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The Moderating Effects of Parent-Child Relationship on The Relationship Big-5 Personality Factors and Turnover Intention

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KEYWORDS

Big-5 personality factors,
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ABSTRACT

This study investigates the relationship between Big 5 personality factors of food service employees and turnover intention and identifies the moderating effects of satisfactory parent-child relationship. A total of 179 data were subjected to frequency analysis and regression analysis. Participants were instructed to take an on-line survey which is google survey from August to October in 2017. The results of this study demonstrated that Big-5 personality factors excepted openness to experience influence on turnover intention. Furthermore, the parent-child relationship affects the relationship between Big-5 personality factors and turnover intention. This study may contribute to new data to human resource management.

1. INTRODUCTION

Employee turnover in the food service industry is costly for companies. Moreover, turnover intention reflects the desire of employees for a better job (Lee & Yoon, 2017). For this reason, employees are valued human resource in the food service industry (Yu, 2016). There have been many studies about internal causes of organization such as relationship with co-workers and working conditions. In previous studies, there have been studied about relationships servant leadership and co-workers trust also, trust is related with job satisfaction (Goo, 2014). Working conditions affect job satisfactions, high job satisfaction tends to decrease turnover intention (Ham, 2016). Meanwhile, many studies have focused on external causes of organization about turnover intention. Especially, personality is one of many external causes of organization and, personality factor showed that difference of attitude and activity of

individual also, personality psychologist wanted to know characteristic of personality factors (Kim, 2005). Moreover, neuroticism of Big-5 personality factors had positive impact to job satisfaction of employees. Lee, Haek, Oh, and Jeon (2017) showed that employees having high conscientiousness and agreeableness of Big-5 personality factors were more performance of work.

In addition, parent-child relationship is closely related to one's personality and, parent-child relationship is one of the many factors to affects one's personality (Lee, 2013). While there have been many studies about relationship parent-child relationship and one's school life in education, there are few study of the parent-child relationship in hospitality management. Students who are close to their parents have high levels of self-directed learning (Lee, 2013). Park's (2013) study showed that the parent-child relationship significantly influences student's creativity. There have been numerous studies of the

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personality factors of employees.

This study will measure the effects of food service employees' personality on their turnover intention. The value of this study is that it provides moderating effects of satisfaction of parent-child relationship between Big-5 personality factors and turnover intention. Moreover, employees with a good relationship with their parents would have lower turnover intention than employees who have a poor relationship with them. Thus, human resource managers could focus on controlling employees having low satisfaction of parent-child relationship and, this study might contribute to provide fundamental data to human resources managers to manage better.

2. LITERATURE REVIEW

2.1. Big-5 Personality Factor

According to a definition provided by Kim (2005), personality factor is difference of one's and activity of individual, and personality psychologist was interested in knowing characteristic of personality factors that showed mind of individual. Moreover, personality factor shows traits of people, and researchers who studied traits about showing activity of people have studied for many times (Goldberg, 1990).

On the previous studies, in order to know about ways of developing Big-5 personality factor, psychological hypothesis showed that the best high common and frequency factor is extraversion (Lee, 1994). Moreover, Lee's (2011) study showed that the higher extraversion of Big-5 personality of hotel bakery employees in Seoul is more performance their work. On the recently research, Big-5 personality factors of university students who study tourism as their major helped to have motivation their career (Yun, 2016).

Big-5 personality factors have used in the social sciences to evaluate one's personality. Especially, understanding employees' personality factors are principal points in food service management because of having much interaction with customers. However, there were a few studies in hospitality management. Therefore, this study assumes that Big-5 personality factor influence turnover intention.

2.2. Turnover Intention

Turnover intention is defined as a tendency to search for a different job and unstable feelings about one's job (Lee & Yun, 2017). Furthermore, turnover intention is activity to change one's job when workers have problems with their

co-workers. Turnover intention is a reflection of dissatisfaction with one's job (Kim, Kim & Koo, 2013).

According to Kim (2015) who described relationships among self-efficacy or mentoring function and turnover intention among food service employees, high self-efficacy does not influence turnover intention and, mentoring is not related with turnover intention. Moon and Park (2014) showed that organizational trust influenced turnover intention, and leader trust had a significantly effect on organizational trust and turnover intention.

Given the literature, turnover intention is related with many factors of organization also, protecting turnover of employees and focusing on factors that effect on turnover intention of employees is important because it is expensive (Yu, 2016). Thus, this study posits that Big-5 personality factors influence turnover intention.

2.3. Satisfaction of Parent-Child Relationship

Kang (2010) describes the parent-child relationship as interaction developing people's personality factors and intellectual factors in family relations during lifetime also, warmth and control is important factors with parent-child relationship. Moreover, parent-child relationship has important role from childhood, and when children become adult, the parent-child relationship influences on the social life. Thus, parent-child relationship is related with people's all life. (Ann, 2004). Satisfaction of parent-child relationship is defined as mind and thinking about parents, and when parents talk with their children, they have stable feeling (Sim, 2015). Furthermore, understanding parents and children helps to improve the parent-child relationship, and good parent-child relationship is related to the home environment (Hong & Kim, 2015).

When parents and children communicated well, children tended to become more confident, When parents and children did not communicate, children lost confidence in themselves, and suffered academically (Kang, 2010). Moreover, Kim (2012) showed relationships between parent-child relationship and appearance satisfaction, and supposed that these relationships influence romantic relationship so, high parent-child relationship strongly influence on the romantic relationship.

The parent-child relationship affects children's personality (Lee, 2013). Especially, food service employees are related with one's personality and, investigating parent-child relationship which affects feelings of employees is good meanings in food service management. However, the parent-child rela-

tionship has been studied in pedagogy, while there were a few studies in hospitality management. Thus, this study assumes that satisfaction of parent-child relationship influences on the relationship between Big-5 personality factors and turnover intention.

3. METHODOLOGY

3.1. Research Instrument

The questionnaire was utilized based on previous studies, and 25 questions about Big-5 personality factors adopted from Park (2015)'s study, and McCrae and Costa (1987)'s study. In addition, 4 questions of turnover intention were adopted from Jung (2012)'s study, and 14 questions of satisfaction of parent-child relationship were adopted from Lee (2013)'s study.

3.2. Data and Sample

A total of 202 people who have job related with food service industry, and people who had job related with food service industry within 1 years were recruited from a university located in Busan and employees of food service industry in Busan to be served as subjects. Participants were instructed to take an on-line survey which is google survey from August to October in 2017. 23 questionnaires were removed due to incomplete responses. As a result, 179 respondents were finally used to frequency analysis and regression analysis. This study uses SPSS WIN 22.0 and verify a hypotheses through regression analysis.

3.3. Research Model and Hypothesis

Given the research instrument, the research model and hypotheses were utilized to achieve research objectives.

H1: Big-5 Personality factors will affect turnover intention.

H1-1: Neuroticism will affect turnover intention.

H1-2: Agreeableness will affect turnover intention.

H1-3: Conscientiousness will affect turnover intention.

H1-4: Extraversion will affect turnover intention.

H1-5: Openness to Experience will affect turnover intention.

H2: Satisfaction of parent-child relationship will affect the relationship between Big-5 per sonality factors and turnover intention.

H2-1: Satisfaction of parent-child relationship will affect the relationship between Neuroticism and turnover intention.

H2-2: Satisfaction of parent-child relationship will affect the relationship between Agreeableness and turnover intention.

H2-3: Satisfaction of parent-child relationship will affect the relationship between Conscientiousness and turnover intention.

H2-4: Satisfaction of parent-child relationship will affect the relationship between Extraversion and turnover intention.

H2-5: Satisfaction of parent-child relationship will affect the relationship between Openness to Experience and turnover intention.

4. RESULTS

This study conducts reliability analysis and factor analysis to validity verification. Each variables of Big-5 personality factors has eigenvalue greater than 1.0 and, factor loading value is over 0.50. The table 1 shows that KMO of Big-5 personality factors is 0.829. In addition, cronbach α of Big-5 personality factors is over 0.6. Therefore, this study has validity and reliability of Big-5 personality factors.

Each variables of turn over intention has eigenvalue greater than 1.0 and a factor loading of 0.50 or greater. The Table 2 shows that KMO of turnover intention is 0.768. In addition, reliability of turnover intention has cronbach α greater than 0.6. Therefore, this study has enough validity and reliability estimating turnover intention.

Variables of satisfaction of parent-child relationship has eigenvalue greater than 1.0 and a factor loading of 0.50 or greater. The Table 3 shows that KMO of satisfaction of parent-child relationship factor is 0.943. Furthermore, reliability of satisfaction of parent-child relationship has cronbach α greater than 0.6. Therefore, this study has enough validity and reliability estimating satisfaction of parent-child relationship.

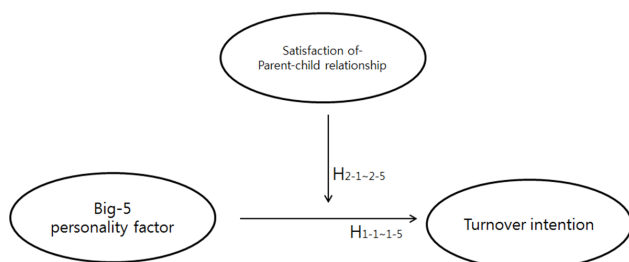


Fig. 1. Research model.

This study assumes that neuroticism of food service employees significantly affect turnover intention and, satisfaction of parent-child relationship influence on the relationship between neuroticism and turnover intention. The Table 4 reveals main effects of neuroticism(adjusted *R* square=0.086 and *F*=

Table 1. Big-5 personality factor-Factor analysis and reliability analysis

Variable	Question	Factor loading	Eigen value	Explained variance %	Cronbach α
Neuroticism	Angry	0.906	2.840	71.011	0.864
	Nervous	0.861			
	Excitement	0.848			
	Emotion	0.748			
Agreeableness	Adventure	0.779	2.096	52.409	0.692
	Insistence	0.751			
	Outgoing	0.716			
	Brave	0.642			
Conscientiousness	Neat	0.822	1.954	65.145	0.732
	Systematic	0.815			
	Cautious	0.784			
Extraversion	Generous	0.782	2.699	53.977	0.785
	Kind	0.774			
	Sympathy	0.748			
	Understanding	0.684			
Openness to experience	Gentle	0.680	2.236	55.903	0.731
	Thinking	0.813			
	Sharp	0.768			
	Introspection	0.729			
	Innovative	0.673			

KMO=0.829, Approx- $\chi^2=1,490.948$, *df*=190, *p*=.000.

Table 2. Turnover intention-factor analysis and reliability analysis

Variable	Question	Factor loading	Eigen value	Explained variance %	Cronbach α
Turnover intention	Self development	0.900	2.693	67.318	0.836
	Authority	0.873			
	Different jobs	0.773			
	Interesting	0.724			

Turnover intention: KMO=0.768, Approx- $\chi^2=305.995$, *df*=6, *p*=.000.

Table 3. Satisfaction of parent-child relationship- Factor analysis and reliability analysis

Variable	Question	Factor loading	Eigen value	Explained variance %	Cronbach α
Satisfaction of parent-child relationship		0.892	9.873	70.521	0.967
		0.875			
	Social support	0.873			
		0.870			
		0.862			
		0.857			
	Thanks	0.847			
		0.845			
		0.840			
	Respect	0.825			
		0.820			
	Intimate	0.807			
	0.796				
	0.735				

KMO=0.943, Approx- $\chi^2=2,723.058$, *df*=91, *p*=.000.

16.494) and satisfaction of parent-child relationship (adjusted *R* square=0.072 and *F*=14.931) and, the Table 4 shows the moderating effect of satisfaction of parent-child relationship on the relationship between neuroticism and turnover intention (adjusted *R* square=0.001, *F*=0.153).

This study assumes that agreeableness of food service employees significantly influence on turnover intention and, satisfaction of parent-child relationship influence on the relationship between agreeableness and turnover intention. The Table 5 shows main effects of agreeableness (adjusted *R* square=0.006 and *F*=1.135) and satisfaction of parent-child relationship (adjusted *R* square=0.122 and *F*=24.435) and, the Table 5 shows the moderating effect of satisfaction of parent-child relationship on the relationship between agreeableness and turnover intention (adjusted *R* square=0.005 *F*=1.073).

This study assumes that conscientiousness of food service employees significantly influence on turnover intention and, satisfaction of parent-child relationship influence on the relationship between conscientiousness and turnover intention. The Table 6 reveals main effects of conscientiousness (adjusted *R* square=0.021 and *F*=3.717) and satisfaction of parent-child relationship (adjusted *R* square=0.093 and *F*=18.304) and, the Table 6 shows the moderating effect of satisfaction of parent-

Table 4. Neuroticism and satisfaction of parent-child relationship

	1		2		3	
	B	β	B	β	B	β
Neuroticism	.293	.293	.228	.229	.229	.229
Satisfaction of parent-child relationship			-.275	-.276	-.276	-.277
Neuroticism satisfaction of parent-child relationship					.024	.027
<i>F</i>	16.494***		14.931***		.153	
ΔR^2	.086		.072		.001	
R^2	.086		.158		.159	

*** $p < 0.001$.**Table 5.** Agreeableness and satisfaction of parent-child relationship

	1		2		3	
	B	β	B	β	B	β
Agreeableness	.080	.080	.144	.144	.141	.141
Satisfaction of parent-child relationship			-.354	-.355	-.347	-.348
Agreeableness satisfaction of parent-child relationship					.076	.073
<i>F</i>	1.135		24.435***		1.073	
ΔR^2	.006		.122		.005	
R^2	.006		.128		.133	

*** $p < 0.001$.**Table 6.** Conscientiousness and satisfaction of parent-child relationship

	1		2		3	
	B	β	B	β	B	β
Conscientiousness	-.144	-.144	-.075	-.075	-.083	-.083
Satisfaction of parent-child relationship			-.311	-.312	-.312	-.313
Conscientiousness satisfaction of parent-child relationship					.067	.071
<i>F</i>	3.717		18.304***		.976	
ΔR^2	.021		.093		.005	
R^2	.021		.113		.118	

*** $p < 0.001$.

child relationship on the relationship between conscientiousness and turnover intention (adjusted R square=0.005, $F=0.976$).

This study assumes that extraversion of food service employees significantly affect turnover intention and, satisfaction of parent-child relationship influence on the relationship be-

tween extraversion and turnover intention. The Table 7 shows main effects of extraversion (adjusted R square=0.023 and $F=4.140$) and satisfaction of parent-child relationship (adjusted R square=0.091 and $F=17.897$) and, the Table 7 shows the moderating effect of satisfaction of parent-child relationship on the relationship between extraversion and turnover in-

Table 7. Extraversion and satisfaction of parent-child relationship

	1		2		3	
	B	β	B	β	B	β
Extraversion	-.153	-.152	-.077	-.076	-.094	-.094
Satisfaction of parent-child relationship			-.309	-.310	-.305	-.306
Extraversion satisfaction of parent-child relationship					.071	.070
<i>F</i>	4.140*		17.897***		.917	
ΔR^2	.023		.091		.005	
R^2	.023		.114		.118	

* $p < 0.05$ *** $p < 0.001$.

tention (adjusted R square=0.005, $F=0.917$).

This study assumes that openness to experience of food service employees significantly influence on turnover intention and, satisfaction of parent-child relationship influence on the relationship between openness to experience and turnover intention. The Table 8 reveals main effects of openness to experience (adjusted R square=0.010 and $F=1.779$) and satisfaction of parent-child relationship (adjusted R square=0.099 and $F=19.397$). However, the table 8 did not show the moderating effect of satisfaction of parent-child relationship on the relationship between openness to experience and turnover intention (adjusted R square=0.000, $F=0.080$).

5. CONCLUSION

This study assumes that all Big-5 personality factors of employees in food service industry significantly influence on turnover intention. Satisfaction of parent-child relationship influences the relationship between Big 5 personality factors

and turnover intention. As a result, this study shows that all Big-5 personality factors of food service employees influence turnover intention and, there are the moderating effects of the parent-child relationship on between Big-5 personality factors and turnover intention. However, the moderating effects of the parent-child relationship on the relationship between openness to experience and turnover intention, while there is the main effect of parent-child relationship on turnover intention.

Given those results regarding the moderating effect of satisfaction of parent-child relationship, this study shows that parent-child relationship is related to one's personality and tendency also, openness to experience is related with independence, innovation, changeable, challenge. Thus, satisfaction of parent-child relationship may negatively influence on relationship between openness to experience and turnover intention and, it provides facts that employees having openness to experience is not affected by the parent-child relationship.

With the meaningful findings, turnover intention has been

Table 8. Openness to experience and satisfaction of parent-child relationship

	1		2		3	
	B	β	B	β	B	β
Openness to experience	-.100	-.100	-.026	-.026	-.028	-.028
Satisfaction of parent-child relationship			-.322	-.323	-.322	-.323
Openness to experience Satisfaction of parent-child relationship					.019	.020
<i>F</i>	1.779		19.397***		.080	
ΔR^2	.010		.099		.000	
R^2	.010		.109		.109.	

*** $p < 0.001$.

studied with working condition and organization. However, this study shows that studying relationship between personality factor which dealt in pedagogy and sociology and turnover intention and, it would help future researchers to have potential studies about relationship one's personality factors and turnover intention. Moreover, parent-child relationship has been studied in pedagogy. This study shows that a good parent-child relationship which affects personality in hospital-ity management.

These findings will be helpful to human resource managers. Based on parent-child relationship they could hire employees easily. To be specific, employees having good parent-child relationship have low turnover intention. Moreover, this study can apply consulting data of employees to increase job satisfaction through improved parent-child relationships. Efficient human resources management might decrease expenses.

Limitations of this study are that Big-5 personality factors do not explain essential reasons about turnover intention of employees in food service industry. Thus, future studies may use other dependent variables such as relationship with co-workers and working condition. Moreover, future studies may require other independent variables related to personality factors such as Myers-Briggs Type Indicator, Holland because these show one's personality factors. Satisfaction of parent-child relationship does not explain specific reasons about turnover intention of employees in food service industry. Thus, future studies may use other moderating variables of romantic relationship which affect one's personality.

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