



## Modeling the Relationship Between Employee Conflict, Work Stress, and Turnover Intention in the Food-Service Industry

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### Abstract

The fast-paced and demanding food service industry faces challenges like Employee Conflict, workplace stress, and high Turnover Intentions, which impact both employee well-being and business performance. This study examines the causal relationships among Employee Conflict, Work Stress, and Turnover Intention using Partial Least Squares Structural Equation Modeling (PLS-SEM). A sample of 237 food service restaurant workers from Pampanga, Philippines, was selected via purposive sampling. Data were collected using a survey instrument with rating scales. The study evaluated the model's fit, internal reliability, and construct validity using confirmatory factor analysis. Path analysis revealed a moderate fit of the model to the data, indicating acceptable reliability and validity. Findings showed a direct positive effect of Employee Conflict on Turnover Intention, with Work Stress having an indirect influence. Recommendations include the following: implementing conflict resolution and stress management programs, improving communication, offering flexible work hours, task management, employee assistance programs, rewards, and career advancement opportunities. Due to geographical limitations, future studies should also employ qualitative or mixed methods and longitudinal designs to examine these effects over time.

**Keywords:** *Turnover Intention; Employee Conflict; Work Stress; PLS-SEM; Food Service; Restaurant*

### INTRODUCTION

The food service industry, which is characterized by its demanding and rapid-paced environment, is often confronted with challenges such as Employee Conflict, workplace stress, and high Turnover Intentions. These issues, which are deeply intertwined with organizational dynamics, exert significant influence on both the well-being of employees and the overall performance of businesses. On a global scale, turnover rates in this sector remain alarmingly high, reaching as high as 60% annually (Miller & Banks-Hall, 2020; Park & Min, 2020). Elevated employee turnover can substantially undermine an establishment's operational efficiency and customer satisfaction, particularly in areas like Pampanga, which are celebrated as the "culinary capital of the Philippines" (Cadiogan et al., 2021). Ensuring workforce stability in this context is vital for maintaining not only business continuity but also the region's distinguished culinary heritage.

While prior research has thoroughly examined the determinants of Turnover Intention across various sectors (Jalees et al., 2023; Ribeiro et al., 2021; Syahrudin, 2022), a significant gap persists in the literature concerning the simultaneous effects of Employee Conflict and work-related stress, especially within restaurant environments in the food service industry. Despite increasing awareness of the role that conflict resolution and stress management play in mitigating turnover, empirical studies addressing this specific intersection remain scarce (Budiman et al., 2016; Salama et al., 2022).

This research seeks to bridge the existing gap in the literature by examining the interconnections between Employee Conflict, work-stress, and Turnover Intention in the restaurant sector's food service workforce. Utilizing a structural equation model, this research seeks to provide a clearer understanding of how the relationship between Employee Conflict stemming from the restaurant industry affects Turnover Intention, which is mediated by Work

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Stress. The findings offer valuable insights into developing targeted interventions to enhance employee retention and promote workplace harmony in the food service sector.

## LITERATURE REVIEW

### Employee Conflict

Employee Conflict is a widespread concern across various industries, particularly in the food service sector, where it can arise from factors such as job responsibilities, interpersonal relationships, and organizational challenges (Shallcross et al., 2013). Numerous studies have indicated that unresolved conflicts among employees often lead to adverse organizational outcomes, including elevated turnover rates (Budiman et al., 2016; Rubel et al., 2017). Turnover Intention, which signifies an employee's intention to leave their current employment, is strongly impacted by workplace conflicts (Sarmawa et al., 2020). The high-pressure environment typical of food service further intensifies these conflicts, increasing the likelihood of employees considering resignation (Adiguna & Suwandana, 2023).

According to Wairisal (2022) and Fisher et al. (2020), the following factors contribute to work conflicts in organizations: (a) work coordination that is not carried out; (b) dependencies in task execution; (c) unclear duties (no job description); (d) differences in job authorization; (e) differences in comprehension of organizational goals; and (f) differences in perception. (g) A system of rewards for incentive competency; (h) an ineffective motivational technique. These conflicts emphasize the importance of gaining a deeper understanding of how common actions and organizational structures contribute to employee interactions and workplace harmony.

### Work-stress

Stress is a major concern in professional environments. Stress is not a diagnosable medical condition; it can exert detrimental impacts on mental and physiological well-being. According to the Health and Safety Executive (2019), a significant number of working days are lost each year because of stress, depression, or anxiety. According to surveys conducted among employees, the primary sources of stress include heavy workloads, ineffective management practices, and the struggle to maintain a healthy work-life balance (Davies, 2021; Advisory, Conciliation and Arbitration Service, 2019). Work Stress can lead to symptoms that affect individuals' psychological, physical, and behavioral well-being, resulting in disruptions to their normal functioning (Satata et al., 2022).

Srivastava et al. (2023) also highlighted the considerable effect of workplace stress on overall well-being and productivity, emphasizing the need for proactive measures to address and reduce this issue. This evidence underscores the imperative to establish and enforce strategies that can prevent or reduce workplace stress. The notion of "proactive measures" emphasizes the importance of being preemptive and preventive rather than merely reactive when addressing such issues. According to scholars on Work Stress, stressors are demands from the environment that exceed an individual's capacity or aptitude to handle (Ahmad et al., 2021). This definition also aligns with the description provided by the World Health Organization, which characterizes occupational or job stress as the reaction individuals may experience when confronted with work demands and pressures that do not correspond to their knowledge and skills and pose a challenge to their ability to manage (World Health Organization, 2020). Ahmad et al. (2021) also suggested that work-related stress is a complex phenomenon shaped by the confluence of environmental, organizational, and personal factors. The key stressors are excessive workload, time constraints, and insufficient social support. Additionally, individual traits and cultural stressors significantly influence the perception and experience of stress. Effective management of Work Stress necessitates the integration of individual coping mechanisms, such as mindfulness, and organizational strategies

aimed at fostering a supportive and recuperative work environment. Furthermore, the utilization of mindfulness practices and exposure to natural environments has been shown to alleviate work-related stress, enhancing well-being and professional performance (Menardo et al., 2022). These concepts explicitly illustrate that stress arises when employees' competencies fail to meet final expectations placed upon them (Garin & Chaiyaphongpipat, 2020; Mahipalan & Sheena, 2019).

### **Turnover Intention**

Employee turnover is a significant concern for organizations in the restaurant industry (Rasheed et al., 2020). In fact, the hotel and restaurant industry encounter an ongoing issue of employee turnover on an international scale (Lestari et al., 2023; Santhanam et al., 2021). Workplace attitudes, job-related stressors, role conflicts, burnout, and the level of support from colleagues significantly influence Turnover Intention in the hospitality sector (Park & Min, 2020). Turnover Intention pertains to the conscious recognition or contemplation of employees regarding their desire to quit their current employment (Park & Min, 2020; Akgunduz & Eryilmaz, 2018). The concept of Turnover Intention denotes the likelihood or desire of employees to leave their current employment and frequently acts as a direct precursor to subsequent voluntary turnover actions (Wong & Cheng, 2020; Apriani & Siregar, 2023). Incontrovertably, the hotel and restaurant industry experiences a higher turnover rate than other sectors, with a range of 60%–120 percent annually (Park & Min, 2020). Numerous factors contribute to high staff turnover rates in hotels, such as unfavorable working conditions, low wages, a lack of employment security, and limited opportunities for advancement (Ghani et al., 2024; Norbu & Wetprasit, 2021). Turnover is being addressed ineffectively, despite human resource professionals having identified as a concern (Romaiha et al., 2023; Ndembele et al., 2021).

### **Relationship between Employee Conflict, Work Stress, and Turnover Intention**

The interplay between Employee Conflict, Work Stress, and Turnover Intentions constitutes a pivotal area of inquiry into organizational behavior. Gaining insights into these interactions enables organizations to devise strategies aimed at talent retention and the enhancement of workplace conditions. The study conducted by Rubel et al. (2017) indicates that all three aspects of role stressors contribute to an increase in conflict among employees, both in the workplace and within families. These conflicts also lead employees to express an intention to leave their jobs. Sarmawa et al. (2020) further emphasized that excessive job demands and unreasonable workloads are associated with increased employee stress, resulting in decreased employee commitment to the firm. The direct relationship between high job demands—characterized by overwhelming workloads and prolonged working hours—and increased employee stress has been well documented. Job stress has a direct and substantial impact on Turnover Intention. Heightened Work Stress markedly elevates employees' propensity to consider leaving their current positions (Xue et al., 2022; Adiguna & Suwandana, 2023; Bhat et al., 2023; Hakro et al., 2022; Ernawati, et al., 2022). Consequently, there is a positive correlation between the intensity of stress and the rate at which employees want to leave their jobs. Budiman et al. (2016) confirmed that the amount of work and conflicts at work have a significant impact on employee stress, which subsequently influences the level of turnover. Nurjaya et al. (2020) also affirmed that job stress and work conflict—with Work Stress having a 37.0% effect and work conflict having a 49.9% effect—have considerable impacts on employee Turnover Intention in MSMEs. In summary, prior research consistently indicates that Work Stress and interpersonal conflict are substantial predictors of employees' Turnover Intentions.

### Supporting Theory

Stress as a response by [Selye \(1956\)](#) established that stress can manifest as a response. Within his stress model, he elucidated the manner in which stress engenders physiological patterns. He recorded this tendency in the General Adaptation Syndrome theory. This theory conceptualizes stress as a response that is influenced by three fundamental concepts: (a) Stress is a defense mechanism; (b) Stress arises when there is danger, resistance, or exhaustion; (c) stress, in the long term, can lead to adaptation. To validate these theories, this study investigates the structural equation model evaluating the impact of Employee Conflict and Work Stress on Turnover Intention among food service workers. The research framework depicted in Figure 1 delineates the paradigm of this study, highlighting the impact of Employee Conflict and Work Stress on Turnover Intention among food service workers. This strengthens the following hypotheses: (H1) Employee Conflict directly affects food service workers' Turnover Intention; and (H2) Work Stress plays a mediating role and indirectly affects the relationship between Employee Conflict and Turnover Intention.

Prior research confirms a direct link between Employee Conflict and Turnover Intention ([Rubel et al., 2017](#)). Conflicts, whether task-related or personal, contribute to increased stress and dissatisfaction at work, leading to employees contemplating leaving their current roles ([Sarmawa et al., 2020](#)). Studies conducted in similar settings, such as hotels and other service industries, have revealed that interpersonal conflict among employees is a major driver of Turnover Intention ([Park & Min, 2020](#)). In the food service industry, the fast-paced nature and frequent interpersonal interactions further heighten this effect ([Wong & Cheng, 2020](#)).

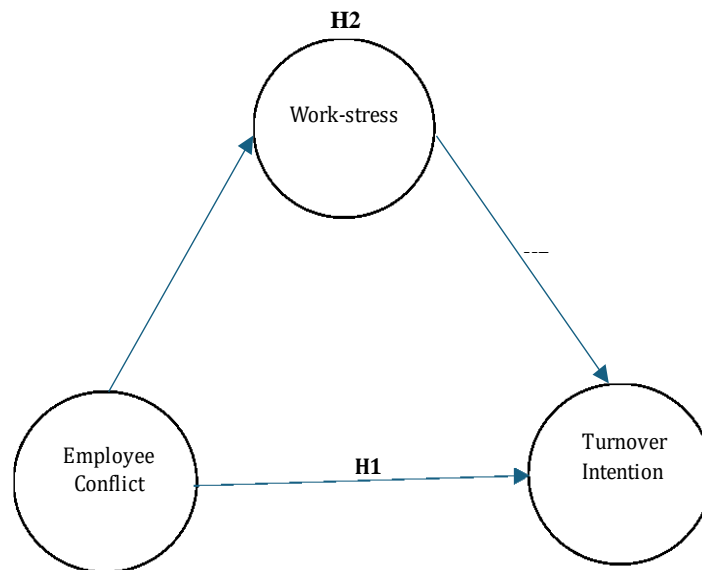
Work Stress is another significant factor contributing to Turnover Intention. Stress arises when employees face demands that exceed their capabilities, leading to physical and emotional strain ([Davies, 2021](#)). In high-pressure environments like restaurants, excessive workloads, tight deadlines, and poor working conditions significantly heighten stress levels, which can lead to burnout and ultimately lead employees to leave ([Srivastava et al., 2023](#); [Xue et al., 2022](#)). Numerous studies on various sectors confirm the relationship between stress and Turnover Intention ([Mehmood et al., 2023](#)).

H1: Employee Conflict has a significant effect on Turnover Intention

Research consistently shows that Work Stress leads to increased Turnover Intention, especially in demanding environments like the food service industry ([Ernawati et al., 2022](#); [Hakro et al., 2022](#)). As employees struggle with stressors such as long hours and emotional exhaustion, they become more likely to leave their jobs ([Bhat et al., 2023](#)). [Budiman et al. \(2016\)](#) found that stress not only influences Turnover Intention directly but also intensifies the impact of other factors like interpersonal conflict.

Employee Conflict is also a critical factor that influences Work Stress. Unresolved conflicts often lead to increased stress levels as employees experience emotional strain, anxiety, and frustration. According to [Fisher et al. \(2020\)](#), workplace conflicts are a significant source of stress in organizations, worsening tensions between colleagues and management. The stress induced by these conflicts affects not only job performance but also employee well-being ([Rubel et al., 2017](#)).

H2: Work Stress can mediate the relationship between Employee Conflict and Turnover Intention



**Figure 1.** Research Framework

Figure 1 also shows the relationship between Employee Conflict and Work Stress. This strengthens the model by acknowledging the significant direct effect of Employee Conflict on stress, which, in turn, influences Turnover Intention. Employee Conflict has a significant effect on Work Stress.

Several studies have demonstrated a strong relationship between Employee Conflict and Work Stress (Nurjaya et al., 2020). Conflicts that remain unresolved contribute to a stressful work environment that affects the mental and physical health of employees (Shallcross et al., 2013). In service-oriented sectors, such as restaurants, where teamwork and interpersonal relationships are critical, the stress resulting from conflicts can disrupt operations and reduce job satisfaction (Wairisal, 2022).

## RESEARCH METHOD

This research is a social science survey using a quantitative methodology. The population of the study was food service workers who are assigned to work in a restaurant, including restaurant manager, chef, cook, dishwasher, stocker, server, host/hostess, bartender, barista, drive-thru operator, cashier, and busser. The reason justification is that these employees are directly involved in the daily operations and customer service aspects of the food service industry. Utilizing a random sampling approach, the researcher personally distributed 289 self-administered survey questionnaires with rating scales. These questionnaires were structured into four distinct parts: Employee Conflict, work-stress, Turnover Intention, and demographic data. After preprocessing to eliminate noise in the data, detecting outliers, imputation of missing values, and elimination of duplicated information, only 237 samples qualified for statistical analysis. The questionnaires were designed to align with the authentic social context, traditions, and local cultural norms of the Kapampangan community (dialect in the province of Pampanga, Philippines). Therefore, all measurements were translated into Kapampangan and back translated into English. In adherence to ethical standards, respondents were assured of confidentiality regarding their identity and information. This data will not be publicly acknowledged or shared with any third parties without permission and will be analyzed in aggregate form through a statistical program exclusively for research purposes.

In alignment with the research objectives, the supplied data will undergo a detailed analysis using SmartPLS4.0. The same approach was also applied by Iqbal et al. (2021). Partial Least Squares

–Structural Equation Modeling (PLS-SEM) was applied in this research because of its capacity to provide exploratory analysis to uncover relationships withheld data (Avkiran, 2018; Hair et al., 2017). The methodology also permits researchers to hypothesize that Employee Conflict directly affects Turnover Intention among food service workers, while Work Stress acts as a mediating variable that indirectly impacts the relationship between Employee Conflict and Turnover Intention.

**Measures**

The demographic information of the questionnaire included sex, age, and restaurant positions: restaurant manager, chef, cook, dishwasher, stocker, server, host/hostess, bartender, barista, drive-thru operator, cashier, and busser. Regarding Employee Conflict a 5-item rating scale from Barki and Hartwick (2004) was employed, which measured disagreement and emotional tension; examination of differences in focus of conflict (i.e., relationship, task). An example item was “I have experienced disagreement with a co-employee over task process (EC2)” and “I experience excessive competition with co-employee/s (EC3).” As per Turnover Intention, a 5-item rating scale from Ike et al. (2023) was used to measure the organizational culture factor. An example item was: “My major dissatisfaction in life comes from my job environment (TI3)” and “I experience a feeling of toxicity in my workplace (TI4).” With reference to Work Stress among food service employees, a 5 item-rating scale from Frantz and Holmgren (2019) was used. “My workload has increased (WS4)” and “I think about work after my working-day (WS5)”.

The goal was to collect survey responses from 289 food service workers selected randomly from restaurants in the province of Pampanga, Philippines from November 4, 2023 to March 30, 2024, between 7:00-8:00am (opening of the restaurant) and 4:00-7:00pm. (closing of the restaurant). Participants, who were food service workers, filled out the survey anonymously in the privacy of their workplace, each approximately 5 minutes to complete the survey. Here, food service workers refer to workers in a restaurant at the time of the data gathering and includes restaurant manager, chef, cook, dishwasher, stocker, server, host/hostess, bartender, barista, drive-thru operator, cashier, and busser.

**FINDINGS AND DISCUSSION**

The results of the data analysis were categorized into two parts: descriptive statistics, offering a general snapshot of the samples, and inferential statistics for testing the hypotheses. The analysis included 237 samples from both sections. Table 1 presents the descriptive statistics, showing that most respondents were female (54.01%). This suggests that the food service industry, at least within the context of this study, has a higher proportion of female employees; aged between 18 and 24 years (30.80%). This age group represents a relatively young workforce, often characterized by higher turnover rates and different stressors compared to older employees; and primarily holding the position of chef (24.47%). This indicates that the study’s findings may be particularly relevant to those in culinary roles.

**Table 1.** Respondent Profile

Profile	Frequency	Percentage
<i>Sex</i>		
Male	109	45.99%
Female	128	54.01%
<i>Age</i>		
16-17	22	9.28%
18-24	73	30.80%



Profile	Frequency	Percentage
25-34	51	21.52%
35-44	34	14.35%
45-54	28	11.81%
55-64	21	8.86%
65 and above	8	3.38%
<i>Job position in a restaurant</i>		
Restaurant manager	14	5.91%
Supervisor	15	6.33%
Chefs	58	24.47%
Dishwasher	30	12.66%
Stocker	7	2.95%
Waiter/Waitress	57	24.04%
Receptionist	14	5.91%
Bartender	14	5.91%
Drive-thru operator	14	5.91%
Cashier	14	5.91%

The descriptive statistics for the scales, including their means and standard deviations, are displayed in Table 2. Ensuring the normality of variables is essential for most inferential statistical analyses. Acceptable skewness values range from -3 to +3 and kurtosis values from -10 to +10, as per Brown (2006) when using SEM. Moreover, all correlations between components with moderate correlation levels were found to be statistically significant.

**Table 2.** Descriptive Statistics for Scale, Skewness, Kurtosis, and Correlation Matrix

Scale	M	SD	N	Skew	Kur	EC	WS	TI
EC	4.465	0.721	237	-2.552	8.304	1	0.431	0.324
WS	4.536	0.581	237	-1.349	1.023	0.431	1	0.657
TI	4.604	0.607	237	-1.657	1.686	0.324	0.657	1

Note: EC = Employee Conflict, WS = Work Stress, TI = Turnover Intention  
Significance level: 0.05 (2 tailed).

The measurement model showed good fit with empirical data, as evidenced by all the fit indices satisfying the necessary criteria, thus negating the need for model adjustments. Table 3 presents the reported values for standardized and unstandardized Cronbach's alpha, composite reliability, and average variance extracted.

**Table 3.** Construct Reliability and Validity

Construct	Cronbach's alpha (standardized)	Cronbach's alpha (unstandardized)	Composite reliability (rho c)	Average variance extracted (AVE)
EC	0.895	0.899	0.950	0.905
TI	0.846	0.853	0.928	0.866
WS	0.900	0.900	0.953	0.909

Note: EC = Employee Conflict, TI = Turnover Intention, WS = Work-stress

Each confirmatory factor analysis coefficient was statistically significant. Cronbach's alpha was used to assess the questionnaire's internal consistency,  $0.8 \leq \alpha < 0.9$ : Good (George & Mallery 2003), indicating high reliability for all components. In addition, composite reliability scores above 0.7 were required to meet the standard threshold for reliability assessment (Asaye et al., 2022).

Hair et al. (2017) describes "convergent validity" as the degree to which the indicators of a construct converge or share a significant proportion of common variance. Convergent validity can

be determined using factor loadings and the average variance extracted (AVE) method. A standard minimum criterion for AVE is 0.5, indicates that at least 50% of the variance in the observed variables is captured by the latent construct, suggesting that the construct has adequate convergent validity (Fornell & Larcker, 1981).

The validity of this research hinges on the criterion known as "discriminant validity," according to this criterion, a construct demonstrates discriminant validity if the square root of the Average Variance Extracted (AVE) for the construct is greater than the correlations between the construct and any other constructs in the model (Fornell & Larcke, 1981). As shown in Table 4. the square root of the average variance exceeded its correlation with other constructs.

**Table 4.** Discriminant Validity – Fornell-Larcker criterion

Construct	AVE (Square Root)	Employee Conflict	Turnover Intention	Work Stress
EC	0.951	0.951	0.785	0.608
TI	0.931	0.931	0.931	0.584
WS	0.514	0.584	0.584	0.514

Note: EC = Employee Conflict, TI = Turnover Intention, WS = Work Stress

After confirmatory factor analysis, tailored structural regression was performed. The measurement and structural models were found to be relatively similar, forming a modest model with only three latent variables. In line with Hair et al. (2017), it is plausible that both the measurement and structural model fit indices could have identical values. The structural model included three latent variables, with Employee Conflict serving as an exogenous variable that is hypothesized to impact Work Stress among food service workers directly and indirectly through Work Stress. This study proposed that Work Stress mediated the relationship between Employee Conflict and Turnover Intention among food service workers. The analytical results, structural equation model fit indices, and factor loadings supported the alignment of the structural model with empirical data, as detailed in Table 5 and Figure 2.

**Table 5.** Structural Equation Model Fitting Indices

Model	SRMR	d_ULS	d_G	Chi-square	NFI
SEM	0.048	0.048	0.256	1.91	0.969

The general guideline is that a Standardized Root Mean Square Residual (SRMR) value of 0.08 or less is considered acceptable for a good model fit (Hu & Bentler, 1999). A d\_ULS (discriminant validity using the Unidimensionality of Latent Scores) value below 0.7 suggests that the constructs are adequately discriminated from each other (Hair et al., 2017). The interpretation of d\_G (Geodesic Distance) or the effect size is  $0.20 \leq d_G < 0.30$  or medium (Hair et al., 2017). The commonly accepted threshold for a good model fit to NFI is 0.90 (Yaşlıoğlu, & Yaşlıoğlu, 2020).

The coefficient of determination for the structural equation revealed that 63.4% of the variability in Turnover Intention could be attributed to Employee Conflict and Work Stress, whereas 36.9% was explained by Work Stress alone. The observed variables related to questions on (a) Work Stress: "My workload has increased (WS4)" and "I think about work after my working day -WS5" (Frantz & Holmgren, 2019); (b) Employee Conflict: "I have experienced disagreement with a co-employee over task process - EC2" and "I experience excessive competition with co-employee/s - EC3 (Barki & Hartwick, 2004)"; (c) "My major dissatisfaction in life comes from my job environment (TI3)" and "I experience a feeling of toxicity in my workplace - TI4 (Ike et al., 2023).



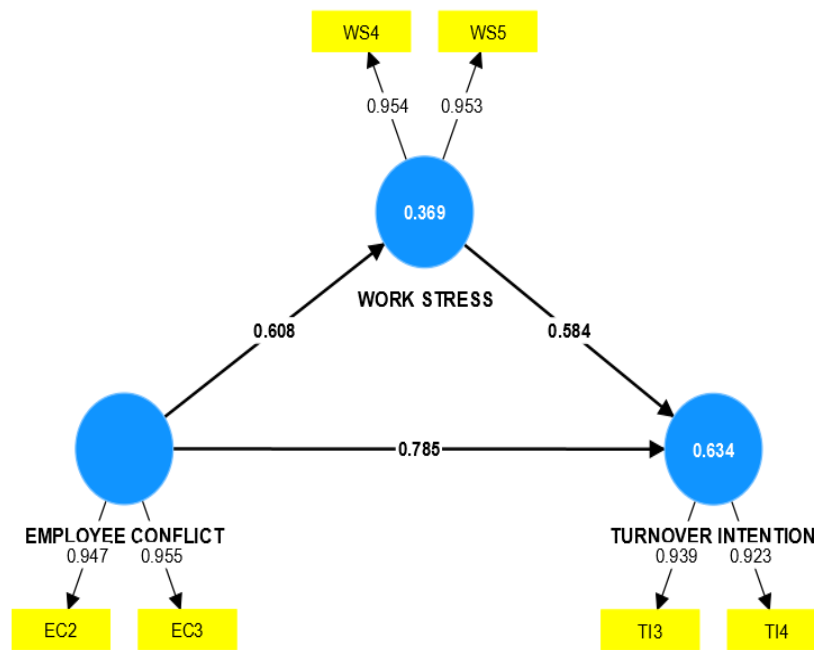


Figure 2. Structural Model

As illustrated in Table 6, all coefficients in the structural model—both estimated and standard—were statistically significant. The R-squared ( $R^2$ ) value represents the amount of variance in the endogenous construct and is a measure of the model’s predictive accuracy of  $R^2 = 0.50$ , which is considered moderate (Hair Jr. et al., 2017). Estimate ( $\beta$ ) values typically range from 1 to 1, with higher absolute values indicating stronger relationships; a measure of 0.30 and above indicates a large effect (Hair et al., 2017).

Table 6. Structural Equation Model

Structural Regressions	$R^2$	Estimate	SE	t-value	p
Employee Conflict		0.351	0.043	8.172	0.000
Work-stress	0.569	0.393	0.048	8.144	0.000
Turnover Intention	0.634	0.395	0.046	8.530	0.000

Significance level: 0.05 (2 tailed)

The evaluation of path coefficients, total indirect effects, and total effects, as detailed in Table 7, revealed the statistical significance of all coefficients, both estimated and standard. The mediation effect of Work Stress on the relationship between Employee Conflict and Turnover Intention is significant, as is the total effect of Employee Conflict on Turnover Intention. The results clearly indicate that Work Stress plays a partially mediating role in the relationship between Employee Conflict and Turnover Intention, thus fully supporting both hypotheses. The Original Sample (O) represents the path coefficient from the original data, measures of  $\geq 0.30$  means large effect (Sarstedt et al., 2021). If the Original Sample (O) and Sample Mean (M) values are very close, this suggests that the original estimate is stable and reliable (Hair et al., 2017).

**Table 7.** Path Coefficient, Indirect Effect, and Total Effect

Model Path Analysis	Original Sample (O)	Sample Mean (M)	SD	t-value	p
Path coefficients					
EC on TI	0.682	0.678	0.071	9.650	0.000
EC on WS	0.608	0.608	0.066	9.247	0.000
WS on TI	0.570	0.575	0.072	2.367	0.000
Total indirect effects					
EC on TI	0.503	0.508	0.049	2.111	0.035
Total effects					
EC on TI	0.785	0.785	0.042	18.799	0.000
EC on WS	0.608	0.608	0.066	9.247	0.000
WS on TI	0.570	0.575	0.072	2.367	0.018

Note: EC = Employee Conflict, TI = Turnover Intention, WS = Work Stress

Significance level: 0.05 (2 tailed).

Consistent with the earlier study results, a structural equation model incorporating path analysis was developed, which demonstrated moderate fit with the empirical data. This research is distinguished by its focus on food service workers in the restaurant industry in Pampanga, Philippines. This study highlighted the significant direct effect of Employee Conflict on Turnover Intentions among food service workers, with an indirect

### **Influence or mediation role of Work Stress on the relationship between Employee Conflict and Turnover Intentions among food service workers.**

Research has substantiated that the hypotheses are accepted, specifically: (H1) Employee Conflict directly affects Turnover Intention among food service workers, and (H2) Work Stress mediates the relationship between Employee Conflict and Turnover Intention. The findings align with those of [Jalees et al. \(2023\)](#), [Mehmood et al. \(2023\)](#), and [Syahrudin \(2022\)](#), who similarly highlight the pivotal role of interpersonal conflict in elevating Turnover Intention. These studies also corroborate the mediating effect of Work Stress, suggesting that conflict in the workplace not only escalates Turnover Intentions directly but is also compounded by the indirect impact of stress. This dual pathway of influence confirms the central role of Work Stress as an intermediary variable, supporting the accepted hypotheses and further emphasizing the intricate connection between Employee Conflict, Work Stress, and Turnover Intention.

### **CONCLUSIONS**

Based on the proposed structural model, Employee Conflict and Work Stress are factors that affect Turnover Intention among food service workers in the restaurant industry. Employee Conflict was found to have a significant direct impact on Turnover Intention among food service workers. Additionally, Work Stress significantly mediated the relationship between Employee Conflict and Turnover Intention. This indicates that Turnover Intention among food service workers is influenced not only by Employee Conflict but also by the mediating role of Work Stress. As per previous studies, all these workplace factors, namely, Employee Conflict, Work Stress, and Turnover Intention among food service workers, were confirmed. According to the results, to mitigate Turnover Intention among food service workers in the restaurant industry, it is recommended to introduce conflict resolution training and stress management programs as well as cultivate a healthy work environment through effective communication and leadership development. Implement flexible work schedules and workload management strategies to establish a harmonious and supportive environment. In addition, they offer employee assistance programs,

rewards, and incentives, and opportunities for career development to improve job satisfaction and foster professional advancement. These strategies jointly tackle Employee Conflict and work-related stress, fostering healthier and more engaged employees.

### LIMITATION & FURTHER RESEARCH

Although the study is conducted in a specific geographic location, it is also challenging to establish the temporal relationship between Employee Conflict and its consequences; thus, subsequent investigations should adopt qualitative or mixed-method approaches to achieve a more profound qualitative understanding. Additionally, cohort or longitudinal studies are warranted to explore these effects comprehensively.

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