicate reasons for changes to allowances and shifts in a timely manner.	1.000	.752
I am satisfied with the base pay I receive for my job.	1.000	.823
I am satisfied with the amounts I receive for overtime and shift premiums.	1.000	.809
The benefits (if any) provided by the company are satisfactory.	1.000	.793
I clearly understand how my overtime and shift premiums are calculated.	1.000	.766
Payments for allowances and premiums are made on time.	1.000	.804
The method used to share tips/allowances among staff is transparent.	1.000	.771
Extraction Method: Principal Component Analysis.		

Source: Survey (2026)

When it comes to the Total Variance Explained test results, the Kaiser criterion, which recommends retaining only factors with eigenvalues greater than one (the amount of variance explained by each extracted factor) was used.

As presented in the table below, the initial eigenvalues indicated that five components had eigenvalues greater than one. The first five components recorded eigenvalues of 4.037, 2.315, 2.156, 1.628, and 1.399, respectively. Since each of these values exceeded the recommended threshold of one, all five components were retained for further analysis. Beginning with the sixth component, the eigenvalue decreased to 0.519, which is below the Kaiser criterion. Consequently, components six through fifteen were not retained because they explained only a small proportion of additional variance.

The extraction results further showed that the five retained factors collectively explained 76.903% of the total variance in the Pay justice measurement items. According to Hair et al. (2019), a cumulative variance explained of 50% or greater is generally considered satisfactory in social science research. Therefore, the cumulative variance explained obtained in this study substantially exceeds the recommended minimum threshold, indicating that the extracted factors provide an excellent representation of the original measurement items.

Before rotation, the first extracted factor accounted for 26.913% of the total variance, making it the largest contributor to explaining the variation among the Pay justice items. The second, third, fourth, and fifth factors explained an additional 15.434%, 14.372%, 10.854%, and 9.329% of the total variance, respectively. Together, these five factors explained more than three-quarters of the total variance observed in the questionnaire items, demonstrating that the Pay justice construct is adequately represented by the retained factors.

To improve the interpretability of the extracted factors, Varimax rotation was applied. Rotation does not increase the total amount of variance explained; instead, it redistributes the explained variance more evenly across the retained factors, allowing each factor to represent a distinct dimension more clearly. Following rotation, the five factors explained 16.228%, 15.732%, 15.730%, 14.692%, and 14.520% of the variance, respectively. The relatively even distribution of explained variance indicates that each factor contributed meaningfully to measuring employees' perceptions of Pay justice.

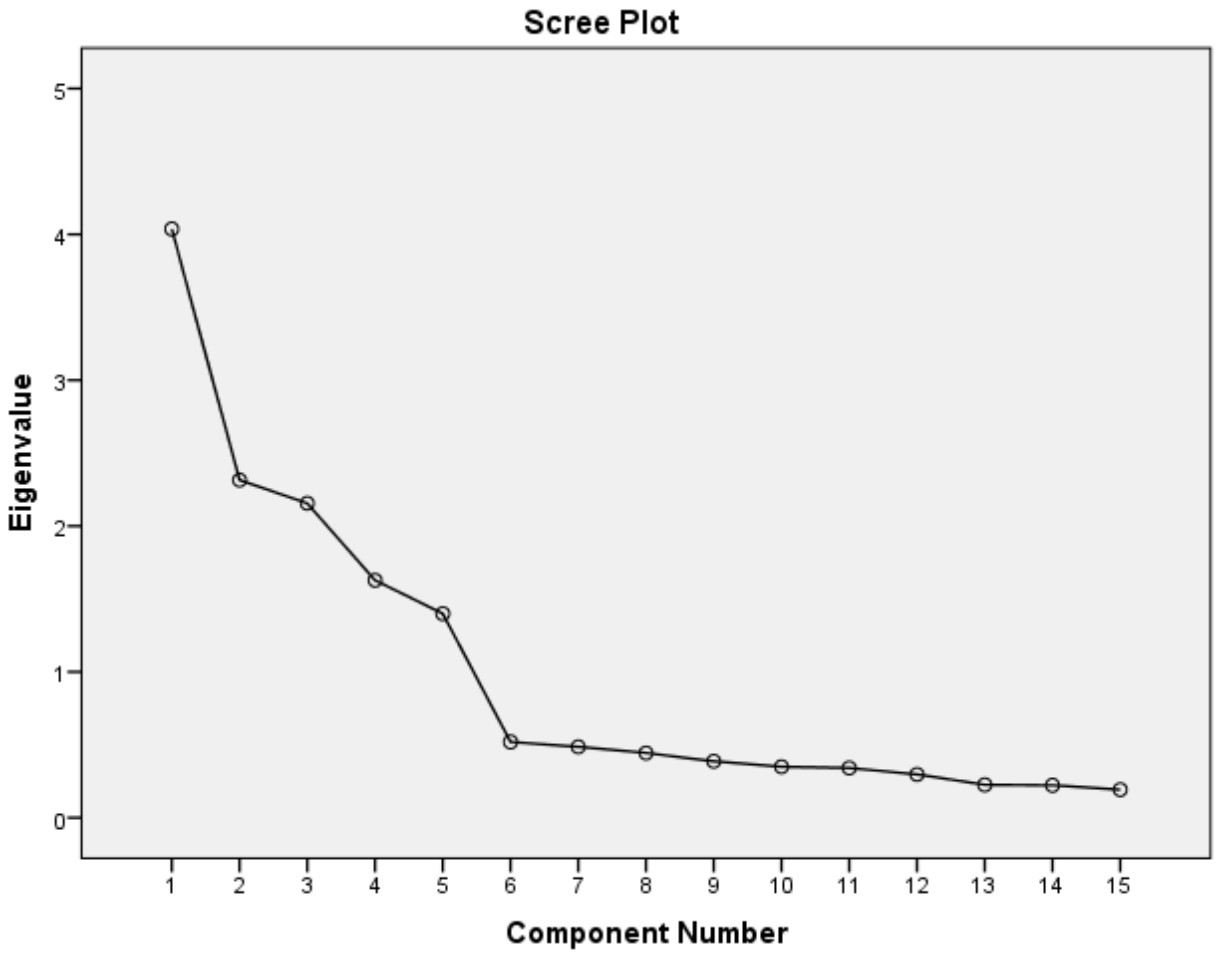
Table 4-16: Total Variance Explained Results for Pay justice Items

Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.037	26.913	26.913	4.037	26.913	26.913	2.434	16.228	16.228
2	2.315	15.434	42.348	2.315	15.434	42.348	2.360	15.732	31.961
3	2.156	14.372	56.720	2.156	14.372	56.720	2.360	15.730	47.691
4	1.628	10.854	67.574	1.628	10.854	67.574	2.204	14.692	62.383
5	1.399	9.329	76.903	1.399	9.329	76.903	2.178	14.520	76.903
6	.519	3.462	80.366						
7	.486	3.240	83.606						
8	.444	2.960	86.566						
9	.387	2.578	89.144						
10	.349	2.330	91.473						
11	.341	2.276	93.749						
12	.297	1.980	95.729						
13	.226	1.505	97.234						
14	.222	1.482	98.716						
15	.193	1.284	100.000						
Extraction Method: Principal Component Analysis.									

Source: Survey (2026)

In addition to the above point, the Scree Plot was examined to visually determine the appropriate number of factors to retain for the Pay justice construct. According to Cattell's Scree Test (1966), the number of meaningful factors is identified by locating the point where the steep decline in eigenvalues begins to level off and Factors appearing before this point are considered meaningful. As presented in the Figure below, the Scree Plot shows a noticeable decline in eigenvalues from the first component through the fifth component, followed by a clear flattening of the curve beginning with the sixth component. The visual evidence provided by the Scree Plot is consistent with the findings from the Total Variance Explained table, which identified five components with eigenvalues greater than one. In addition, the results from the two results correspond closely to the theoretical dimensions of Pay justice adopted in this study.

Figure 4-3: Scree Plot Results for Pay justice Items



Source: Survey (2026)

The final stage of the Exploratory Factor Analysis involved examining the Rotated Component Matrix to determine how the fifteen Pay justice items were grouped into their underlying factors. A Varimax rotation with Kaiser Normalization was applied to produce a simpler and more interpretable factor structure (Hair et al., 2019).

The rotated factor solution converged after five iterations, indicating that a reliable factor structure had been achieved. The analysis extracted five distinct factors, corresponding to the five dimensions of Pay justice proposed in this study. The factor loadings ranged from 0.791 to 0.890, exceeding the commonly accepted minimum loading of 0.50. Therefore, all fifteen questionnaire items showed strong associations with their respective dimensions.

Table 4-17: Rotated Component Matrix Results for Pay justice Items

Rotated Component Matrix[a]					
	Component				
	1	2	3	4	5
The benefits (if any) provided by the company are satisfactory.	.882				
I am satisfied with tihe amounts I receive for overtime and shift premiums.	.880				
I am satisfied with the base pay I receive for my job.	.870				
Payments for allowances and premiums are made on time.		.890			
I clearly understand how my overtime and shift premiums are calculated.		.854			
The method used to share tips/allowances among staff is transparent.		.844			
Considering my responsibilities and effort, my pay is fair.			.864		
I am satisfied that I am compensated fairly compared to my colleagues.			.855		
My total earnings (base pay + allowances + tips) are adequate for the work I do.			.819		
Managers communicate reasons for changes to allowances and shifts in a timely manner.				.861	
Managers provide clear explanations when shifts or pay decisions are made.				.850	
I am treated with respect when scheduling or pay issues arise.				.848	
Employees have adequate voice/input in scheduling decisions.					.831

The procedures used to decide overtime and shift premiums are applied consistently.					.830
Decisions about shift allocation are made through fair processes.					.791
a. Rotation converged in 5 iterations.					

Source: Survey (2026)

4.4.4 Exploratory Factor Analysis of Turnover Intention Variables

Going to the dependent variable of the study, when examining the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity, the Kaiser-Meyer-Olkin (KMO) Measure produced a value of 0.924, which is considered excellent and indicates that the sample is highly suitable for factor analysis. In addition, Bartlett's Test of Sphericity produced a Chi-square value of 1137.249 with 105 degrees of freedom, and the result was statistically significant with a p value of less than 0.001, which showed that the null hypothesis that the correlation matrix is an identity matrix was rejected.

Table 4-18: KMO and Bartlett's Test Results for Turnover Intention Items

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.924
Bartlett's Test of Sphericity	Approx. Chi-Square	1137.249
	Df	105
	Sig.	.000

Source: Survey (2026)

When it comes to the communalities results, similar to the previous variables' results, the initial communality values for all variables were 1.000 because Principal Component Analysis (PCA) was used as the extraction method. Therefore, the interpretation focuses on the Extraction column, which shows the proportion of variance explained by the retained factor after extraction. As extraction communalities of 0.50 or greater are generally considered acceptable, indicating that at least half of the variance in an item is explained by the extracted factor. In the present study, the extraction communality values ranged from 0.471 to 0.607. Although two items recorded

communality values slightly below the recommended threshold of 0.50, these values were only marginally lower and remained close to the acceptable level, which showed that the retained factor adequately represented the Turnover Intention measurement items. In addition, only one factor was extracted for the Turnover Intention construct.

Table 4-19: Communalities Test Results for Turnover Intention Items

Communalities		
	Initial	Extraction
I often think about quitting this job.	1.000	.492
I am actively considering leaving this organization.	1.000	.471
I frequently imagine myself working for another employer.	1.000	.577
In the past three months I have applied for jobs outside this organization. (numeric count)	1.000	.484
I regularly search job vacancy websites or contacts for alternative positions.	1.000	.539
I have updated my CV or attended job interviews recently.	1.000	.535
I intend to leave this organization within the next 12 months.	1.000	.569
I expect to be working for a different employer 12 months from now.	1.000	.479
I am making concrete plans to leave my current job within the coming year.	1.000	.501
I feel a weak attachment to my co-workers and the workplace.	1.000	.515
My job doesn’t match my skills and values.	1.000	.518
Leaving this job wouldn’t require giving up significant benefits or relationships.	1.000	.604
I am confident I could find a comparable job in a short time if I wanted to.	1.000	.607
I believe I possess skills that employers value in the market.	1.000	.479
I feel my qualifications make it easy for me to obtain another job.	1.000	.505
Extraction Method: Principal Component Analysis.		

Source: Survey (2026)

Next, The Total Variance Explained table was examined to determine the number of underlying factors represented by the Turnover Intention measurement items and to assess the proportion of total variance explained by the extracted factor. As presented in **the table below**, the initial eigenvalues indicated that the **first component** recorded an eigenvalue of **7.875**, explaining **52.498%** of the total variance. This eigenvalue was substantially higher than those of the remaining components, indicating the presence of a strong underlying construct. Although the second component displayed an eigenvalue of **1.000**, it was not retained during the extraction process because it did not meaningfully exceed the Kaiser criterion after accounting for rounding. Hence, only **one factor** was extracted for interpretation.

The extraction results further showed that the retained factor explained **52.498%** of the total variance in the Turnover Intention measurement items. According to Hair et al. (2019), a cumulative variance explained of **50% or greater** is generally considered satisfactory in social science research. Therefore, the extracted factor explains more than half of the total variance contained in the fifteen questionnaire items, indicating that the single-factor solution provides an adequate representation of the Turnover Intention construct.

Unlike the three independent variables examined in this study, which were conceptualized as multidimensional constructs consisting of several distinct dimensions, Turnover Intention was intended to be measured as a **single overall construct**. Therefore, the extraction of only one factor is fully consistent with the theoretical framework adopted in this study. The finding indicates that the fifteen questionnaire items collectively measure one common underlying concept rather than several separate constructs.

The dominance of the first component also demonstrates that the questionnaire items share substantial common variance and are highly interrelated. Rather than separating into multiple independent dimensions, the items combine to represent employees' overall intention to leave the organization. This supports the decision to compute a single composite Turnover Intention score and to use it as the dependent variable in the subsequent correlation, multiple regression, and mediation analyses.

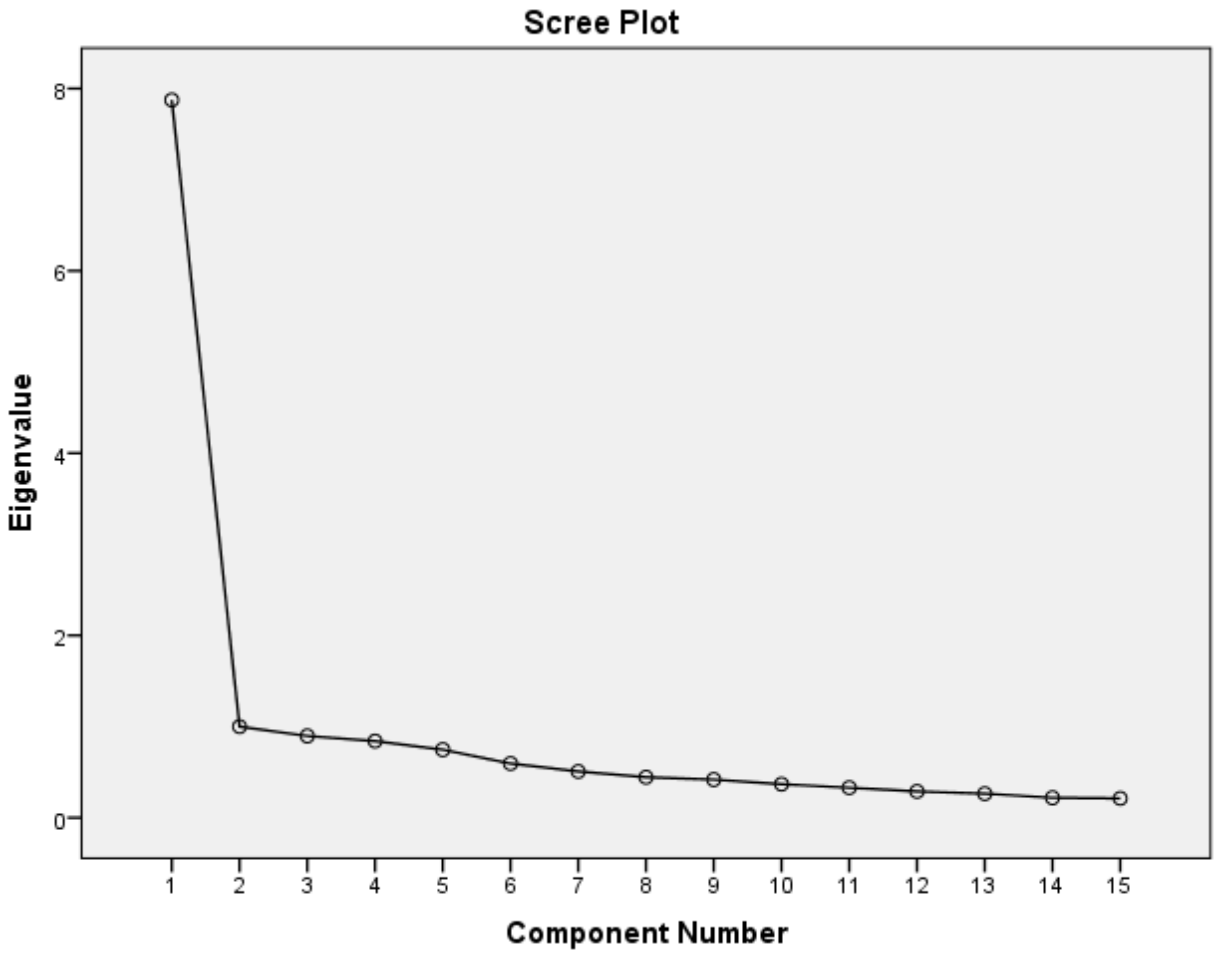
Table 4-20: Total Variance Explained Results for Turnover Intention Items

Total Variance Explained						
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.875	52.498	52.498	7.875	52.498	52.498
2	1.000	6.664	59.162			
3	.897	5.977	65.139			
4	.841	5.605	70.744			
5	.747	4.979	75.723			
6	.594	3.960	79.683			
7	.507	3.378	83.062			
8	.444	2.959	86.020			
9	.418	2.786	88.807			
10	.368	2.455	91.262			
11	.329	2.191	93.452			
12	.288	1.921	95.374			
13	.264	1.759	97.132			
14	.219	1.459	98.592			
15	.211	1.408	100.000			
Extraction Method: Principal Component Analysis.						

Source: Survey (2026)

Next, the Scree Plot was examined to visually determine the appropriate number of factors to retain for the Turnover Intention construct. As presented in the figure below, the Scree Plot shows a very sharp decline from the first component to the second component, followed by a relatively flat line for the remaining components, which showed that only one factor should be retained for interpretation. The visual evidence provided by the Scree Plot is consistent with the findings from the Total Variance Explained table, and the conceptual framework of this study, in which Turnover Intention was conceptualized and measured as a single dependent construct.

Figure 4-4: Scree Plot Results for Turnover Intention Items



Source: Survey (2026)

The final stage of the Exploratory Factor Analysis involved examining the **Component Matrix** to determine the relationship between each Turnover Intention item and the extracted component. Since only one component was retained, SPSS produced a Component Matrix rather than a Rotated Component Matrix. The results show that all fifteen questionnaire items loaded strongly on the extracted component, with factor loadings ranging from **0.687 to 0.779**, which showed that all questionnaire items were considered to be appropriate indicators of Turnover Intention. This Component Matrix result confirms that the Turnover Intention scale has a clear and well-defined unidimensional structure.

Here, unlike the three previous independent variables examined in this study, the Turnover Intention construct produced only **one extracted component** during the Exploratory Factor Analysis. Factor rotation is performed only when two or more factors are retained, as its purpose is to improve the interpretability of multiple factors by redistributing the factor loadings among them (Hair et al., 2019).

Table 4-21: Component Matrix Results for Turnover Intention Items

Component Matrix[a]	
	Component
	1
I am confident I could find a comparable job in a short time if I wanted to.	.779
Leaving this job wouldn't require giving up significant benefits or relationships.	.777
I frequently imagine myself working for another employer.	.759
I intend to leave this organization within the next 12 months.	.754
I regularly search job vacancy websites or contacts for alternative positions.	.734
I have updated my CV or attended job interviews recently.	.731
My job doesn't match my skills and values.	.720
I feel a weak attachment to my co-workers and the workplace.	.718
I feel my qualifications make it easy for me to obtain another job.	.710
I am making concrete plans to leave my current job within the coming year.	.708
I often think about quitting this job.	.701
In the past three months I have applied for jobs outside this organization.	.696
I believe I possess skills that employers value in the market.	.692
I expect to be working for a different employer 12 months from now.	.692
I am actively considering leaving this organization.	.687
a. 1 components extracted.	

Source: Survey (2026)

All in all, the results of the Exploratory Factor Analysis (EFA) indicate that the measurement instruments used in this study demonstrate satisfactory construct validity. All four constructs achieved acceptable Kaiser-Meyer-Olkin (KMO) values above the recommended threshold of

0.50, while Bartlett's Test of Sphericity was statistically significant ($p < 0.001$) for each construct, confirming that the data were suitable for factor analysis. Furthermore, the communalities, total variance explained, scree plots, and factor loadings all met the commonly accepted criteria for EFA, indicating that the extracted factors adequately represented the observed variables.

The findings also showed that the extracted factor structures were consistent with the theoretical framework of the study. Specifically, Work–Family Conflict, Shift design, and Pay justice each produced five distinct factors corresponding to their proposed dimensions, while Turnover Intention was confirmed as a one-dimensional construct represented by a single factor. In addition, all questionnaire items demonstrated acceptable factor loadings, providing further evidence that they accurately measured their respective constructs.

Overall, the EFA findings confirm that the measurement scales possess satisfactory construct validity and are appropriate for use in the subsequent correlation and regression analyses. Together with the reliability analysis presented in the previous sections, these results provide strong evidence that the research instrument is both reliable and valid.

4.5 Correlation Analysis

The correlation analysis was conducted in this study, and the results were presented to examine the relationship between the various variables included in the study. With this regard, the correlation analysis assessed the degree and direction of the relationship between work-family conflict, Shift design, Pay justice, and turnover intention. Pearson product moment correlation coefficient correlation analysis was used to assess the correlation between two different variables.

4.5.1 Correlation Between Work-Family Conflict Variables and Turnover Intention

When it comes to the correlation analysis between work family conflict variables and turnover intention, the study tried to examine this relationship by assessing the correlation between the five dimensions of work family conflict, which were work-to-family conflict, family-to-work conflict, time based conflict, strain based conflict, and behavior based conflict, and the employees' turnover intentions.

Table 4-22: Work-Family Conflict Variables and Turnover Intention Correlation Results

Correlations							
		1	2	3	4	5	6
WORK TO FAMILY CONFLICT (1)	Pearson Correlation	1	-.077	.262**	.315**	.010	.498**
	Sig. (2-tailed)		.381	.002	.000	.913	.000
	N	131	131	131	131	131	131
FAMILY TO WORK CONFLICT (2)	Pearson Correlation	-.077	1	.043	.043	-.029	-.043
	Sig. (2-tailed)	.381		.623	.622	.746	.623
	N	131	131	131	131	131	131
TIME BASED CONFLICT (3)	Pearson Correlation	.262**	.043	1	.320**	.111	.527**
	Sig. (2-tailed)	.002	.623		.000	.205	.000
	N	131	131	131	131	131	131
STRAIN BASED CONFLICT (4)	Pearson Correlation	.315**	.043	.320**	1	.129	.585**
	Sig. (2-tailed)	.000	.622	.000		.142	.000
	N	131	131	131	131	131	131
BEHAVIOR BASED CONFLICT (5)	Pearson Correlation	.010	-.029	.111	.129	1	.109
	Sig. (2-tailed)	.913	.746	.205	.142		.217
	N	131	131	131	131	131	131
TURNOVER INTENTIONS (6)	Pearson Correlation	.498**	-.043	.527**	.585**	.109	1
	Sig. (2-tailed)	.000	.623	.000	.000	.217	
	N	131	131	131	131	131	131
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: Survey (2026)

As per the results given in the table above, the dimensions which had the strongest correlation with turnover intention were seen to be Strain-Based conflicts and Time-Based conflicts. Strain-Based Conflict, had a positive, moderate and statistically significant correlation with turnover intentions with a person coefficient value of 0.585 and p value of less than 0.01. This might suggest that since employees in the catering and restaurant industry work in an environment where there is constant pressure and strain, it might correlate with them wanting to leave the organization.

Similarly, Time-Based Conflict also had a moderate, positive statistically significant correlation with turnover intentions as seen in the correlation coefficient of 0.527 and p value of less than 0.01. This result shows that the strict and unpredictable work schedules followed by companies in catering and restaurant businesses might affect employees adversely, as they want as much time as possible for themselves and their families, which might in turn lead to increased turnover intention.

Work-to-Family Conflict was also seen to have a moderate, positive and statistically significant correlation with turnover intention, with a correlation coefficient of 0.498 and p value of less than 0.01. This result shows that employees might believe that when the demands of the job interfere with family responsibilities and duties, their intention to leave the organization increases and their loyalty to the organization decreases.

On the other hand, the correlation analysis found no statistically significant correlation between both Family-to-Work Conflict and Behavior-Based Conflict and turnover intention. Family-to-work conflict variable had a negative, weak and statistically insignificant correlation with turnover intention (correlation coefficient is -0.043 while p value is 0.623), while Behavior based conflict had a weak, positive statistically insignificant correlation with turnover intention (correlation coefficient is 0.109 while p value is 0.217) These results might show that family-related stresses do not affect employees at their work place, while they don't believe that the behaviors required from them at the work place affect them in their private lives.

4.5.2 Correlation Between Shift design Variables and Turnover Intention

The correlation analysis between Shift design and turnover intentions was analyzed by using Pearson product moment coefficient correlation. The correlation between the two variables was conducted by utilizing the five dimensions of Shift design and correlating them with turnover intention. The five dimensions used in the correlation are Night Shifts per Month, Quick Returns, Rotation Type, Shift Length/Consecutive Shifts, and Schedule Predictability.

Table 4-23: Shift design Variables and Turnover Intention Correlation Results

Correlations							
		1	2	3	4	5	6
NIGHT SHIFTS PER MONTH	Pearson Correlation	1	-.126	.024	.123	.004	-.020
	Sig. (2-tailed)		.151	.789	.162	.959	.821
	N	131	131	131	131	131	131
QUICK RETURNS	Pearson Correlation	-.126	1	.305**	.201*	-.383**	.472**
	Sig. (2-tailed)	.151		.000	.021	.000	.000
	N	131	131	131	131	131	131
ROTATION TYPE	Pearson Correlation	.024	.305**	1	.078	-.226**	.466**
	Sig. (2-tailed)	.789	.000		.377	.010	.000
	N	131	131	131	131	131	131
SHIFT LENGTH CONSECUTIVE SHIFTS	Pearson Correlation	.123	.201*	.078	1	-.204*	.441**
	Sig. (2-tailed)	.162	.021	.377		.019	.000
	N	131	131	131	131	131	131
SCHEDULE PREDICTABILITY	Pearson Correlation	.004	-.383**	-.226**	-.204*	1	-.483**
	Sig. (2-tailed)	.959	.000	.010	.019		.000
	N	131	131	131	131	131	131
TURNOVER INTENTIONS	Pearson Correlation	-.020	.472**	.466**	.441**	-.483**	1
	Sig. (2-tailed)	.821	.000	.000	.000	.000	
	N	131	131	131	131	131	131
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

Source: Survey (2026)

The correlation results with regards to Shift design and turnover intentions indicate that most of the dimensions of the variable are significantly correlated with employee turnover intentions, while a single dimension was seen to be statistically insignificant.

The results of the analysis showed that Quick Returns had a moderate, positive and statistically significant correlation with turnover intention, with a correlation coefficient of 0.472, and p value of less than 0.01, similar to Rotation Type, which also had a moderate, positive and statistically significant correlation with turnover intention, with a correlation coefficient of 0.466, and p value of less than 0.01. In addition, Shift Length / Consecutive Shifts also had a moderate, positive and statistically significant correlation with turnover intention, with a correlation coefficient of 0.441 and p value of less than 0.01.

These moderate positive and statistically significant correlations might suggest that as these as the pressures associated with Shift designs and characteristics increase, the intention of the employees to leave the organization also increases. When employees are required to return to work quickly after finishing a shift, when they work in frequently rotating Shift designs that prevent routine, or work long, consecutive shifts without enough rest, there will be an increased level of turnover intention.

On the other hand, schedule Predictability showed a moderate negative and statistically significant correlation with turnover intentions with a correlation coefficient of -0.483, and a p value of less than 0.01. This means that as the predictability of the work schedules increases, the intention of the employees to leave decreases. This might also mean that the current situation where there is a low schedule predictability is associated with the increased turnover intention at the organization under study.

When it comes to the fifth and final dimension of Shift design, after reverse coding the answers of the respondents to the items representing night shifts per month, the results showed that Night Shifts per Month did not have a statistically significant relationship with turnover intentions, with it being a weak and negative correlation, as seen in the correlation coefficient result of -0.020 with p value of 0.821. This result was unexpected, as there are countless studies that link night shift work to adverse employee results. However, this result suggests that the frequency of night shifts alone may not be sufficient to influence employees' intentions to leave an organization.

One possible explanation is that employees perceive night-shift work as a normal and unavoidable part of their job. Consequently, workers may adapt to frequent night shifts over time and regard them as just another work requirement rather than a factor affecting their employment decisions.

This is supported by previous studies indicating that turnover intention is influenced more by the consequences of shift work than by the frequency of night shifts themselves, such as the study done by Ki and Choi-Kwon (2022), which found that sleep disturbance, fatigue, and depression among shift-working nurses were significantly associated with turnover intention and actual turnover. Their results suggest that the health-related effects resulting from shift work are more important determinants of turnover intention than the exposure to night shifts. Similarly, Blytt et al. (2022) reported that shift work disorder, characterized by persistent sleep and circadian rhythm disturbances, was significantly associated with turnover intention among nurses. These results show that employees may tolerate frequent night shifts provided they are able to maintain adequate recovery, sleep quality, and work-life balance.

In addition, although respondents reported a high level of exposure to night-shift-related challenges, as seen in the descriptive analysis results, the correlation analysis results show that other dimensions of Shift design, such as quick returns and schedule predictability, exhibited stronger relationships with turnover intention than Night Shifts Per Month. This may indicate that employees are more concerned about insufficient recovery time and uncertainty in scheduling than the frequency of night work itself.

4.5.3 Correlation Between Pay justice Variables and Turnover Intention

Similar to the previous correlation analyses, Pearson correlation analysis was used to assess the correlation between Pay justice and turnover intention. The correlation analysis was done between the five dimensions of Pay justice variable and turnover intention variable. The Pay justice dimensions were distributive justice, procedural justice, interactional justice, pay satisfaction and transparency.

Table 4-24: Pay justice Variables and Turnover Intention Correlation Results

Correlations							
		1	2	3	4	5	6
DISTRIBUTIVE JUSTICE	Pearson Correlation	1	.271**	.067	.327**	.324**	-.492**
	Sig. (2-tailed)		.002	.444	.000	.000	.000
	N	131	131	131	131	131	131
PROCEDURAL JUSTICE	Pearson Correlation	.271**	1	.145	.240**	.214*	-.519**
	Sig. (2-tailed)	.002		.098	.006	.014	.000
	N	131	131	131	131	131	131
INTERACTIONAL JUSTICE	Pearson Correlation	.067	.145	1	.011	.059	-.050
	Sig. (2-tailed)	.444	.098		.902	.501	.572
	N	131	131	131	131	131	131
PAY SATISFACTION	Pearson Correlation	.327**	.240**	.011	1	.061	-.383**
	Sig. (2-tailed)	.000	.006	.902		.491	.000
	N	131	131	131	131	131	131
TRANSPARENCY	Pearson Correlation	.324**	.214*	.059	.061	1	-.463**
	Sig. (2-tailed)	.000	.014	.501	.491		.000
	N	131	131	131	131	131	131
TURNOVER INTENTIONS	Pearson Correlation	-.492**	-.519**	-.050	-.383**	-.463**	1
	Sig. (2-tailed)	.000	.000	.572	.000	.000	
	N	131	131	131	131	131	131
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

Source: Survey (2026)

The correlation analysis between Pay justice dimensions and turnover intention showed that four out of the five dimensions had statistically significant and negative correlations with turnover intentions.

Going to each in detail, the results showed that procedural justice had a negative, moderate and statistically significant correlation with turnover intention with a correlation coefficient of -0.519 and p value of less than 0.01. As the correlation shows inverse relationship, this result might mean that when employees believe the company's actions and rules regarding compensation become fairer, the intention to leave is more likely to decrease, and vice versa.

When it comes to distributive justice, it also had a negative, moderate and statistically significant correlation with turnover intention with a correlation coefficient of -0.492 and p value of less than 0.01. This result shows that when employees feel their total earnings including salary, tips, and allowances are proportionate to their effort and responsibilities, their turnover intention decreases.

In addition, transparency also had a negative, moderate and statistically significant correlation with turnover intention with a correlation coefficient of -0.463 and p value of less than 0.01. Theis inverse relationship result might mean that, as employees value clear communication regarding how their pay is calculated, when the company is perceived as being open about how compensation for the employees is calculated, employees are more likely to have decreased turnover intentions.

Concerning the fourth dimension, Pay Satisfaction had a negative, weak and statistically significant correlation with turnover intention with a correlation coefficient of -0.383 and p value of less than 0.01. This shows that, even at a weaker level, when the employees feel more satisfied with their compensations, including salary, tips and incentives, they will have lesser intentions to leave.

The last dimension, Interactional Justice, however, did not show a statistically significant relationship with turnover intentions. It had had a negative, weak and statistically insignificant correlation with turnover intention with a correlation coefficient of -0.050 and p value of less than 0.572. This might mean that the employees being treated with respect by their managers during pay discussions is not enough to stop them from leaving the organization if they don't feel satisfied with the compensation, and think the process is not fair and transparent.

4.6 Multiple Linear Regression Analysis

The regression analysis for this study was conducted to examine the effect of the three different independent variables on employees' turnover intention. To explain it further, the analysis tried to assess the effects of work-family conflict, Shift design, and Pay justice on turnover intention among employees at Golden Plate Restaurant and Catering. Multiple linear regression analysis method was employed to assess the effects of each independent variable on turnover intention.

4.6.1 Regression Analysis of Work Family Conflict Variables and Turnover Intention

The regression analysis for work family conflict variables was conducted by examining the effect of the five dimensions of work family conflict, which were work-to-family conflict, family-to-work conflict, time-based conflict, strain-based conflict, and behavior-based conflict on turnover intention of the employees.

4.6.1.1 Classical Linear Regression Model Assumptions Testing for model 1

As multiple linear regression technique was used to assess the relationships between independent and dependent variables in this study, the assumptions of classical linear regression models were expected to be met before the regression analysis was carried out to ensure the consistency of the regression analysis results. Therefore, tests for normality, tests for multi-collinearity, tests for heteroskedasticity tests for linearity, and tests for autocorrelation were carried out.

4.6.1.1.1 Tests for normality

According to Wooldrige, 2003, the normality assumption is defined as the assumption that the regression model residuals are normally distributed. With this regard, the normality test used in this study is the Shapiro-Wilks test. As can be seen in the table below, the p-value of the Shapiro wilks test is above the significance level of 0.05, which means that the null hypothesis that the variables have a normal distribution is not disproved. This shows that the model used to regress work family conflict on turnover intention meets the normality assumption.

Table 4-25: Normality Test Result for model 1

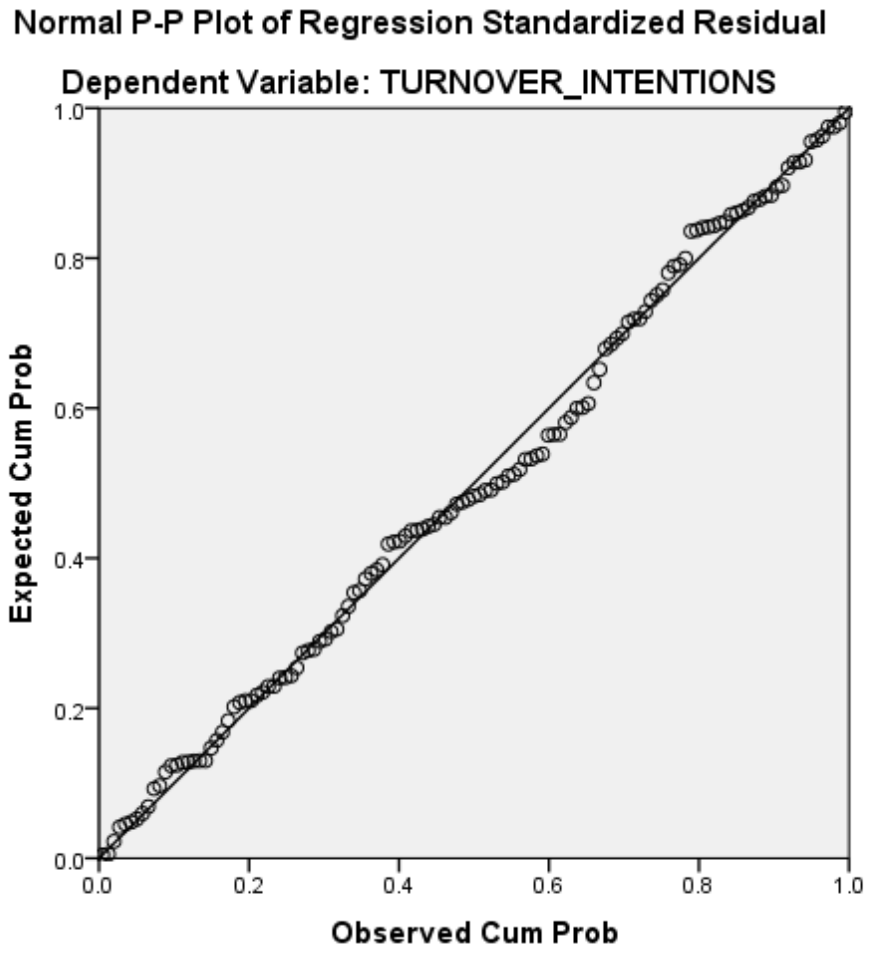
Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Studentized Residual	.056	131	.200*	.994	131	.857
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Source: Survey (2026)

4.6.1.1.2 Tests for Linearity

The linearity assumption states that the relationship between the predictor variables and turnover intention is linear in nature. When it comes to the current particular model, the linearity test was used to assess whether the five work-family conflict dimensions have a straight-line relationship with turnover intention. To test for linearity, this study examines the normal probability plot of the predicted value versus the residuals to ensure there is linearity between the predictor values and the residuals, which shows linearity assumption has been accepted. As per the graph given below, the plot is seen to have a linear relationship between the observed values and the expected values, which shows that the current model meets the linearity assumption.

Figure 4-5: Linearity Test Result for model 1



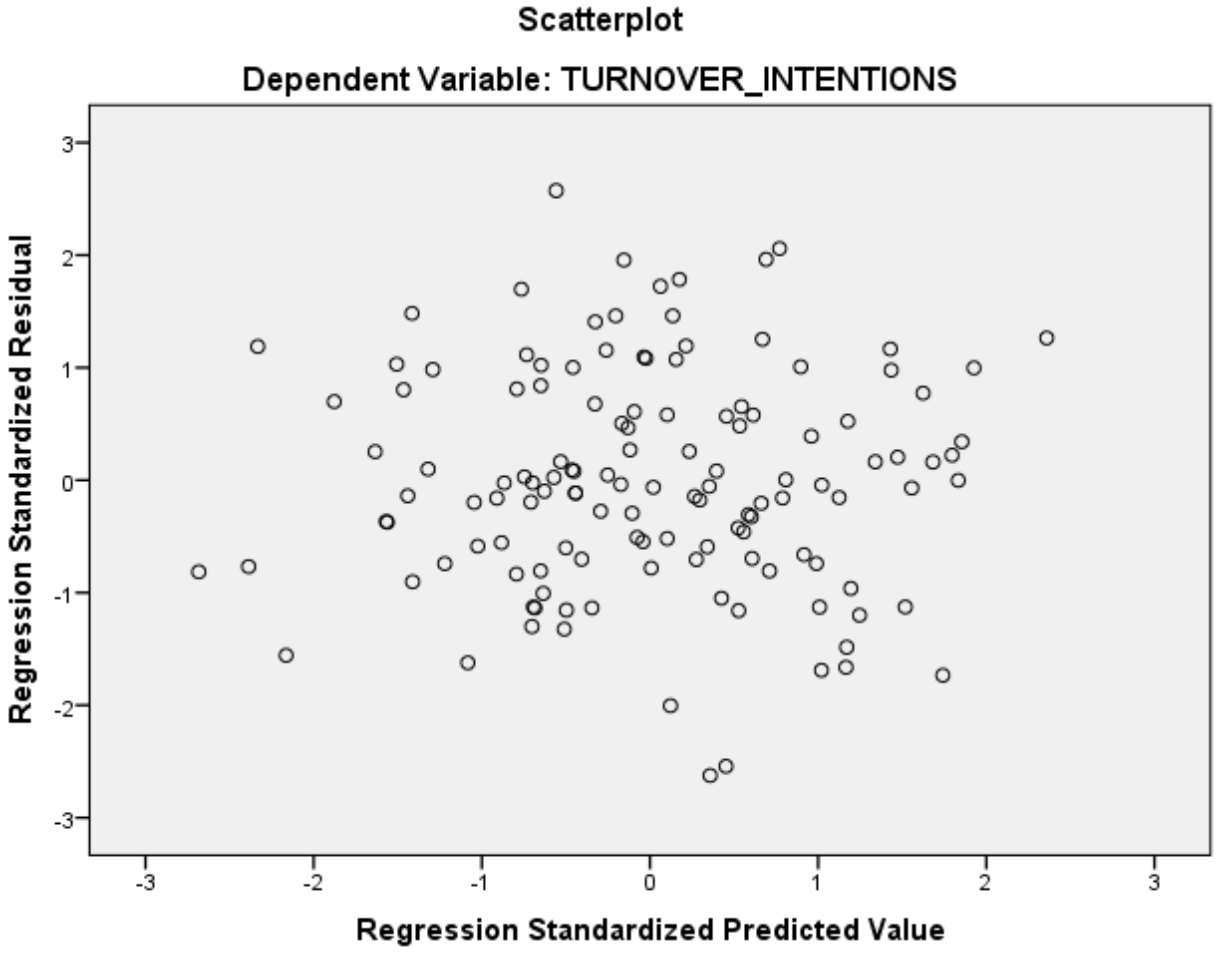
Source: (Survey, 2026)

4.6.1.1.3 Tests for Homoscedasticity

The test for homoscedasticity was conducted for this model to examine whether the variance of the residuals remains constant across all levels of the independent variables. In this model, the test was used to determine whether the residuals associated with work-family conflict variables showed constant variance in relation to turnover intention. As the assumption of homoscedasticity helps with the robustness of the model, it was checked in this study by assessing for any patterns in the plot of the regression standardized residual against the scatter plot of the regression standardized predicted value for the model. With this regard, as seen in the figure below, since

there are no patters that show problems of heteroskedasticity, the homoskedasticity assumption is met.

Figure 4-6: Homoscedasticity Test Result for model 1



Source: Survey (2026)

4.6.1.1.4 Tests for Multicollinearity

When it comes to multicollinearity, this test is conducted to examine whether there is a high degree of correlation among the independent variables included in the regression model. The Variance Inflation Factor (VIF) and tolerance statistics were used to assess multicollinearity in this model, and VIF results below 10 are generally accepted as passing the multicollinearity test. As seen in the table below, both the VIF values and the Tolerance values for this model were in the acceptable range, hence it can be said that the current model meets the no-multicollinearity assumption.

Table 4-26: Multicollinearity test result for model 1

Variable	Collinearity Statistics	
	Tolerance	VIF
WORK TO FAMILY CONFLICT	.860	1.163
FAMILY TO WORK CONFLICT	.985	1.015
TIME BASED CONFLICT	.860	1.162
STRAIN BASED CONFLICT	.827	1.209
BEHAVIOR BASED CONFLICT	.974	1.027

Source: Survey (2026)

4.6.1.1.5 Tests for Autocorrelation

Autocorrelation occurs when the error terms or residuals of a regression model are related to one another, which can affect the accuracy of regression results. In this study, the Durbin–Watson statistic was used to test for autocorrelation. The value of the Durbin–Watson statistic ranges from 0 to 4, where a value close to 2 shows that that there is no autocorrelation in the model. In addition, Values between 1.5 and 2.5 are generally considered acceptable. As the Durbin-Watson statistic for this model was found to be 1.725, which is in the acceptable range, it can be said that this model meets the no-autocorrelation assumption.

4.6.1.2 Multiple Linear Regression Analysis Results for Model 1

After the CLRM assumption tests were carried out for this model, the regression analysis was conducted to examine the effect of the dimensions of work family conflict variable on employees' turnover intention and to evaluate the overall fit of the regression model. To start with the presentation of the results for this regression analysis, the model summary was used to quantify the proportion of variation in turnover intention variable that can be explained by the model's independent variables.

Table 4-27: Model Summary for model 1

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.739[a]	.547	.529	.36400	1.725
a. Predictors: (Constant), BEHAVIOR BASED CONFLICT, WORK TO FAMILY CONFLICT, FAMILY TO WORK CONFLICT, TIME BASED CONFLICT, STRAIN BASED CONFLICT					
b. Dependent Variable: TURNOVER INTENTIONS					

Source: Survey (2026)

As seen in the above table, the results showed that the R Squared and adjusted R squared values for this model were found to be 0.547 and 0.529 respectively. For this model, as the R squared value represents the percentage of variation in the dependent variable that is explained by the work family conflict dimensions, the results show that 54.7% of the variation in turnover intention is explained by the independent variables in the model, while the remaining 45.3% is explained by other factors not included in the model. In addition, when it comes to the adjusted R Square value, 52.9% of the change in the turnover intention variable is explained by the independent variables included in this model, after adjusting for the number of independent variables in the model.

Concerning ANOVA tests, it was used in this model to assess the overall significance of the regression model in explaining employees' turnover intention. As presented in the table below, the results show that the regression model is statistically significant, as shown by the F-statistic value of 30.153 and a corresponding p value that is less than 0.01. This means that the five independent variables included in the study jointly have a significant effect on turnover intention, and the regression model is appropriate for explaining the relationship between work-family conflict and turnover intention.

Table 4-28: ANOVA results for model 1

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.976	5	3.995	30.153	.000[b]
	Residual	16.562	125	.132		
	Total	36.538	130			
a. Dependent Variable: TURNOVER INTENTIONS						
b. Predictors: (Constant), BEHAVIOR BASED CONFLICT, WORK TO FAMILY CONFLICT, FAMILY TO WORK CONFLICT, TIME BASED CONFLICT, STRAIN BASED CONFLICT						

Source: Survey (2026)

When it comes to the regression coefficients, it is analyzed to show the individual effect, direction, and significance of each independent variable in the regression model in explaining turnover intention. With this regard, the regression coefficients for each of the five independent variables used in this model is given in the table below.

Table 4-29: Regression Coefficients for model 1

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.109	0.233		4.768	0.000
	WORK TO FAMILY CONFLICT	0.190	0.043	0.285	4.394	0.001
	FAMILY TO WORK CONFLICT	-0.049	0.057	-0.052	-0.855	0.394
	TIME BASED CONFLICT	0.227	0.045	0.327	5.039	0.000
	STRAIN BASED CONFLICT	0.259	0.044	0.390	5.894	0.004
	BEHAVIOR BASED CONFLICT	0.018	0.064	0.018	0.287	0.775
a. Dependent Variable: TURNOVER INTENTIONS						

Source: Survey (2026)

As per the results obtained for this model, the standardized beta coefficients for the independent variables were found to be 0.285, -0.052, 0.327, 0.390, and 0.018 for work to family conflict, family to work conflict, time based conflict, strain based conflict and behavior based conflict respectively, which were the independent variables included in this model. However, from these results only work to family conflict, time based conflict and strain based conflict were seen to have statistically significant results with p-values below 0.01, while family to work conflict and behavior based conflict variables had statistically insignificant results. Hence, when putting the results in the statistical equation which represents the regression model, only those with statistically significant results were included. Hence, the regression model is written as:

TURNOVER = 1.109 + 0.285*Work to Family Conflict + 0.327*Time Based Conflict + 0.390*Strain Based Conflict + Ɛ

Going to each of the regression coefficient results in detail, Work-to-Family Conflict was seen to have a positive and statistically significant effect on turnover with a regression coefficient of 0.285 and a p-value of less than 0.01 The finding shows that employee's turnover intentions grow when the job demands affect family responsibilities. This result is similar to other analysis done in this area such as those by Amstad et al. (2011), which established that work-to-family conflict is a more robust predictor of work-related withdrawal (like turnover) than family-to-work conflict.

Strain-Based Conflict was also seen to have a positive and statistically significant effect on employees' turnover intentions with a beta value of 0.390 and p value of less than 0.01. This shows that the strain or stress that is occurring as a result of the job demands is one of the factors that significantly affect turnover intention. This result is in line with aligns with those of Paoletti et al., (2022), which used the Stress–Strain–Outcome framework, and stated that when the stress system of a person is constantly activated, it directly reduces employees' commitment to the organization.

Another work family conflict dimension, Time-Based Conflict, was further seen to have a positive and statistically significant effect on employees' turnover intentions with a beta value of 0.327 and p value of less than 0.01. This result is in line with the reality of work in the restaurant and catering industry, where long shifts are common, and these long hours committed to the work create conflicts between work and family responsibilities. This result is similar to those of Karatepe

(2013), which explained that when employees perceive that work takes time away from their family time, they view quitting their job as the only way to balance their responsibilities in life.

On the other hand, Family-to-Work Conflict, with a regression coefficient of -0.052 and Behavior-Based Conflict, with regression coefficient values of 0.018, were seen to have statistically insignificant results, with p-values of 0.394 and 0.775 respectively. These results may signify that employees at the organization under study may be successful at preventing their home responsibilities from dictating their professional decisions, and they may also be successful in not allowing their work behaviors to be translated to their homes. These results align with those of Mauno et al. (2006) and others, which suggested that behaviors learned at home are often distinct from those required in service roles, and that employees are generally capable of separating these two behaviors.

To supplement the quantitative data obtained through the questionnaires, interview questions were presented to selected respondents from the organization encompassing people from various departments of the organization. With this regard, when it comes to How work hours and shift schedule affect home life of the interview participants, the interviewees stated that the current schedule in the company more or less makes it very hard to have a good home life. They said that some of the unpredictable and long shifts do not allow them to be close with their families or to take care of their family duties and personalities.

They also mentioned that many employees in the organization have skipped important events, Edir meetings, religious activities, or just having a regular time to enjoy with their families and children. Along with the added current problem of transport in Addis Ababa, these shifts have made it hard for some of the employees to truly spend quality time at their homes. When a shift ends late at night, it is very hard and expensive to find a safe transportation method, specially in the days where the company doesn't provide transportation service.

As part of the interview, the respondents were also asked whether the feedback they get helps them improve their job and career, and the responses from the respondents was that it doesn't. Most of the respondents believed that the performance reviews where feedbacks are given are just a boring task the company has to do, and it is not a real way to grow. It is also done in a very random manner, not in a structured way on a set period. They complained that the management mostly

talks to them when they make a mistake only, while they should have been helping them grow. In addition, they stated that they see no clear path to get a raise or to get a promotion. According to them, with the prices for food and transport going up so fast in the city, staying at the same salary year after year is impossible for them. They also stated that it felt like the company looks at their work only to see how the managers can get more out of them, not to help them build their career or obtain better salaries.

4.6.2 Regression Analysis of Shift design Variables and Turnover Intention

The regression analysis of Shift design and turnover intention was conducted to assess the effects of Shift design dimensions on employees' turnover intention. Multiple linear regression was used to assess the effects of schedule predictability, night shifts per month, shift length/consecutive shifts, rotation type and quick returns on employees' turnover intention.

4.6.2.1 Classical Linear Regression Model Assumptions Testing for model 2

Similar to the previous model, multiple linear regression analysis was used to assess the relationships between independent and dependent variables. Hence, the tests for assumptions of classical linear regression models, which include tests for normality, tests for multi-collinearity, tests for heteroskedasticity tests for linearity, and tests for autocorrelation were conducted for this model too.

4.6.2.1.1 Tests for normality

Similar to the previous regression model the normality assumption is tested by using the Shapiro-Wilks test. As can be seen in the table below, the p-value of the Shapiro wilks test is above the significance level of 0.05, which means that the null hypothesis that the variables have a normal distribution is not disproved. This means that the current regression model, which is used to analyze the effect of Shift design on turnover intention, meets the normality assumption.

Table 4-30: Normality Test Result for model 2

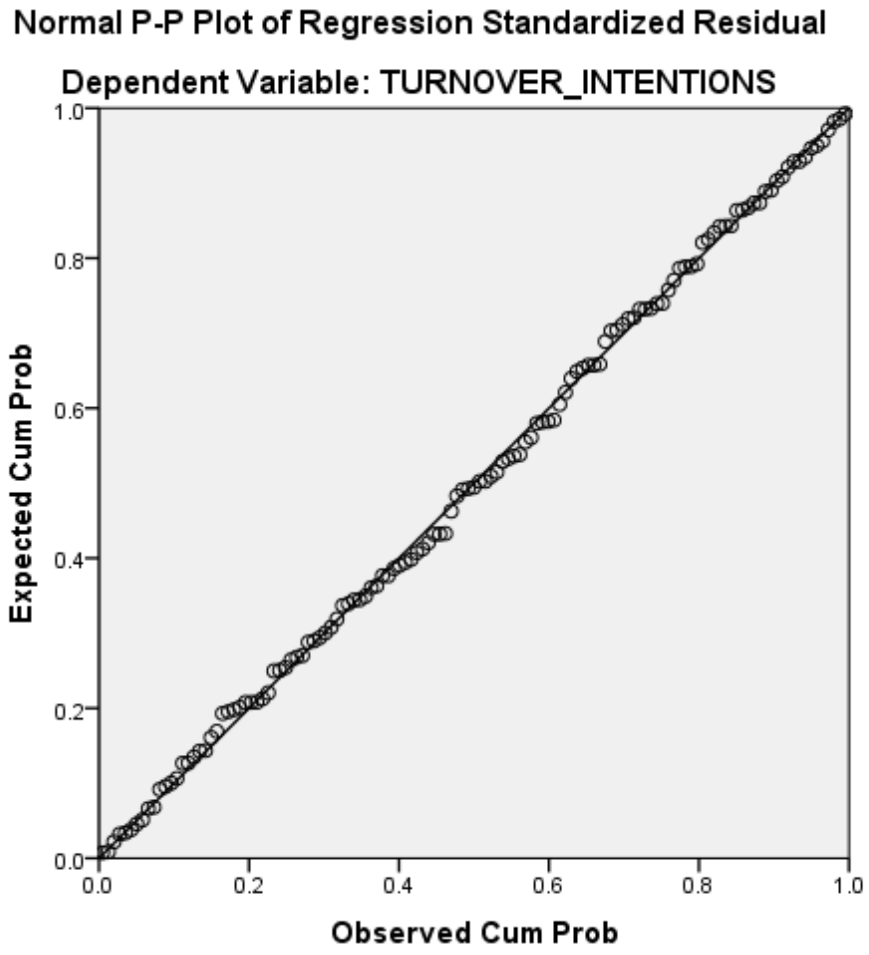
Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Studentized Residual	.035	131	.200*	.997	131	.996
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Source: Survey (2026)

4.6.2.1.2 Tests for Linearity

In the current regression model, the linearity test was used to assess whether the five Shift design dimensions have a linear relationship with turnover intention. Similar to the previous model, a visual examination of the normal probability plot of the predicted value versus the residuals was employed to assess whether there is linearity between the predictor values and the residuals. With this regard, the normal probability plot of the predicted value versus the residuals for this model was seen to have a linear relationship between the observed values and the expected values. This means that the linearity assumption is met for this regression model.

Figure 4-7: Linearity Test Result for model 2

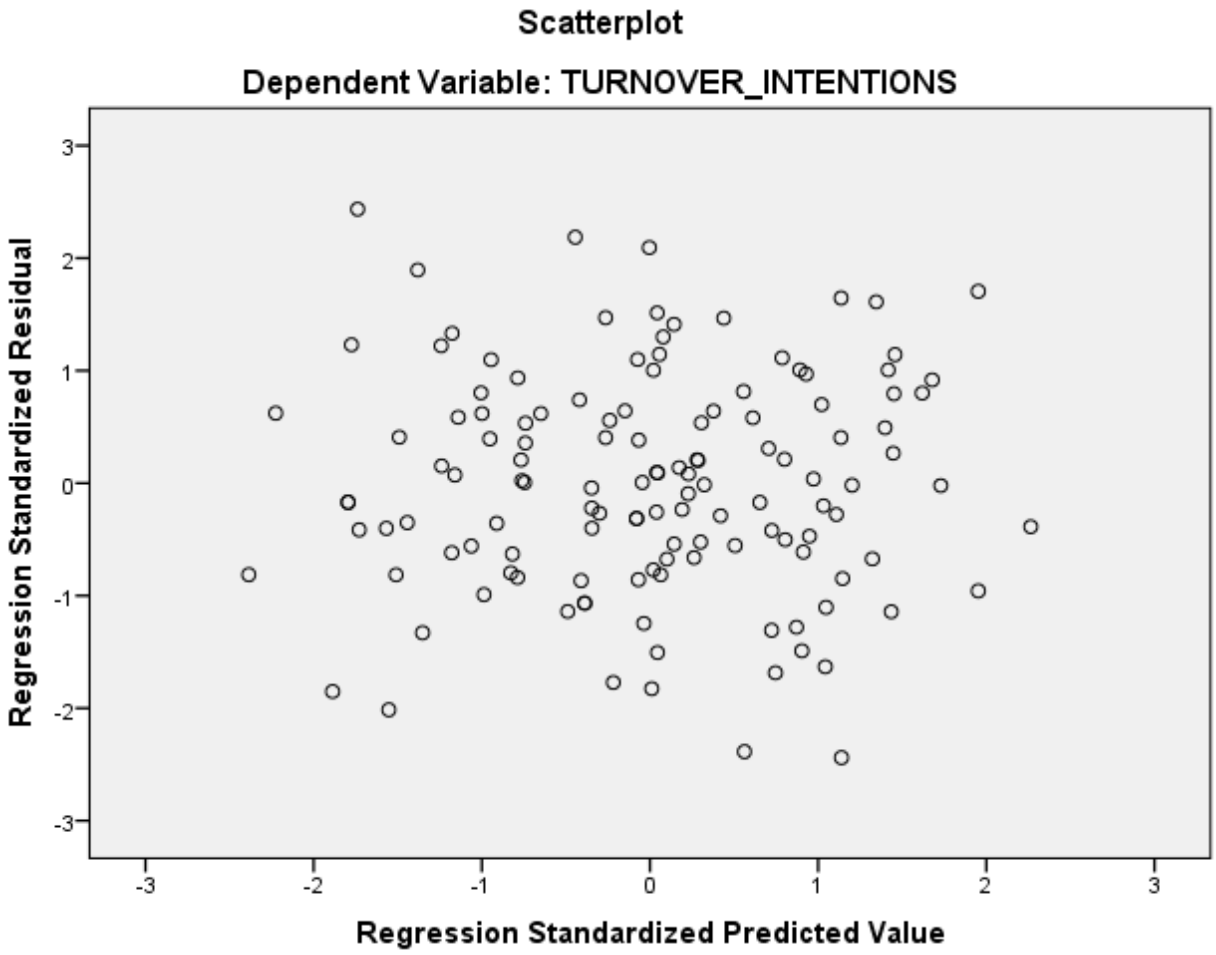


Source: (Survey, 2026)

4.6.2.1.3 Tests for Homoscedasticity

Concerning tests for homoscedasticity, it was conducted for this model to assess whether the residuals associated with Shift design variables showed constant variance in relation to turnover intention. This assumption was checked in this study by assessing for any patterns in the plot of the regression standardized residual against the scatter plot of the regression standardized predicted value for the model. With this regard, the result shows that there are no patters that could show problems of heteroskedasticity, meaning this model has passed the homoskedasticity assumption.

Figure 4-8: Homoscedasticity Test Result for model 2



Source: Survey (2026)

4.6.2.1.4 Tests for Multicollinearity

Similar to the previous model, the Variance Inflation Factor (VIF) and tolerance statistics were used to examine multicollinearity problems in this model. As per the results of this analysis, both the VIF values and the Tolerance values for this model were seen to be in the acceptable range, hence it can be said that this model has no problems of multicollinearity.

Table 4-31: Multicollinearity test result for model 2

Variable	Collinearity Statistics	
	Tolerance	VIF
NIGHT SHIFTS PER MONTH	.957	1.045
QUICK RETURNS	.768	1.303
ROTATION TYPE	.890	1.124
SHIFT LENGTH/ CONSECUTIVE SHIFTS	.920	1.087
SCHEDULE PREDICTABILITY	.824	1.214

Source: Survey (2026)

4.6.2.1.5 Tests for Autocorrelation

Lastly, when it comes to autocorrelation tests, similar to the previous model, the Durbin–Watson statistic was used. The value of the Durbin–Watson statistic between 1.5 and 2.5 are generally considered acceptable. Hence, as the Durbin-Watson statistic for this model was found to be 1.638, it can be said that this model doesn't have an autocorrelation problem.

4.6.2.2 Multiple Linear Regression Analysis Results for Model 2

The regression analysis for this model was conducted to examine the effect of the dimensions of Shift design on employees' turnover intentions. Here, the model summary was used to assess and identify the percentage of variation in turnover intention variable that can be explained by the model's five independent variables.

Table 4-32: Model Summary for model 2

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.719[a]	.517	.498	.37556	1.638
a. Predictors: (Constant), SCHEDULE PREDICTABILITY, NIGHT SHIFTS PER MONTH, SHIFT LENGTH CONSECUTIVE SHIFTS, ROTATION TYPE, QUICK RETURNS					
b. Dependent Variable: TURNOVER INTENTIONS					

Source: Survey (2026)

The results showed that the R Squared and adjusted R squared values for this model were 0.517 and 0.498 respectively. This means that, as per the R squared value 51.7% of the variation in turnover intention is explained by the independent variables in the model (schedule predictability, night shifts per month, shift length / consecutive shifts, rotation type, quick returns), while the remaining 48.3% is explained by other factors not included in the model. In addition, when it comes to the adjusted R Square value, 49.8% of the change in the turnover intention variable is explained by the independent variables included in this model, after adjusting for the number of independent variables in the model.

Table 4-33: ANOVA results for model 2

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.908	5	3.782	26.810	.000[b]
	Residual	17.631	125	.141		
	Total	36.538	130			
a. Dependent Variable: TURNOVER_INTENTIONS						
b. Predictors: (Constant), SCHEDULE PREDICTABILITY, NIGHT SHIFTS PER MONTH, SHIFT LENGTH CONSECUTIVE SHIFTS, ROTATION TYPE, QUICK RETURNS						

Source: Survey (2026)

When it comes to ANOVA tests for this model, the results showed that the regression model is statistically significant, as shown by the F-statistic value of 26.810 and a corresponding p value that is less than 0.01. This means that the five independent variables included in the study jointly have a significant effect on turnover intention, and the regression model is appropriate for explaining the relationship between Shift design and turnover intention.

Regarding the regression coefficients, the standardized beta coefficients for the independent variables for this model were found to be 0.041, 0.202, 0.320, 0.326 and -0.267 for night shifts per month, quick returns, rotation type, shift length/ consecutive shifts and schedule predictability respectively. From these results, only the night shifts per month variable was seen to be statistically insignificant, while the rest four independent variables were found to have statistically significant results.

Table 4-34: Regression Coefficients for model 2

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.920	0.427		4.497	0.000
	NIGHT SHIFTS PER MONTH	-0.043	0.067	-0.041	-0.643	0.521
	QUICK RETURNS	0.141	0.050	0.202	2.846	0.005
	ROTATION TYPE	0.218	0.045	0.320	4.855	0.001
	SHIFT LENGTH CONSECUTIVE SHIFTS	0.215	0.043	0.326	5.031	0.000
	SCHEDULE PREDICTABILITY	-0.231	0.059	-0.267	-3.894	0.003
a. Dependent Variable: TURNOVER INTENTIONS						

Source: Survey (2026)

When putting the results in the statistical equation which represents the regression model, the statistically significant results were included. Hence, the regression model is written as:

TURNOVER = 1.920 + 0.202 * Quick Returns + 0.320 * Rotation Type + 0.326 * Shift Length/Consecutive Shifts – 0.267 * Schedule Predictability + Ɛ

Going into each regression coefficient in detail, Shift Length and Consecutive Shifts was seen to have a positive and statistically significant effect on turnover intention with a beta value of 0.326 at a p value of below 0.01. This might mean that, for employees, extended work hours and consecutive shifts might produce significant fatigue in them that decreases their recovery in between the shifts. This result is similar to that of Costa (2010), who stated that Shift designs and systems lacking sufficient recovery periods are significant contributors to long-term turnover in the service industry.

When it comes to Rotation Type, it was seen to have a positive and statistically significant effect on turnover intention with a beta value of 0.320 at a p value of below 0.01. This can be interpreted as, shift rotation types which often involve rapid or repetitive shift rotations seem to significantly affect turnover intention. When comparing this result to that of Tucker and Folkard (2012), they

argued that the unpredictability of these Shift designs is identified as a major cause of turnover, where employees leave due to problems caused by unpredictable shift rotations.

Concerning Quick Returns, it was seen that it had a positive and statistically significant effect on turnover intention with a beta value of 0.202 at a p value of below 0.01. This showed that quick returns to work with less than 11 hours of rest between shifts restricts social and family life, which leads to increased turnover intention. This result is similar to that of Öster et al. (2024), which found high correlation between quick returns to a shift and burnout.

On the other hand, Schedule Predictability was seen to have a negative and statistically significant effect on turnover intention with a beta value of -0.267 at a p value of below 0.01. This negative coefficient result shows that shift predictability is inversely related to turnover intention, where turnover intention decreases when employees believe they have input about their shifts. This result is supported by Karasek (1979), who suggested that giving workers more control or predictability over their job demands and shifts significantly helps against stress and turnover intentions.

In addition to the above variables, the regression analysis revealed that Night Shifts Per Month (after the items for this variable have been reverse coded) did not have a statistically significant effect on turnover intention ($\beta = -0.041$, $p = 0.521$). This result indicates that the frequency of night shifts was not a meaningful predictor of employees' intentions to leave the organization. Although the descriptive statistics showed that respondents experienced a high level of exposure to night-shift-related challenges, including sleep disruption and difficulties recovering after night shifts, these experiences did not significantly contribute to explaining variations in turnover intention.

This might be due to the reason that employees may have become used to night-shift work and perceive it as just another main part of their occupation. As a result, the frequency of night shifts alone may not be sufficient to influence their decision to remain with or leave the organization. This interpretation is supported by Ki and Choi-Kwon (2022), who found that turnover intention among shift-working nurses was more strongly associated with the health consequences of shift work, such as fatigue, sleep disturbances, and depression, than with exposure to shift work itself. Furthermore, the insignificant effect of Night Shifts Per Month may indicate that other aspects of work scheduling have a greater influence on turnover intention. Coming back to the current study at hand, dimensions such as quick returns demonstrated stronger relationships with turnover

intention than Night Shifts Per Month. This might suggest that employees may be more concerned about insufficient recovery time and uncertainty in work schedules than the frequency of night work itself.

When looking at the interview questions presented to selected employees with regards to the Shift design, they stated that some of the difficult parts of the shift schedule are related with the Quick Returns and unpredictable scheduling parts. In some cases, some employees have been asked to come back at work after only a four hour break, after finishing an eight hour shift. This is the main problem that was raised by all of the repondents as it leaves employees with little time to travel, get ready, or sleep. The employees also further explained that this might lead them to burnout. Moreover, the unpredictability of the shift schedule changes was another problem they encountered. The short period of time where they are given notices on schedule changes has created headaches for many of the employees in many cases.

In addition, when it comes to the question of what managers can do to help them further, the employees stated that the managers can make the schedules better, and approach them and communicate with them in a more nicer way. In addition, they stated that managers can create a system that measures performances in a better way, and be more transparent about how payments for employees are calculated.

4.6.3 Regression Analysis of Pay justice Variables and Turnover Intention

The regression analysis of Pay justice variables and turnover intention was conducted to examine the effect of dimensions of Pay justice on their intention to leave the organization. Similarly to the previous two regression models, Multiple linear regression analysis was used to determine the effect of transparency, interactional justice, pay satisfaction, procedural justice and distributive justice on employees' turnover intentions.

4.6.3.1 Classical Linear Regression Model Assumptions Testing for model 3

Just like it was for the previous two models in this study, the assumptions of classical linear regression models were assessed for this model before the regression analysis was conducted. Hence, tests for normality, tests for multi-collinearity, tests for heteroskedasticity, tests for linearity, and tests for autocorrelation were carried out for this model too.

4.6.3.1.1 Tests for normality

Similar to the previous two models that were employed in this study, the normality assumption of the regression model was checked by using the Shapiro-Wilks test. Hence, the p-value of the Shapiro wilks test was found to be above the significance level of 0.05, which meant that the model used to regress Pay justice on turnover intention met the normality assumption.

Table 4-35: Normality Test Result for model 3

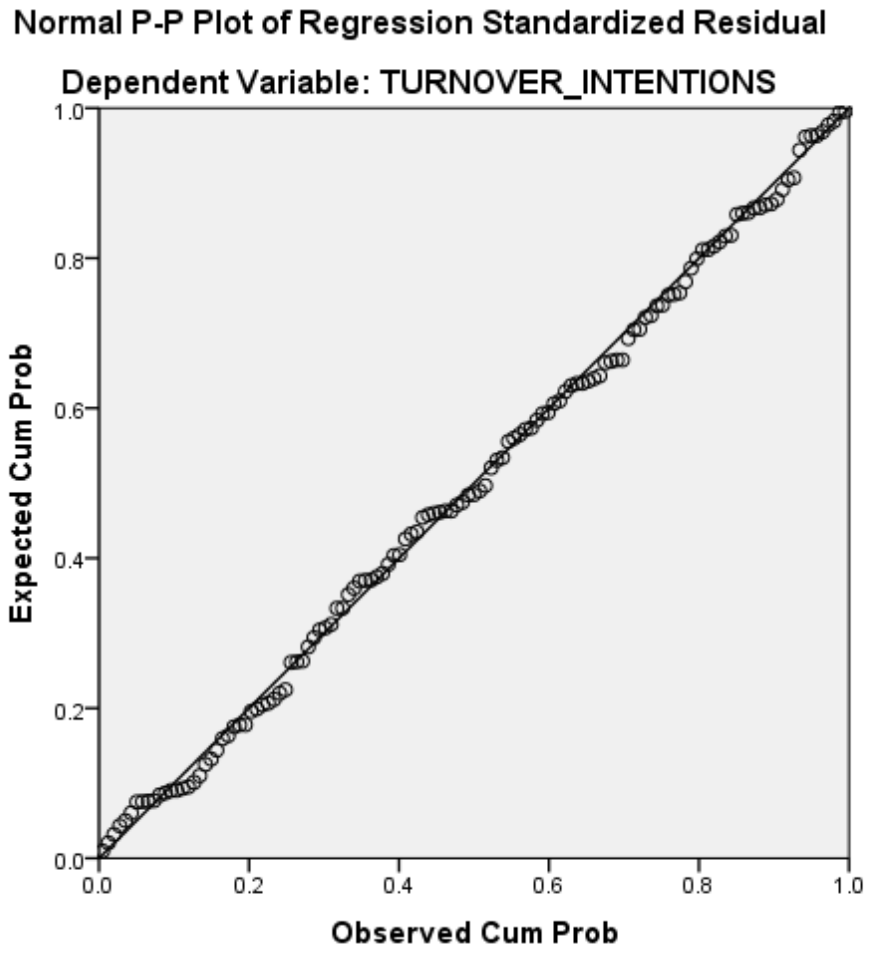
Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Studentized Residual	.038	131	.200*	.992	131	.710
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Source: Survey (2026)

4.6.3.1.2 Tests for Linearity

To test for linearity assumption for the current model, the normal probability plot of the predicted value versus the residuals was used. If the plot shows linearity between the predictor values and the residuals, the linearity assumption will be met. Hene, as seen in the plot graph below, there is a very close linear relationship between the observed values and the expected values, which shows that the current model meets the linearity assumption.

Figure 4-9: Linearity Test Result for model 3

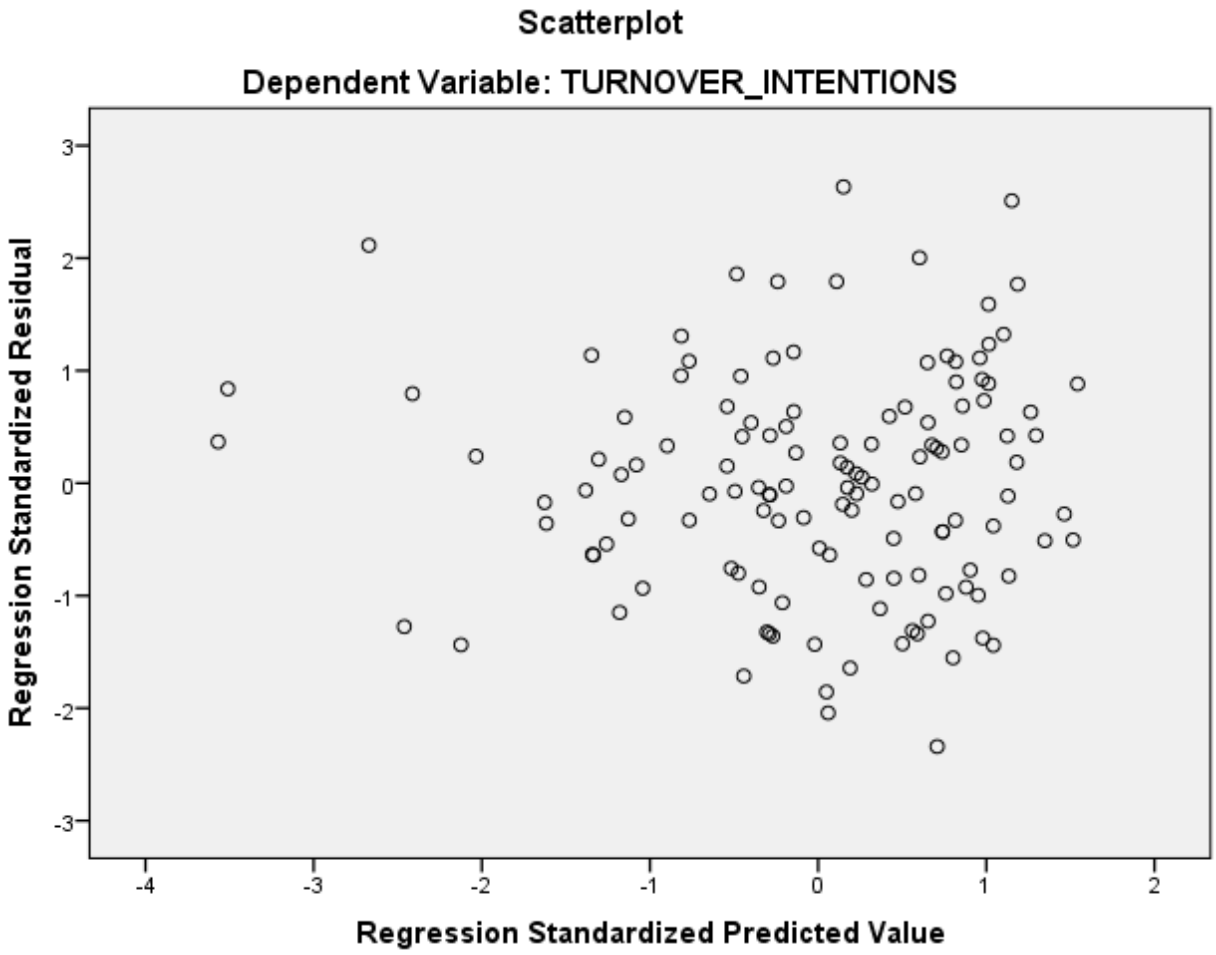


Source: (Survey, 2026)

4.6.3.1.3 Tests for Homoscedasticity

In this model, the test was used to determine whether the residuals associated with Pay justice variables showed constant variance in relation to turnover intention. Hence, the assumption of homoscedasticity was checked in this study by assessing for any patterns in the scatter plot of the regression standardized residual against of the regression standardized predicted value. As can be seen in the plot below, there was no visible pattern, which means that the homoskedasticity assumption for this model is met.

Figure 4-10: Homoscedasticity Test Result for model 3



Source: Survey (2026)

4.6.3.1.4 Tests for Multicollinearity

Similar to the two previous models, the Variance Inflation Factor (VIF) and tolerance statistics were used to examine multicollinearity problems in this model. As per the results of this analysis, both the VIF values and the Tolerance values for this model were seen to be in the acceptable range, hence it can be said that this model has no problems of multicollinearity.

Table 4-36: Multicollinearity test result for model 3

Variable	Collinearity Statistics	
	Tolerance	VIF
DISTRIBUTIVE JUSTICE	.780	1.281
PROCEDURAL JUSTICE	.865	1.155
INTERACTIONAL JUSTICE	.976	1.024
PAY SATISFACTION	.862	1.160
TRANSPARENCY	.873	1.146

Source: Survey (2026)

4.6.3.1.5 Tests for Autocorrelation

In this study, similar to the two previous models, the Durbin–Watson statistic was used to test for autocorrelation. The value of the Durbin–Watson statistic ranges from 0 to 4, where a value close to 2 shows that that there is no autocorrelation in the model. In addition, Values between 1.5 and 2.5 are generally considered acceptable. As the Durbin-Watson statistic for this model was found to be 1.610, which is in the acceptable range, it can be said that this model meets the no-autocorrelation assumption.

4.6.3.2 Multiple Linear Regression Analysis Results for Model 3

When it comes to the regression analysis to assess the effects of the Pay justice variable on turnover intention, the model summary describes the percentage of the variance of the dependent variable that can be explained by the five independent variables of this mode, which were the dimensions of Pay justice.

Table 4-37: Model Summary for model 3

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.716[a]	.512	.493	.37762	1.610
a. Predictors: (Constant), TRANSPARENCY, INTERACTIONAL JUSTICE, PAY SATISFACTION, PROCEDURAL JUSTICE, DISTRIBUTIVE JUSTICE					
b. Dependent Variable: TURNOVER INTENTIONS					

Source: Survey (2026)

Based on the results of the regression analysis for this model, as seen in the above table, the results of R Squared and adjusted R squared values were observed as 0.512 and 0.493 respectively. For this model, as the R squared results show that 51.2% of the variation in turnover intention is explained by the independent variables in the model, while the remaining 48.8% is explained by other factors not included in the model. In addition, when it comes to the adjusted R Square value, 49.3% of the change in the turnover intention variable is explained by the independent variables included in this model, after adjusting for the number of independent variables in the model

Table 4-38: ANOVA results for model 3

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.714	5	3.743	26.248	.000[b]
	Residual	17.824	125	.143		
	Total	36.538	130			
a. Dependent Variable: TURNOVER_INTENTIONS						
b. Predictors: (Constant), TRANSPARENCY, INTERACTIONAL JUSTICE, PAY SATISFACTION, PROCEDURAL JUSTICE, DISTRIBUTIVE JUSTICE						

Source: Survey (2026)

When it comes to ANOVA tests, as presented in the table above, the results show that the regression model is statistically significant, as shown by the F-statistic value of 26.248 and a corresponding p value that is less than 0.01. This means that the five independent variables included in the current model jointly have a significant effect on turnover intention, and the regression model is appropriate for explaining the relationship between Pay justice and turnover intention.

Regarding the regression coefficients of the study, they were analyzed to check for the direction and significance of their effect on the turnover intention. Hence, the regression coefficients for the five independent variables of the current model are given in the table below.

Table 4-39: Regression Coefficients for model 3

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.952	0.193		25.675	0.000
	DISTRIBUTIVE JUSTICE	-0.214	0.064	-0.235	-3.325	0.001
	PROCEDURAL JUSTICE	-0.351	0.068	-0.347	-5.170	0.000
	INTERACTIONAL JUSTICE	0.030	0.052	0.037	0.580	0.563
	PAY SATISFACTION	-0.159	0.052	-0.205	-3.041	0.003
	TRANSPARENCY	-0.252	0.056	-0.302	-4.520	0.000
a. Dependent Variable: TURNOVER INTENTIONS						

Source: Survey (2026)

As can be seen in the table above, the standardized beta coefficients for the independent variables were found to be -0.235, -0.347, 0.037, -0.205, and -0.302 for distributive justice, procedural justice, interactional justice, pay satisfaction and transparency respectively. Here, from these results interactional justice variable had the only statistically insignificant result from the dimensions of Pay justice, while the rest four dimensions were seen to be statistically significant

with p-values below 0.01. Hence, to put the results into the regression model equation, which represents the regression model, it is given as follows:

TURNOVER = 4.952 – 0.235 * Distributive Justice – 347 * Procedural Justice – 0.205 * Payment Satisfaction – 0.302 * Transparency + Ɛ

Going into the detail of each regression coefficient, Procedural Justice was found to be the strongest predictor of turnover intention in this model with a beta of -0.347 and a p value of less than 0.01. This might mean that when employees perceive that rules are applied consistently and that their input is valued, their turnover intention decreases. This result is similar to that of Colquitt et al. (2001), who showed that procedural justice is a powerful predictor of organizational commitment than distributive justice.

In addition, Transparency and Distributive Justice were seen to have regression coefficients (beta values) of -0.302 and -0.235 respectively, where both results were seen to be statistically significant. This showed that both dimensions had a statistically significant inverse effect on turnover intention. These results are in line with the work of Adams (1965), who suggests that when employees perceive an imbalance between their inputs (hard work) and outcomes (pay), it usually results in turnover intention.

Moving on to another dimension, pay Satisfaction was also seen to also significantly and inversely affect turnover intention, as seen in the beta value of -0.205 with a p-value of 0.01. This result is in contrast to those done by Bordia et al. (2004), which states that employees are more willing to tolerate moderate pay if they feel the system used to determine that pay is fair and transparent.

The last dimension of Pay justice, interactional justice was found to be statistically insignificant, with a beta value of 0.563, and a p-value of 0.563. This result might show that behavior of managers, when it comes to communication, does not directly influence an employee's decision to leave in the case of the company under study. This result is compared with that of Masterson et al. (2000), who distinguished between procedural/distributive fairness and interactional fairness.

When it comes to the interview questions used to supplement the data collected through questionnaires, as explained in previous sections, selected employees were interviewed. They asked about how fair they think the company is in paying extra for night work, overtime, or tips,

the respondents stated that they were not totally happy with how they are paid. While they appreciate the salary they get, they feel that their salary does not cover the high cost of living in Addis Ababa currently. The respondents explained that they are confused when it comes to how bonuses and other additional incomes are calculated, as they are not sure what the fair share for them is. In some cases, this lack of clear information sharing between the management and employees has broken the trust between the staff and the company.

Moreover, when asked whether the employees have thought about leaving the job, almost all of them stated that they have thought of leaving the job, with some even having their CVs ready. They stated that they see employees in other organizations, and feel those people have better hours and feel more respected by their management. Most of them stated that they don't think their future lies with the current company, and that they are actively looking for jobs elsewhere.

In addition to these points, the employees were asked what they would change if they could change one thing in the company. Majority of the respondents stated that If they could change one thing, it would be to give them the employees a voice in the shift schedule preparation and other decision-making scenarios that affect the employees.

4.7 Hypothesis Testing Results

H0: Work–family conflict, Shift design and Pay justice have no effects on employees' turnover intention - Rejected

H1: Work to family conflict has a positive significant effect on turnover intention. - Accepted

H2: Family to work conflict has a positive significant effect on turnover intention. – Rejected

H3: Time based conflict has a positive significant effect on turnover intention. - Accepted

H4: Strain based conflict has a positive significant effect on turnover intention. - Accepted

H5: Behavior based conflict has a positive significant effect on turnover intention. - Rejected

H6: Night shifts per month has a positive significant effect on turnover intention. -Rejected

H7: Quick returns has a positive significant effect on turnover intention. - Accepted

H8: Rotation type has a positive significant effect on turnover intention. - Accepted

H9: Shift length consecutive shifts has a positive significant effect on turnover intention. - Accepted

H10: Schedule predictability has a negative significant effect on turnover intention. - Accepted

H11: Distributive justice has a negative significant effect on turnover intention. - Accepted

H12: Procedural justice has a negative significant effect on turnover intention. - Accepted

H13: Interactional justice has a negative significant effect on turnover intention. - Rejected

H14: Pay satisfaction has a negative significant effect on turnover intention. - Accepted

H15: Transparency has a negative significant effect on turnover intention. - Accepted

Chapter Five

Summary of Findings, Conclusions and Recommendations

5.1 Summary of Findings

This study was conducted to examine the effects of work family conflict, Shift design and Pay justice on turnover intentions among employees at Golden Plate Restaurants and Catering PLC. Using a mixed-methods approach, data was gathered from 131 employees through structured questionnaires and supplemented by in-depth qualitative interview questions with selected staff members and supervisors.

The descriptive analysis revealed there was dissatisfaction regarding Pay justice. Employees reported low levels of distributive and procedural justice, which shows a belief among the respondents that the organization's reward systems and decision-making processes are not fair. In addition, the findings showed a lack of transparency, with employees stating in the interviews that they do not understand how pay, allowances, and tips are calculated. The regression analysis confirmed that procedural justice and transparency have statistically significant negative effects on turnover intentions. In addition, the results also showed that different factors other than interactional justice were important for reducing turnover intention, as it was found to have no statistically significant effect on turnover intentions.

The study also showed that work-family conflict dimensions are also predictors of turnover intention in the organization. The employees reported high levels of strain-based and time-based conflict, which the regression models confirmed as having statistically significant effect on turnover intention. In addition, Shift design variables such as Quick Returns were found to have statistically significant positive effects on intention to quit. Conversely, schedule predictability was seen to have a negative statistically significant effect on turnover intentions. Moreover, while night shift per month is perceived as a personal burden, it was not a statistically significant predictor of turnover intention.

In addition to these results, the answers obtained from the interview question participants revealed that turnover intention is increasing in the organization because of factors such as stress and lack of employee involvement in decision making. They also stated that organization more or less treats

their time and family commitments as secondary to the organization. They have stated that because of their work shifts, they have been unable to participate in events, community programs and even take care of family responsibilities. Furthermore, the respondents stated that they are not satisfied with the current pay they get in the organization, and that they don't believe that the performance measurement system in the organization is effective.

5.2 Conclusions

The findings of this study lead to several conclusions regarding the effects of work family conflict, Shift design, and Pay justice on turnover intention at Golden Plate Restaurants and Catering.

The primary conclusion is that turnover intentions at Golden Plate is more affected by the company wide problems rather than the individual employee characteristics. According to the results of the study, employees have higher levels of turnover intention due to the current structures in place in the organization, which are sometimes against their well-being and their ability to fulfill social and familial responsibilities.

In addition, the study concludes that procedural justice and transparency are more critical to employee retention than personal management styles, as seen in the results. When those rules and processes in place regarding pay, overtime, and shift allocation are perceived as unfair, the turnover intention of employees increases.

The study also shows clearly that people are much happier when they know what their schedule will be. When schedules are changed at the last minute and the staff are not asked for their input, they feel like they have no control over their own professional and personal lives. The employees have stated that they need to have the power to plan their lives and know the shifts they are going to work in ahead of time.

In addition, the study concludes that the current way of reviewing and assessing the performance of the employees in the organization is not functional. As seen in the interview question results, the employees feel that reviews are just a way to find fault with them. Because these reviews do not lead to a pay raise or a better job title, the employees feel like they're stuck in the job they're in currently and like they have no future in the organization.

5.3 Recommendations

To reduce the turnover intention that is currently in the Golden Plate Restaurant and Catering, it can undertake several actions to improve the current situation:

First, the organization must fix the process by which it comes up with the work schedules. Right now, the schedules rapidly change at the last minute, which makes life very difficult for employees. The company should enforce a strict system where the work schedule is communicated a few weeks ahead before it starts, and it should be ensured that the schedules won't be changed unless it is a case of emergency.

The organization should also ensure that quick returns where employees work a late night shift and then start again early the next morning be stopped, as this makes people very tired. In addition, the organization should let employees have a say in the schedule as it would help in reducing turnover intentions.

Another recommendation is that, as the employees of the organization do not trust how their pay, bonuses and allowances are handled, the organization should be more open with how each is calculated. In addition, regular meetings can be held with employees where the staff can ask questions about their money and incentives.

Lastly, as employees said that they feel like managers only speak to them when they make a mistake, these have to change to helpful conversations about how they can grow. Moreover, the company should show a clear path to pay raises and better positions to ensure they have better motivations to stay in the organization.

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Annex

Appendix 1: Study Questionnaire

Addis Ababa University

School of Commerce

Master's Degree in Human Resource Management Program

Dear Respondents,

My name is Misgana Tamene, and I am a postgraduate student at Addis Ababa University School of Commerce. Currently, I am undertaking a study titled "Effect of Work–Family Conflict, Shift designs and Pay justice on Turnover Intention among Staff at Golden plate restaurants and catering" in partial fulfillment of my master's degree in human resource management. Hence, to help me with this study, I kindly ask you to answer the questions written below to the best of your knowledge. The information collected with this questionnaire will be used strictly only for research purposes and will be handled with maximum confidentiality. Thank you for your participation in this study.

Section I: Demographic Information

Please put a mark in the box which most closely represents your demographic information.

1. Gender

Male □ Female □

2. Age Below

19 and Below □ 20-29 □ 30-39 □

40-49 □ 50 years and above □

3. Educational level

Diploma and below diploma □ Bachelor's Degree □

Master's degree □

4. Work experience in the organization

Below 1 year □ 1-2 years □

3-4 years □ 5 years and above □

Section II: Work Family Conflict

S. No	Item	Scale				
		1	2	3	4	5
	Work-to-Family Conflict					
1.	My job's demands make it difficult to fulfill my family or domestic responsibilities.					
2.	The time I must devote to my job keeps me from spending the amount of time I would like with my family.					
3.	Job pressures make me irritable at home and reduce my ability to perform family responsibilities.					
	Family-to-Work Conflict					
1.	The demands of my family interfere with work-related activities.					
2.	Family responsibilities make it difficult for me to concentrate on my job.					
3.	Family problems reduce my ability to perform my work duties effectively.					
	Time-based conflict					
1.	My working hours prevent me from taking part in important family activities.					
2.	I frequently miss family commitments because of my work schedule.					
3.	I have less time for my family because of the hours I must work.					
	Strain-based conflict					
1.	Stress from my job reduces my energy for family life.					
2.	After demanding shifts I feel too exhausted to enjoy time with my family.					
3.	Work-related strain negatively affects my behavior at home.					

	Behavior-based conflict					
1.	The way I have to act at work is hard to switch off when I am at home.					
2.	My behavior at work is often incompatible with the way I would like to behave at home.					
3.	I find that acting differently for customers makes it difficult to be myself with my family.					

Section III: Shift design

S. No	Statement	Scale				
		1	2	3	4	5
	Night-shifts per month					
1.	On average, I don't work a large number of nights shifts each month.					
2.	My night shift frequency doesn't prevent me from maintaining a regular sleep schedule.					
3.	I often don't struggle to recover after night shifts.					
	Quick returns					
1.	Frequently I start a shift less than 11 hours after the end of my previous shift. (respondent can enter count)					
2.	I often do not get enough recovery time between consecutive shifts.					
4.	Quick returns (short time between shifts) increase my stress and reduce my performance.					
	Rotation type					
1.	My work schedule changes frequently; I am on a rotating shift.					
2.	The speed or direction of shift rotation makes it hard for me to establish routines.					

4.	My rotation schedule interferes with my ability to plan family activities.					
	Shift length / consecutive shifts					
1.	I frequently work long shifts (e.g., 10–12 hours) that leave me exhausted.					
2.	I often work several consecutive night/evening shifts without a sufficient break.					
3.	Long or consecutive shifts make it difficult to recover between work periods.					
	Schedule predictability					
1.	I usually receive my work schedule with enough notice to plan family activities.					
2.	I have sufficient control or input over changes to my schedule.					
4.	I can easily swap shifts with colleagues when needed.					

Section IV: Pay justice

S. No	Statement	Scale				
		1	2	3	4	5
	Distributive justice					
1.	Considering my responsibilities and effort, my pay is fair.					
2.	I am satisfied that I am compensated fairly compared to my colleagues.					
3.	My total earnings (base pay + allowances + tips) are adequate for the work I do.					
	Procedural justice					
1.	The procedures used to decide overtime and shift premiums are applied consistently.					
2.	Decisions about shift allocation are made through fair processes.					

3.	Employees have adequate voice/input in scheduling decisions.					
	Interactional / Informational justice					
1.	Managers provide clear explanations when shifts or pay decisions are made.					
2.	I am treated with respect when scheduling or pay issues arise.					
3.	Managers communicate reasons for changes to allowances and shifts in a timely manner.					
	Pay satisfaction					
1.	I am satisfied with the base pay I receive for my job.					
2.	I am satisfied with the amounts I receive for overtime and shift premiums.					
3.	The benefits (if any) provided by the company are satisfactory.					
	Transparency					
1.	I clearly understand how my overtime and shift premiums are calculated.					
2.	Payments for allowances and premiums are made on time.					
3.	The method used to share tips/allowances among staff is transparent.					

Section V: Turnover intention

S. No	Statement	Scale				
		1	2	3	4	5
	Quit cognition					
1.	I often think about quitting this job.					
2.	I am actively considering leaving this organization.					
3.	I frequently imagine myself working for another employer.					
	Job search behavior					

1.	In the past three months I have applied for jobs outside this organization. (numeric count)					
2.	I regularly search job vacancy websites or contacts for alternative positions.					
3.	I have updated my CV or attended job interviews recently.					
	Intention to leave					
1.	I intend to leave this organization within the next 12 months.					
2.	I expect to be working for a different employer 12 months from now.					
3.	I am making concrete plans to leave my current job within the coming year.					
	Reduced job embeddedness					
1.	I feel a weak attachment to my co-workers and the workplace.					
2.	My job doesn't match my skills and values.					
3.	Leaving this job wouldn't require giving up significant benefits or relationships.					
	Perceived employability					
1.	I am confident I could find a comparable job in a short time if I wanted to.					
2.	I believe I possess skills that employers in the market value.					
4.	I feel my qualifications make it easy for me to obtain another job.					

Appendix 2: Interview Questions

1. How do your work hours and shift schedule affect your family or home life?
2. Which parts of your shift schedule are the most difficult for you, and why?
3. How fair do you think the company is in paying extra for night work, overtime, or tips/allowances?
4. When you get feedback or an appraisal, does it help you improve your job or your pay/career?
5. Have you ever thought about leaving this job because of your shifts, pay, or how you are treated? What made you think that?
6. What do managers or the company do that helps you cope with hard shifts or family demands? What could they do better?
7. If you could change one thing about shifts, pay or how decisions are made here, what would it be and why?