





How motivation and Kaizen skills drive employee intent to stay: A cross-sectional study in the food and beverage industry



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ABSTRACT

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This study examined the influence of Kaizen skills, amotivation, and integrated regulation on employees' intention to stay in Vietnam's food and beverage (F&B) industry, a sector marked by high turnover rates. A cross-sectional design with convenience sampling was employed to survey 123 F&B employees in southern Vietnam. Data were collected via Google Forms and in-person interviews. Scales measuring Kaizen skills, motivation, and intention to stay were adapted and validated for use. Multiple regression analysis revealed that Kaizen skills ($\beta = 0.277$, $p = 0.001$) and integrated regulation ($\beta = 0.411$, $p < 0.001$) significantly predicted a higher intent to stay, while amotivation negatively predicted retention ($\beta = -0.294$, $p = 0.002$). Educational level and work type also influenced the intent to stay. The findings underscore the importance of intrinsic and extrinsic motivational factors in employee retention. Kaizen-based training, meaningful work, and alignment with personal values play key roles in fostering long-term commitment. F&B organizations should integrate Kaizen principles into training, support employee development, and align roles with individual values to reduce turnover and enhance retention.

Contribution/ Originality: This research represents the initial exploration of Kaizen's application within food and beverage enterprises in Vietnam, intending to facilitate further in-depth studies on the subject in the future. This study is significant for enterprises as it enhances their understanding of Kaizen and its application, thereby boosting employee retention, particularly within the food and beverage industry in Vietnam.

1. INTRODUCTION

The Food and Beverage (F&B) industry has significantly contributed to Vietnam's economy, with an average GDP growth rate of 6–7% over the past decade. It accounted for approximately 15% of the national GDP in 2018, showing an annual growth of 7%, and is projected to reach a growth rate of 6.5% in 2020 [1]. Despite this economic

impact, the F&B sector faces high employee turnover, especially in the beverage service segment. Over three years, turnover rates increased from 20% in 2017 to 30% in 2018 and 45% in 2019 [2].

In Vietnam, according to iPOS [3], 84.4% of F&B employees work for less than one year, while only 4.1% work for more than two years. This demonstrates a very low intention among employees to remain in the F&B industry. Hien [4] found that the turnover rate of store management staff has significantly increased since 2014, reaching 17.2%. A significant factor influencing employee retention is the quality of training programs, which are often neglected by F&B establishments, adversely affecting retention rates. Proper training enhances employees' intention to stay, fosters fair treatment, and reduces ad hoc behavior, whereas inadequate training has the opposite effect [5]. Therefore, training is a vital aspect of human resource management aimed at improving employee development and retention [6].

2. REVIEW OF LITERATURE

Intention to stay is defined as an employee's long-term willingness to maintain their current employment relationship [7, 8]. In Malaysia's F&B sector, a study found that three variables – Organizational Commitment, Perceived Supervisor Support, and Reward System – explained 44.3% of the variance in employees' intention to stay, suggesting that these factors are effective in enhancing retention in fast food restaurants [9]. Additionally, employees who perceived fair treatment in procedural, distributive, and interactional justice were more likely to increase their perceived organizational support and reduce their intention to leave [2]. Similarly, research in India's F&B industry revealed a strong relationship between motivational factors and employees' intention to stay with their organization [10].

Kaizen, a concept originating in Japan, emerged when management and the government recognized issues in the confrontational management system and an impending labor shortage [11]. Defined as a philosophy of continuous, incremental improvement, "Kaizen" combines "Kai" (Change) and "Zen" (good or for the better), emphasizing ongoing enhancement across the workplace involving both managers and workers [12]. This approach fosters an environment where employee input is valued, making work processes easier and promoting job satisfaction and morale [13]. Kaizen's methodologies vary across organizational levels, encompassing 14 systems, methods, and tools such as Total Quality Management (TQM), Toyota Production System (TPS), Total Productive Maintenance (TPM), 5S, 7 QC Tools, Why-Why Analysis, Training Within Industry (TWI), Visualization, Muda Elimination, Quality Control Circle (QCC), Cross-Functional Teams, Suggestion Systems, and Quality Control Story (QC Story) [14].

This study's demographics centered on the 5S method, a foundational component of Kaizen. When employees engage in the 5S method, it creates awareness of Kaizen's value in their work, as Kaizen typically begins with 5S implementation. The 5S principles include sort, set in order, shine, standardize, and sustain. The process involves removing unnecessary items (sort), organizing essential items for easy access (set in order), regular cleaning (shine), normalizing these practices (standardize), and maintaining them consistently (sustain). By reducing non-value-adding actions like searching for items or unnecessary transportation, 5S improves productivity and quality [14]. In Vietnam, F&B companies have adopted and trained employees using the 5S method. To enhance motivation, organizations have integrated Kaizen into training, making it an essential part of both individual roles and organizational operations [15]. Kaizen is expected to enhance production efficiency and eventually increase workforce numbers [16]. Therefore, the researchers proposed the hypothesis as follows:

H₀: Kaizen would positively predict participants' intent to stay.

Motivation is the psychological construct that describes the mechanism by which individuals and groups choose a particular behavior and persist with it [17]. Employee motivation is about creating an environment that meets their basic emotional drives to acquire, bond, comprehend, and defend, using reward systems, collaboration, meaningful jobs, and fair performance management [18]. Work motivation greatly influences a person's performance; both

intrinsic and extrinsic motivation play a role, and the more motivated an employee is, the more productive their performance will be [19]. Employees in the F&B industries also share the same concept of motivation as others. Interestingly, research in Turkey found that working conditions significantly impact employee motivation in national/international chain F&B enterprises [20].

Amotivation, or the lack of motivation toward an activity, has a significant relationship with workplace deviance [21]. Amotivation in employee motivation only has negative consequences [22]. Evidence shows that amotivated employees exhibit the worst work performance and well-being, while highly motivated and autonomously regulated employees demonstrate better outcomes [23]. Motivation is a particularly important aspect of any workplace; if employees are not motivated, then there is no job satisfaction, which leads to reduced productivity, both of which are key predictors of an intention to leave. Studies emphasize that the lack of organizational support and commitment can directly influence an employee's decision to leave [24].

Employees lacking motivation may feel disengaged, contributing to a decreased intention to stay within the organization [25]. Employee motivation strategies differ for various organizations and for different employees, and they could also be an important factor influencing employees' decisions to stay or leave the organization [26]. A lack of employee commitment and motivation can be a major cause of labor turnover; these factors are dependent on all the other elements contributing to labor turnover [27]. Therefore, the researchers proposed the hypothesis as follows:

H₀₆: Amotivation would negatively predict participants' intent to stay.

Integration in employee motivation refers to the assimilation of regulation with one's core sense of self, leading to self-determination [28]. The regulating factor within an organization can regulate or affect the motivating factor, which in turn affects the behavior and actions of employees [29]. Moreover, integrated regulations (i.e., engaging in an activity because it is fully aligned with one's values and sense of self) also influence employees' decisions to stay or leave. An employee who is motivated by integrated regulation might complete tasks at work because doing so affords an opportunity for community contribution [30].

Not-for-profit workers are more motivated by identified and integrated regulation [31]. When driven by integrated regulation, people not only find the behavior valuable, but they enact the behavior simply because it reflects who they are [32]. Recognizing their role in the organization can increase employees' intention to stay. Employees motivated by integrated regulation are more engaged in their roles and tend to exhibit long-term dedication. This engagement is associated with higher retention rates, as engaged employees are more likely to perceive their role as meaningful and worth pursuing within the same organization [33]. Therefore, the researchers proposed the hypothesis as follows:

H₀₇: Integrated regulation would positively predict participants' intent to stay.

Although Kaizen has been widely applied in the manufacturing sector to improve work efficiency, reduce waste, and enhance quality, its application in the service sector, particularly in the F&B industry, has not been extensively studied. Previous research has primarily focused on how Kaizen optimizes production processes, increases productivity, and improves product quality. However, the F&B sector presents unique characteristics, such as a high-stress work environment, frequent staff turnover, and a prominent level of customer interaction, which may influence the effectiveness of Kaizen in this context.

Recent studies have further highlighted this gap. Ichdan [34] examined the application of Kaizen in manufacturing, emphasizing its role in improving work efficiency, reducing waste, and optimizing processes. This study reaffirmed that Kaizen is not only a technical improvement tool but also has a significant impact on the work environment and employee engagement by fostering a continuous improvement mindset. However, the research was limited to the manufacturing context and has not yet been extended to the service sector, particularly the F&B industry. Similarly, Hazrina and Nurnabiha [9] investigated factors influencing employees' intention to stay in

Malaysia's F&B industry, including organizational commitment, perceived supervisor support, and reward systems. However, their study did not consider Kaizen to be a contributing factor.

Additionally, despite the lack of research on the impact of Kaizen on employees' intention to stay in the F&B industry, there is also limited research on the role of integrated regulation in increasing retention rates. According to the Self-Determination Theory by Ryan and Deci [35], integrated regulation represents the highest level of extrinsic motivation, where individuals fully internalize organizational values and goals as part of their belief system. Employees with highly integrated regulations do not work solely for external factors (such as salary, rewards, or pressure) but also perceive their jobs as meaningful and aligned with their personal values. However, most prior studies have focused on organizational commitment, supervisor support, and reward systems as factors influencing employees' intention to stay, without examining integrated regulation as an intrinsic mechanism that fosters long-term retention.

With the rapid growth of Vietnam's F&B industry, addressing employee retention through effective training is crucial for maintaining team stability, service quality, and motivation. Therefore, this article examines the factors influencing employees' intention to stay within this sector and proposes targeted strategies to enhance retention rates. By exploring key elements that affect employees' intent to stay, the study aims to offer practical solutions tailored to the unique challenges of the F&B industry.

3. METHODOLOGY

3.1. Research Design

This study is a cross-sectional study, using the convenience sampling method for data collection. The researchers collected employee data from several F&B industries in the South of Vietnam. The participants first received informed consent from the researchers, which contained information about the study and what data would be collected. Written or verbal consent was given by participants before they participated in this study.

3.2. Procedures

The data collection was conducted from the beginning of April 2024 to the end of June 2024. The study utilized a survey method via Google Forms and a direct interview method to collect data. The researchers contacted the HR department of some F&B industries to distribute the questionnaire to their employees. Social media platforms (e.g., Facebook) and in-person interviews were also used. The participants had the right to freely participate or withdraw without any consequences to their job, and the researchers answered and explained their questions if they had any concerns.

The conceptual method and the back-translated method were applied to the translation process of scales in this study. Two independent researchers who are fluent in Vietnamese and English translated all scales from English to Vietnamese and translated them back. In the end, the researchers carefully examined each item to ensure that the translations accurately captured the intended concepts [36].

3.3. Ethical Considerations

Informed consent was obtained from all participants, and the identities of both participants and the food and beverage industries remain anonymous. This study also strictly followed the Declaration of Helsinki [37] and the guidelines of the American Psychological Association [38] when conducting research related to humans. This study has received approval from the Ho Chi Minh City University of Economics and Finance, Vietnam.

3.4. Measurements

3.4.1. Motivation

The Work Extrinsic and Intrinsic Motivation Scale, developed by Tremblay, et al. [39], was used to measure the motivation of employees. The original scale has 18 items and was responded to based on the Likert scale range from 1 (does not correspond at all) to 7 (corresponds exactly). Researchers only used two subscales – Amotivation (items 3, 12, and 17; e.g., I don't know, too much is expected of us) and Integrated Regulation (items 5, 10, and 18; e.g., Because this job is a part of my life) – in this study. The Amotivation and Integrated Regulation subscales have good reliability in the original study, with Cronbach's α of 0.60 and 0.84, respectively; as well as in this study, with Cronbach's α of 0.604 and 0.855, respectively.

3.4.2. Kaizen Skills

The Kaizen Knowledge, Skills, and Attitudes survey, developed by Doolen, et al. [40], was used to measure the kaizen of employees.

The original survey had 23 items and was responded to based on the Likert scale range from 1 (strongly disagree) to 6 (strongly agree). Researchers only used the Kaizen Skills subscale (4 items; e.g., I have gained new skills as a result of my participation in kaizen activities) in this study. The Kaizen Skills subscale has good reliability in the original study, with Cronbach's α of 0.79, as well as in this study, with Cronbach's α of 0.924.

3.4.3. Intent to Stay

The Intention to Stay scale, taken from a part of a large survey developed by Milliman, et al. [41], was used to measure the intent to stay of employees. The Intent to Stay scale has 3 items (e.g., I plan to work at my present job for as long as possible) and was responded to based on the Likert scale range from 1 (strongly disagree) to 7 (strongly agree). The Intent to Stay scale has good reliability in the original study, with construct reliability of 0.77, as well as in this study, with Cronbach's α of 0.658.

3.5. Data Analysis

After it had been collected, the data were imported into Excel software for data coding and cleaning. Data with missing values and illogical entries were removed (7 out of 130). The data were entered into SPSS software for further analysis. Descriptive statistics were used to analyze participants' socio-demographics and variables. Comparison and correlation tests were used for in-depth analysis. The Z score of all scales, obtained by dividing skewness or kurtosis values by their standard errors, falls between the absolute z-value ± 3.29 [42]. Therefore, all scales could be considered to have a normal distribution for a moderate sample size ($50 \leq n < 300$) and could be analyzed using parametric tests [43].

4. RESULTS

Table 1 presents the socio-demographic characteristics of 123 participants. The sample consists of 66.7% females ($n = 82$) and 33.3% males ($n = 41$). Regarding education level, the majority of participants have a university degree (50.4%, $n = 62$), followed by those with vocational school education (16.3%, $n = 20$), high school education (14.6%, $n = 18$), college education (14.6%, $n = 18$), and a small percentage holding graduate degrees (4.1%, $n = 5$). Concerning types of work, most participants are working full-time (66.7%, $n = 82$), with 30.1% ($n = 37$) working while studying, and only 3.3% ($n = 4$) working part-time. The distribution of work schedules indicates that nearly half of the participants (48.8%, $n = 60$) follow a shift work schedule, while 26.0% ($n = 32$) have a flexible schedule, and 25.2% ($n = 31$) adhere to an office schedule (8 to 5).

Table 2 presents descriptive statistics, reliability, and correlations for four scales: Intent to Stay (IS), Amotivation (AMO), Integrated Regulation (INTEG), and Kaizen Skills (KS), based on data from 123 participants. The mean

scores across the scales ranged from 2.99 to 4.39, with standard deviations (SD) from 1.26 to 1.48. The variance was highest for INTEG (2.20) and lowest for AMO (1.58). Cronbach's α values ranged from 0.604 to 0.924, indicating good scale reliability [44].

Table 1. Socio-demographic of participants (N = 123).

Socio-demographic group		n	%
Gender	Female	82	66.7
	Male	41	33.3
Education level	High school	18	14.6
	Vocational school	20	16.3
	College	18	14.6
	University	62	50.4
	Graduate	5	4.1
Types of work	Working while studying	37	30.1
	Working part-time	4	3.3
	Working full-time	82	66.7
Types of work schedule	Office schedule (8 to 5)	31	25.2
	Flexible schedule	32	26.0
	Shift work schedule	60	48.8

Note: n = Number of participants, % = Percentage.

The correlations among the scales reveal significant relationships [45]: IS was positively and moderately correlated with INTEG ($r = 0.467$, $p < 0.001$) and KS ($r = 0.417$, $p < 0.001$), while AMO was negatively but not significantly correlated with IS ($r = -0.071$, $p > 0.05$).

Notably, AMO showed a weak positive correlation with INTEG ($r = 0.300$, $p < 0.001$) and KS ($r = 0.203$, $p < 0.05$). INTEG also showed a positively moderate correlation with KS ($r = 0.456$, $p < 0.001$).

Table 2. Mean, standard deviation, variance, reliability, and correlation of four scales (N = 123).

Variable	M	SD	VAR	CA	Scales			
					IS	AMO	INTEG	KS
IS	4.39	1.46	2.14	0.658	1.000	-0.071	0.467***	0.417***
AMO	2.99	1.26	1.58	0.604		1.000	0.300***	0.203*
INTEG	4.08	1.48	2.20	0.855			1.000	0.456***
KS	3.56	1.47	2.16	0.924				1.000

Note: M = Mean, SD = Standard deviation, VAR = Variance, CA = Cronbach's α , IS = Intent to stay, AMO = Amotivation, INTEG = Integrated regulation, KS = Kaizen skills, *** = Correlation is significant at the 0.001 level (2-tailed), * = Correlation is significant at the 0.05 level (2-tailed).

A t-test and one-way ANOVA were conducted to examine the impact of socio-demographics on four scales. Results indicated a statistically significant difference in mean IS across education levels ($F(4, 118) = 4.664$, $p = 0.002$). Tukey's HSD test showed significant differences in mean IS between high school ($M = 5.24$, $SD = 1.23$) and university level ($M = 3.91$, $SD = 1.47$), $p = 0.004$, 95% C.I. = [0.301, 2.352], as well as between college ($M = 4.98$, $SD = 1.22$) and university level ($M = 3.91$, $SD = 1.47$), $p < 0.05$, 95% C.I. = [0.042, 2.093].

Additionally, one-way ANOVA showed a significant difference in mean IS across types of work ($F(2, 120) = 5.132$, $p = 0.007$), with Tukey's HSD indicating a difference between working while studying ($M = 3.83$, $SD = 1.55$) and working full-time ($M = 4.68$, $SD = 1.32$), $p = 0.008$, 95% C.I. = [-1.516, -0.184]. However, no significant differences were found in mean IS, AMO, INTEG, and KS across gender or types of work schedule (all $p > 0.05$). Detailed statistics for these variables are provided in Table 3.

Table 3. Comparison of four scales across socio-demographics (N = 123).

Socio-demographic group		M ± SD			
		IS	AMO	INTEG	KS
Gender ^a		p > 0.05	p > 0.05	p > 0.05	p > 0.05
	Female	4.26 ± 1.44	2.91 ± 1.24	3.96 ± 1.38	3.45 ± 1.47
	Male	4.65 ± 1.49	3.16 ± 1.29	4.33 ± 1.66	3.77 ± 1.47
Education level ^b		p = 0.002	p > 0.05	p > 0.05	p > 0.05
	High school ¹	5.24 ± 1.23	2.94 ± 1.03	4.26 ± 1.40	4.10 ± 1.19
	Vocational school	4.67 ± 1.45	3.27 ± 1.68	4.28 ± 1.88	3.39 ± 1.50
	College ²	4.98 ± 1.22	2.81 ± 1.34	4.17 ± 1.50	3.75 ± 1.41
	University ^{1,2}	3.91 ± 1.47	2.96 ± 1.17	3.96 ± 1.42	3.33 ± 1.56
	Graduate	4.00 ± 0.82	3.13 ± 0.96	3.80 ± 0.93	4.35 ± 0.55
Types of work ^b		p < 0.01	p > 0.05	p > 0.05	p > 0.05
	Working while studying ³	3.83 ± 1.55	2.89 ± 1.34	3.69 ± 1.55	3.43 ± 1.61
	Working part-time	3.67 ± 2.02	3.75 ± 1.00	4.33 ± 3.13	4.19 ± 1.82
	Working full-time ³	4.68 ± 1.32	3.00 ± 1.23	4.24 ± 1.34	3.59 ± 1.39
Types of work schedule ^b		p > 0.05	p > 0.05	p > 0.05	p > 0.05
	Office schedule (8 to 5)	4.20 ± 1.36	2.92 ± 1.26	4.22 ± 1.38	3.16 ± 1.55
	Flexible schedule	4.53 ± 1.71	2.98 ± 1.31	3.98 ± 1.82	3.85 ± 1.48
	Shift work schedule	4.41 ± 1.38	3.04 ± 1.25	4.07 ± 1.35	3.60 ± 1.40

Note: IS = Intent to stay, AMO = Amotivation, INTEG = Integrated regulation, KS = Kaizen skills.

^a T-test.

^b ANOVA with Tukey HSD post-hoc.

¹ p = 0.004.

² p < 0.05.

³ p = 0.008.

A multiple linear regression analysis was conducted to determine whether AMO, INTEG, and KS significantly predicted IS. The regression model was statistically significant, with an adjusted R² of 0.312 (F(3, 119) = 19.413, p < 0.001).

Table 4. Regression model ^b.

Model	R	R square	Adjusted R square	Std. error of the estimate	Durbin-Watson
1	0.573 ^a	0.329	0.312	1.21413	1.683

Note: ^a Predictors: (Constant), KS, AMO, INTEG.

^b Dependent variable: IS.

IS = Intent to stay, AMO = Amotivation, INTEG = Integrated regulation, KS = Kaizen skills.

AMO (B = -0.294, p = 0.002, 95% C.I. = [-0.476, -0.112]), INTEG (B = 0.411, p < 0.001, 95% C.I. = [0.241, 0.581]), and KS (B = 0.277, p = 0.001, 95% C.I. = [0.110, 0.444]) were all significant predictors of IS. The regression equation for the model is IS = 2.607 + (-0.294) * AMO + 0.411 * INTEG + 0.277 * KS + ε. Refer to Table 5 for further details.

Table 5. Coefficients ^a.

Model	Variable	Unstandardized		Standardized coefficients	t	Sig.	95% confidence interval for B	
		B	Std. error	Beta			Lower bound	Upper bound
1	Constant	2.607	0.391		6.672	< 0.001	1.834	3.381
	AMO	-0.294	0.092	-0.252	-3.196	0.002	-0.476	-0.112
	INTEG	0.411	0.086	0.416	4.791	< 0.001	0.241	0.581
	KS	0.277	0.084	0.279	3.29	0.001	0.110	0.444

Note: ^a Dependent variable: IS.

IS = Intent to stay, AMO = Amotivation, INTEG = Integrated regulation, KS = Kaizen skills.

5. DISCUSSION

This study examines the impact of factors such as demotivation and integrated regulation on the retention intentions of F&B employees. It specifically explores how the application of Kaizen in training influences these intentions.

Pratiksha and Roohi [10] highlight that motivation explains most of the variation in employee retention, with partial correlation accounting for 66.9% and part correlation for 42.1% of the intention to stay. Similarly, Fernando and Ranaweera [46] found that motivation partially mediates the relationship between non-financial rewards and employee turnover intention, with this intermediate impact accounting for 41.33%. These studies emphasize motivation as a key factor in employee retention. A lack of motivation negatively affects job performance and reduces employees' intention to stay with the organization. Recent research, such as that by Dewi, et al. [47], shows that 48.3% of motivation-related studies focus on factors like physiological, safety, social, esteem, and self-actualization needs. Additionally, 49% of studies, according to Dewi, et al. [47], link motivation to the work environment, while 65.9% of studies, as also noted by Dewi, et al. [47], associate motivation with work quality, quantity, responsibility, and employee attitude. Decreased motivation is also linked to insufficient wages. This study examines amotivation in terms of the work environment, self-expectations, and the need for recognition, finding that a decline in these factors leads to reduced motivation and, consequently, a lower intention to stay in the F&B industry.

Our research aligns with the findings of Murray and Holmes [48], who suggested that the intention to stay is positively influenced by Integrated Regulation, particularly through the meaningfulness dimension of employee empowerment. Similarly, Charles-Leija, et al. [49] argued that when employees perceive their jobs as lacking contribution to their life purpose, their intention to seek alternative employment increases. Additionally, Awolusi and Jayakody [50] found that 83% of employees leave their jobs due to insufficient development opportunities. This provides a new perspective on the role of integrated regulation in employee retention. Although prior research has not fully explored this aspect, this study offers empirical evidence suggesting that integrated regulation is a key factor in enhancing employee intention to stay in the F&B industry.

Awolusi and Jayakody [50] found that training and development programs have a significant impact on employee retention, with a strong correlation at the 0.01 level. This supports the importance of training in the F&B industry. However, Garcia-Martinez and Diala [51] argued that the amount of training has no direct relationship with retention intentions. Instead, the effectiveness of the training and the type of training received, along with employees' perceptions of its effectiveness, are key factors influencing retention. In this research, the researchers observed positive outcomes when training and development were conducted using the Kaizen approach. This suggests that selecting the right type of training can significantly enhance employees' intention to stay. The application of Kaizen improves employees' skills and strengthens their commitment to the organization. However, Kaizen is not yet widely implemented in the F&B industry, and recent studies on its use for boosting retention are limited. Nevertheless, its application in service-related industries has shown promising results.

Our research shows that employees with higher education levels tend to have a lower intention to stay with their organizations, which aligns with the findings of Blomme, et al. [52]. They observed that highly educated hotel employees were more likely to leave due to issues such as salary dissatisfaction and limited career advancement opportunities. In contrast, high school graduates often have more realistic expectations about their jobs and income, which contributes to greater job satisfaction and lower turnover intentions. Erdogan and Bauer [53] also noted that individuals with higher education may experience reduced retention intentions due to overqualification. Additionally, Mulyawan, et al. [54] found that highly educated employees tend to have higher expectations for career advancement that align with their qualifications and may feel inferior in lower-level positions, further driving turnover. On the other hand, employees with lower educational qualifications may feel insecure about leaving their current positions, fearing that their limited education could hinder future job prospects. While employees with higher qualifications

often seek roles with clear specialization or advancement, the F&B industry's repetitive tasks, high pressure, and limited career development opportunities typically do not meet these expectations.

Our findings are consistent with those of DiPietro and McLeod [55], who found that part-time employees are more likely to consider leaving their jobs as time progresses. Part-time employees often view their positions as temporary or supplementary, with less stable work schedules and fewer advancement opportunities compared to full-time employees, who typically exhibit higher commitment and clearer career goals. Sobaih, et al. [56] also noted that part-time employees are generally less satisfied with their working hours, schedules, training, pay, benefits, promotion opportunities, job security, and performance appraisals than full-time employees. In contrast, full-time employees tend to report higher satisfaction and motivation. However, Jo and Joung [57] found that while factors such as organizational development and rewards/benefits significantly affect part-time employees' job satisfaction and organizational commitment, they do not significantly impact their intention to stay. Despite these nuances, most studies suggest that part-time employees' intention to leave is ultimately inevitable.

6. IMPLICATIONS

The findings of this study emphasize the need to address both intrinsic and extrinsic factors to improve employee retention in the F&B industry. By creating a supportive work environment and enhancing employees' sense of competence and contribution, employers can effectively reduce the impact of amotivation. Tailored motivational programs that recognize employees' contributions and align their work goals with personal development can significantly lower turnover intentions. The study also highlights the importance of integrated regulation in retention efforts. Employers should focus on fostering a sense of purpose in employees' roles by emphasizing the meaningfulness of their work. This can be achieved through strategic leadership, clear communication of organizational values, and providing opportunities for personal growth. Additionally, the findings suggest that incorporating Kaizen principles into training programs could offer substantial benefits. Although Kaizen is not yet widely adopted in the F&B sector, its integration into training and development initiatives could enhance both employees' skills and their commitment to the organization, thereby reducing turnover and improving overall performance. Finally, the association between higher educational attainment and lower retention intentions suggests that F&B organizations should prioritize career development opportunities for employees with higher qualifications. Offering clearer career paths, leadership training, and opportunities for advancement may help retain highly educated employees and reduce turnover.

7. LIMITATIONS AND RECOMMENDATIONS

This study has several limitations that should be acknowledged. First, as a cross-sectional study, it does not allow for causal conclusions but is limited to predicting relationships between variables. Additionally, the sample was drawn from specific locations within the F&B industry, which may limit its diversity and generalizability. The lack of sufficient references to previous studies further complicates the interpretation and discussion of the results. Future research should address these limitations by expanding the sample, including a broader range of locations, and incorporating more comprehensive references to existing literature. Further attention and research on F&B employees are also necessary, as this industry plays a crucial role in the economies of developing countries.

8. CONCLUSION

This study examined the factors influencing employees' intention to stay in the food and beverage (F&B) industry, focusing on motivation, integrated regulation, and the role of Kaizen in training programs. The findings emphasize the significance of both intrinsic and extrinsic motivational factors in shaping retention intentions. Specifically, amotivation and integrated regulation were found to have a substantial impact on employees' intention to stay, while the application of Kaizen in training showed considerable potential in enhancing employees' skills and

organizational commitment. These results underscore the importance of creating supportive work environments, offering meaningful job experiences, and investing in continuous training to reduce turnover and promote long-term employee engagement. Future research should explore the applicability of Kaizen and other motivational strategies across various industries further to expand on these findings.

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