The Impact of Job Turnover (Termination, Resignation, Retirement and Disability) on the Quality Service at McDonald's Restaurants

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Abstract

The study aims to examine the effect of job turnover on quality service. A quantitative cross-sectional approach was utilized in this study, employing a questionnaire to assess the perspectives of Jordanian employees regarding the structures of the study model. sample was 303 employees. The present study employs the Structural Equation Modelling (SEM) approach, utilizing AMOS as the chosen method of analysis. The findings of the research indicate that a significant and positive relationship between resignation, retirement, and disability with Quality Service at McDonald's Restaurants in Jordan. However, the study also reveals a negative impact of termination on quality service. The study's theoretical framework was built upon four robust variables, namely Termination, Resignation, Retirement, and Disability. One of the contributions is to investigate the four factors that contribute to job turnover, rather than focusing on just one dimension. Additionally, these dimensions have an impact on the quality of service provided.

Keywords: Termination, Resignation, Retirement, Disability, Quality Service. Job Turnover.

Introduction

Job Turnover (JT) is one of the disturbing phenomena and unsettling events in organizations, and therefore the rate of job turnover is a crucial issue that requires significant, correct attention and follow-up. (Al-Mamun and Hasan, 2017; Atef et al., 2017), JT refers to employees who leave their work either voluntarily or forcibly. (Abu Rumman, M. A. A. et al. (2013) also discusses terminating the membership of workers who are members of particular groups, particularly those workers who receive financial rewards from the organizations in exchange for their allegiance (Sarhan, 2012). The discrepancy between the organization's delivery of high-quality services and the level of customer service that workers demand is known as quality service (QS) (Gronroos, 1988). According to Parasuraman et al. (1985), QS is also defined as the opinion or attitude about the general superiority or quality of services. Today's competitive climate considers offering a high-quality service to be a key strategy for success (Parasuraman et al. 1985). Globally, the fast-food sector has expanded dramatically in the last several years. This industry generates enormous financial returns, and it also employs a growing number of

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people, which helps to explain its preservation and continuity. Employees are regarded as fixed and essential assets and are essential to the survival of these businesses (Thacker, 2019). the most important issue in the fast-food industry is the increasing rate of job turnover among employees and managers of fast-food restaurants, the observation indicates the importance of researching job turnover to help the fast food industry (Thacker, 2019).

Background of Study

McDonald's Restaurant in Jordan

Established in 1996, the Armoush Tourist Investment Co. Ltd. is a proudly Jordanian company that used Jordanian cash to fuel its growth before introducing McDonald's to the Hashemite Kingdom of Jordan. After seeing the joy on the faces of customers who had previously only been able to enjoy McDonald's abroad, the corporation came to Jordan to lead the quick service restaurant industry and introduce the Jordanian public to the exciting McDonald's experience that is already enjoyed by millions of people worldwide. Additionally, the corporation aimed to ensure that every meal served was the best possible. The McDonald's Jordan of today emphasizes its pride in the country, commitment to producing high-quality products, pledge to improve the lives of its workers, creative ideas to progress the industry, and deep-rooted sense of community responsibility—all after twenty years of benevolence to Jordanians with a workforce composed entirely of Jordanians. More young people will be employed and served by the McDonald's restaurant in Jordan, as compared to previous years. From wellbeing to quality and service (McDonalds, 2023).

Literature Review, Research Model and Hypotheses Development

Quality Service (QS) and Job Turnover (JT)

The American Society defines quality as a product or service's overall attributes that demonstrate its productive capacity to meet the needs of its intended audience. Zaki (2010) According to Al-Ali (2008), quality can also be defined as how the recipient feels about the quality of the good or service, which encompasses the environment and operations around the production process. According to Al-Haddad (2009), another definition of quality is the product's fitness for use based on the dimensions that the recipient perceives and touches, allowing him to fulfil his desires correctly right away. According to Vanniarajan's (2009) research, the advantages of having a relationship with the restaurant and its patrons were scored first, followed by empathy, communication, food quality, pricing, and tangibility. As to Al Khattab et al. (2016), enhancing internal quality is contingent upon employee happiness, which further impacts the outward quality provided to consumers. The quality of services offered affects the loyalty of the recipient, as demonstrated by Bouschashia and Mounir (2017).

"Total movement of workers from and to their employment centers" is how American Labour Affairs defines job turnover (Price, 1977). Also, Job turnover is defined as stopping the membership of employees who belong to certain organizations, specifically, those employees who receive financial returns from organizations for their loyalty (Sarhan, 2012). "The movement of personnel across the organizational boundaries of a social system" is another definition (Mobley, 1982). "The exit or entry of workers from the organization due to promotion, transfer, termination, retirement, or any other reason" is how Al-Amiri and Al-Ghalbi (2007) described job turnover. According to (Al-Quraishi, 2010; Al-Kubaisi, 2005), job turnover is the movement of personnel inside an organization over time, regardless of the reason for the departure (desire, transfer, retirement, death, or special leave). Turnover was defined by

(Robbins et al. 2007) as withdrawal from the organization, whether forced or voluntary. According to Al-Salem (2000), job turnover can be viewed negatively by organizations when they fail to hire competent and suitable workers, when staff morale is low, and when employee satisfaction is low. If an organization is unable to find qualified candidates to fill open positions, as well as if staff morale is poor and job satisfaction is low, job turnover might be seen negatively (Al-Salam, 2000). The goal of job turnover is for the employer to be able to successfully acquire data and determine, through empirical evidence, the employees' capabilities, nature of production, experience, and level of work competence and effectiveness (Ortega, 2011). According to a 2019 study by Amella, Carlota, and David, employees' resignations are primarily caused by their lack of job satisfaction, which will result in a greater rate of job turnover at McDonald's restaurants. The findings of the study by (Mawaddah, A. et al., (2018) showed that organizational commitment and job stress have an impact on managers of fast-food restaurants' job turnover. According to a 2017 study by Singh D. and Amandeep, job turnover is a silent component of HRM that, if handled poorly, can negatively affect travel agencies. Thus, the main hypothesis that follows is proposed:

H1: There is a positive and direct impact of Job Turnover on the Quality of Service at McDonald's restaurants in Jordan.

Termination (T)

Termination is defined as the forced movement of employees from within the organization to outside it by a decision from the management, such as cases of illness, death, or retirement, or for any other reason (Abdul Razzaq, 2013), a broad range of industries, including banking, telecommunications, healthcare, and professional services, experience termination. (Nazifi, et al.,2021; Lepthien et al., 2017, Mittal et al., 2008). According to Abu Najma (2009), termination is one of the main causes of conflict in the workplace or between employers and employees. It was demonstrated in the study by Merhej et al. (2015) that there is a correlation between termination rate and quality of service and that dependability and job turnover rate have a reasonable link. Tremblay, et al. (2016) demonstrated a correlation between staff turnover and a shorter stay duration as well as between termination and an increase in the length of services and number of upcoming stays. While the (Aldaraawi, and Yazen, 2020) study demonstrated a negative correlation between termination and quality service, Belias et al.,(2022) analysis discovered that cooperative techniques are likely to reduce termination to improve quality service. The effects of several types of turnover, including downsizing, total turnover, voluntary turnover, and involuntary turnover, on significant elements of high-quality service were studied by Holtom and Burch, (2016). Kimungu and Maringa, P. (2010) discovered that high termination rates are associated with decreased service quality. According to Tapola, (2016) study, termination has a detrimental impact on service quality and results in expenses. Businesses in sectors with high employee termination rates must strike a balance between their efforts to reduce staff turnover, According to several research (e.g., Hausknecht et al., 2009; Koys, 2001; McElroy et al., 2001; Hancock, et al., 2013), higher termination rates are associated with lower customer service levels. More proximate variables including productivity, service quality, and efficiency were shown to be directly impacted by collective turnover, according to research by Hancock, et al., (2013). Baron, et al. (2020) found that termination can limit practices' ability to engage in quality service activities in a variety of ways. Thus, the following hypothesis is made based on this research:

H1.1: There is a positive and direct impact of Termination on the Quality of Service at

Resignation from Work (RW)

The desire of an employee to leave their position during their actual employment is referred to as resignation, and it can occur for a variety of reasons (for example, the nature of their work conflicting with their values, or special family obligations, as many female employees choose to leave to raise their children). Conditions and restrictions regulate resignation in the private sector. Al-Badiri and Al-Fadl (2015). Merhej et al. (2015) found a correlation between the rate of resignations and the quality of services provided. The effects of several kinds of turnover (including downsizing, complete turnover, voluntary turnover, and involuntary turnover) on critical elements of quality service were studied by Holtom and Burch, (2016). In a study by Hausknecht, J. P. et al. (2009), Kimungu and Maringa, (2010) discovered that high resignation rates are associated with lower quality of service. The findings show that perceptions of service quality are inversely correlated with voluntary turnover rates at the unit level. Numerous research studies have found a negative correlation between customer service and resignation rates (Hancock, et al., 2013; Hausknecht, et al., 2009; Koys, 2001; McElroy, Morrow & Rude, 2001). However, an investigation by Aldaraawi and Yazen, 2020 found a positive correlation between resignation and high-quality service. As a consequence, a hypothesis is put forward:

H1.2: There is a positive and direct impact of Resignation from Work on the Quality Service at McDonald's Restaurants in Jordan

Retirement (R)

Retirement is a widely recognized phenomenon that occurs in various organizations throughout nations worldwide. The notion of retirement has gained significant recognition among employees, coinciding with its emergence throughout the Industrial Revolution. This period witnessed a transition from individual labour to collective work arrangements, prompting the widespread adoption of retirement practices (Iqbal Khan te al., 2020). As a result, legislation and regulatory frameworks were established to govern the duration of employment, the age at which individuals may retire, and the associated benefits and privileges. According to Hassan (2011), the age of retirement is commonly established as a maximum of 60 years. The study conducted by Merhej et al. (2015) demonstrated a relationship between the retirement rate and the delivery of high-quality service. Similarly, Kimungu, S., and Maringa, P. (2010) discovered that higher retirement rates are associated with a decrease in the quality of service. Holtom and Burch (2016) conducted a study to investigate the impact of various forms of turnover, including downsizing, involuntary, voluntary, and complete turnover, on key dimensions of service quality. In a study conducted by Aldaraawi, (2020) it was shown that there exists a favorable correlation between retirement and the provision of high-quality service (Khan et al., 2019). The study formulated the following hypotheses.

H1.3. There is a positive and direct impact of Retirement on the Quality Service at McDonald's restaurants in Jordan.

Disability (D)

Disability within organizations refers to the impairment of an employee's capacity to do their assigned tasks as a result of illness or injury sustained while on the job. In this particular context, it is possible to identify two primary elements that contribute to the identification of the types of

impairments that workers are vulnerable to (Al-Qahtani, 2007). These factors encompass disabilities arising from work-related accidents as well as disabilities emerging from occupational diseases. The study conducted by Merhej et al. (2015) demonstrated a significant correlation between job turnover rate and quality service. Additionally, the study found a satisfactory association between dependability and job turnover rate, whereas a poor relationship was observed between sympathy and job turnover rate. The capacity of an organization to effectively participate in quality service operations can be negatively impacted by employee turnover, according to a recent study by Baron, A. N. et al. (2020). Researchers identified several ways in which turnover can hinder the organization's capacity to provide high-quality service. Holtom and Burch (2016) conducted a study to investigate the impact of various forms of turnover, including voluntary turnover, total turnover, downsizing, and involuntary turnover, on key dimensions of service quality. In a related study, Hancock et al. (2013) demonstrated that collective turnover has direct effects on more immediate indicators such as productivity, service quality, and efficiency. In the study conducted by Aldaraawi and Yazen (2020), it was demonstrated that a positive correlation exists between employment turnover and the provision of quality service. The present work aims to propose the following hypotheses:

H1.4. There is a positive and direct impact of Disability on the Quality of Service at McDonald's restaurants in Jordan.

Research Model

The present study has utilized empirical analysis to integrate concepts such as Termination, Resignation from Work, Retirement, and Disability, as well as Quality Service, to propose a framework that promotes explanatory capacity and productivity, as depicted in Figure 1

Figure (1): Research Model
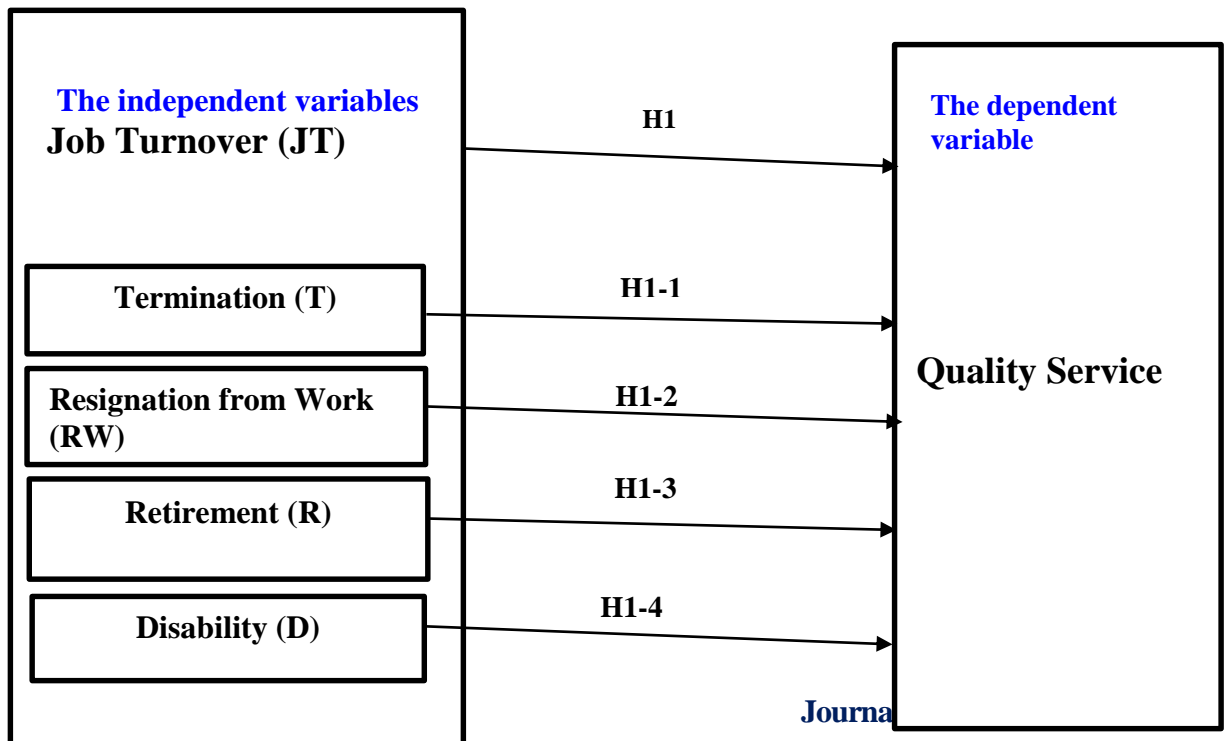
Research Methodology

Collection of Data

To describe the phenomenon of the study and its community through the field study of a sample study consisting of employees of a McDonald's restaurant in Jordan, the descriptive analytical approach is used in this study. A questionnaire is used to measure the overall job turnover and its impact on the quality of service in McDonald's restaurants in Jordan (Morsi, 1986). The study employed a simple random sampling technique to gather responses from the study sample, test the study hypotheses and address the research questions. The study population consisted of 1424 volunteer employees from the Human Resources Department of McDonald's Restaurants in 2023. We used a straightforward random sample technique to get information from this group. The sample size consisting of 303 was determined using sampling tables at a confidence level of 0.95, as recommended by Sekaran and Bougie (2016). Five hundred questionnaires were randomly distributed to employees to obtain the desired sample size of 303. Following the questionnaire retrieval process, a final sample size of 448 workers was obtained, of which 52 were eliminated from statistical analysis because of incomplete replies. The final sample represents 89.6% of the original sample. The number of returned and acceptable questionnaires (303) was more than 200, which was identified by Hair, Hufit. Ringle and Sartedt, (2014) as the minimum sample size accepted for structural equation modeling in AMOS.

Measurements and Instrumentation

The questionnaire items were designed based on proven measurement and literature study information, employing adaption and implementation methodologies. The assessment of reliability and validity was conducted by a pilot test upon the availability of the initial set of items. The pilot study serves a crucial purpose in the research process by enabling the identification and elimination of irrelevant questions from the questionnaire. The questionnaire consists of three parts:

1. The cover page with contact details.

2. Personal information of the respondents.

3. Items of Termination, Resignation from Work, Retirement, Disability, and Quality Service.

A Likert scale consisting of five points, ranging from strongly disagreeing to strongly agreeing, was employed to measure the questionnaire items. This analysis utilizes five major variables: Termination, Resignation from Work, Retirement, and Disability as independent variables, with the dependent variable being quality service. The items about Termination have been sourced from Authors (2023) and Habib (2018). The Resignation from Work has been adapted from Amella, Carlota, and David (2019). Retirement has been derived from Authers (2023), and Disability has been adapted from Authers (2023) and Habib (2018). The notion of quality service has been sourced from Al-khatab (2016) and Prabha et al. (2010). The questionnaire items are shown in Table 1.

Table 1: An Overview of the Measurement Sizes

Construct	Item	Survey Questions	Source
Termination (T)	T1	Management sometimes terminates employees without notice.	Habib, A., 2018.

	T2	Employees are terminated due to some minor errors	
	T3	The relationship between employees and management is tense.	
	T4	I feel unstable in the work.	
	T5	I feel the company will terminate my contract any time.	
Resignation from Work (RW)	RW1	The management is interested in the real reasons that push the employee to submit a resignation to work on their reduction.	Amella, C.; Carlota, A.; David C. , 2019
	RW2	The management changes working conditions (working time, nature of work, manner of handling) to force the employee to resign.	
	RW3	I have the desire to submit my resignation in case I get another job opportunity.	
	RW4	Company provides all the benefit	
	RW5	Salary structure is perfect in this organization.	
Retirement (R)	R1	Positive attitudes toward retirement at preretirement	Reitzes, D. C., & Mutran, E. J. (2004).
	R2	Positive attitudes toward retirement at 6 months	
	R3	Positive attitudes toward retirement at 12 months	
	R4	Positive attitudes toward retirement at 24 months	
	R5	Work in retirement at 6 months	
Disability (D)	D1	Employees are exposed to injuries during work that prevent them from continuing to work	Habib, A., 2018.
	D2	The management provides public safety equipment to minimize work injuries.	
	D3	The management takes into account employees who are suffering to work injuries.	
	D4	The health problem and disability affect to work in any way at present.	
	D5	I have deformity which limits my daily activities.	
Quality Service (QS)	QS1	The exterior of restaurant is quite attractive.	khatab et al.(2016), Prabha et al. (2010)
	QS2	Responding to customers ' immediate need	
	QS3	The service providers are polite and well-	

		mannered	
	QS4	Fulfill the provision of service on the specified dates.	
	QS5	Provide the service correctly without any errors	
	QS6	Inquiries and complaints are promptly answered.	
	QS7	Putting the customer's interest at the forefront of management concerns.	
	QS8	Fulfill the provision of service on the specified dates.	

Statistical Analysis Technique

The Structural Equation Method (SEM) was employed in this study to evaluate the measurement and structural model. The relationship between the latent variables and the observed items is represented by the measurement model. The study hypotheses are investigated and the association between latent variables is highlighted using the structural model. An analytical tool used for measuring and organizing structural equation modelling (SEM) models was the AMOS program.

Data Analysis and Results

Reliability for variables

	Cronbach's Alpha	N of Items
T	.895	5
RW	.860	4
R	.901	5
D	.895	5
QS	.921	8

Every result that was obtained is higher than the authorized threshold of 0.70 and falls between the range of 0.860 and 0.921. As a consequence, these findings satisfy the requirements to move on to the next stage of investigation.

4.2 Test of Normality:

The analysis's skewness findings fall between -1.066 and 1.137, which is within the allowable range of ±2. In a similar vein, the study's kurtosis values are within the ±3 acceptable range, ranging from -1.831 to 0.816. Thus, it is possible to conclude that the data is regularly distributed in light of these observations.

Descriptive Analysis

**Table 3: Descriptive Statistics for Primary Variables**

	N	Minimum	Maximum	Mean	Std. Deviation
Mean_ JT	448	1.00	5.00	3.7445	.65124
Mean_T	448	1.00	5.00	3.5993	.86338
Mean_RW	448	1.00	5.00	3.5904	.84075
Mean_R	448	1.00	5.00	3.9192	.74027
Mean_D	448	1.00	5.00	3.8844	.87925
Mean_QS	448	1.00	5.00	3.7545	.70688
Valid N (listwise)	448				

The variables exhibit a range of means from 3.5904 to 3.9192, and a range of standard deviations from 0.65124 to 0.87925. Hence, all measures demonstrate a significantly elevated mean across all variables, with standard deviations below 1 and being within the accepted value.

Measurement Model

The present study examines the measurement model, and its findings indicate that item 4 (RW4) of variable 2, about job resignation, is excluded from the analysis due to its factor loading coming below the threshold of 0.50. This decision is made to enhance the overall fit of the model. Consequently, the analysis is rerun, and the outcomes are depicted in Figure 2

Figure (2): Measurement Model
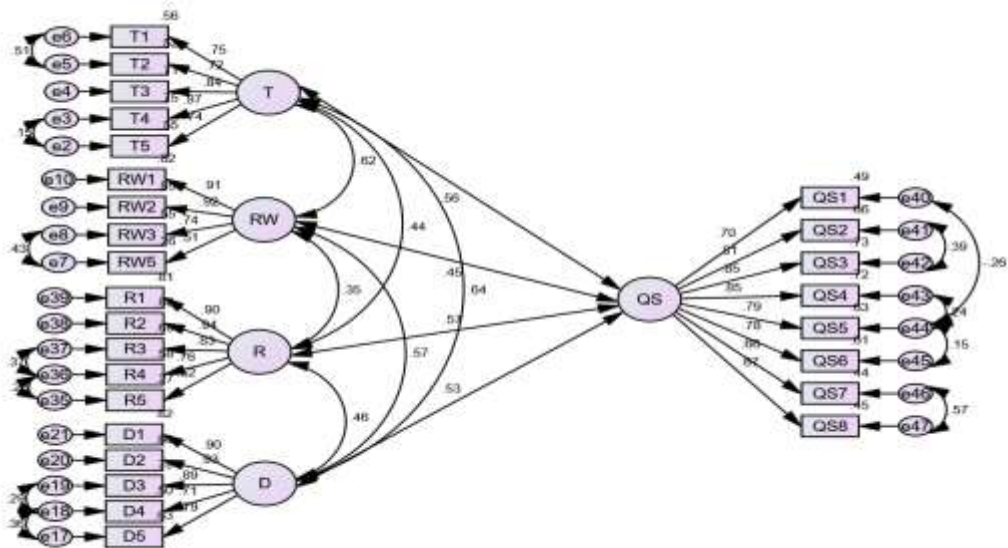
The model has an acceptable fit, as shown by the Root Mean Square Error of Approximation (REMSEA) value of 0.072, by the results shown in Figure 2. Furthermore, 0.987 is the

Comparative Fit Index (CFI), 0.963 is the Adjusted Goodness of Fit Index (AGFI), and 0.978 is the Goodness of Fit Index (GFI). Furthermore, findings about the correlation between the variables fall within the range of 0.35 to 0.64, which is considered acceptable as it is below the threshold of 0.90 and above the minimum requirement of 0.20. The results show that the Composite Reliability (CR) values are higher than the acceptable barrier of 0.70, and the Average Variance Extracted (AVE) values are higher than the defined threshold of 0.50. The normality test findings indicate that the data follows a normal distribution. The measuring model is commonly utilized in conjunction with the structural model for contouring.

Structural Equation Model (SEM)

The main and sub-main hypotheses are examined by employing the structural model. The findings of the main hypothesis are illustrated in Figure 3, while Figure 4 displays the data related to the sub-hypothesis.

Figure (3): Findings of the Main Hypothesis of SEM
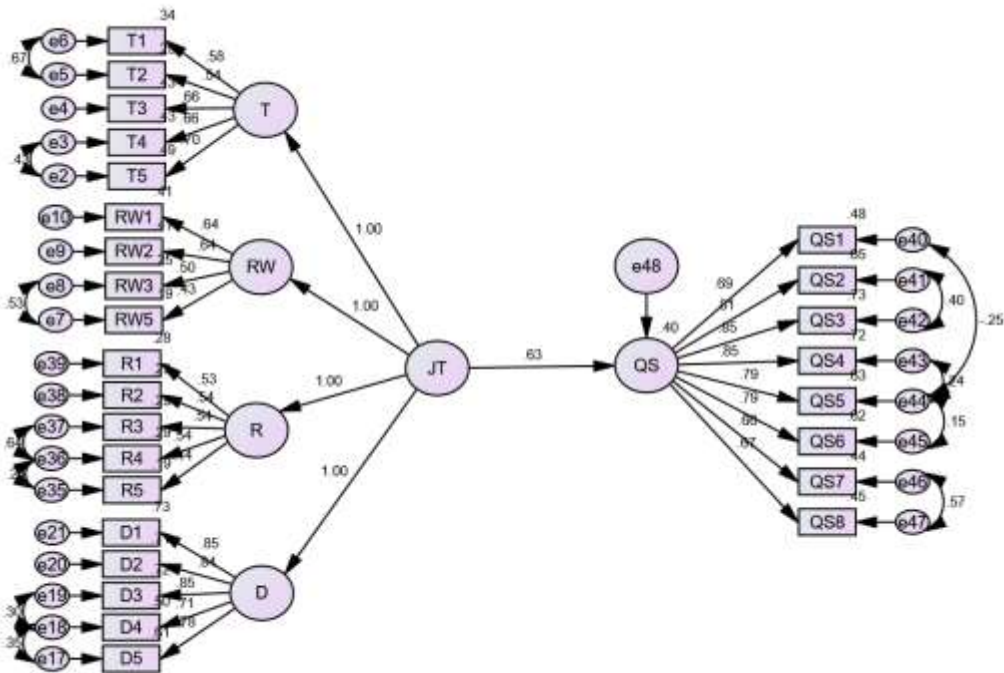
The findings from the structural equation modelling (SEM) study support the main hypothesis, as indicated by the model's fit with (REMSEA) value of 0.053, which comes below 0.080. so, it is accepted Therefore, the hypothesis is accepted. Thus, the hypothesis may be empirically examined using the model. The comparative fit index (CFI) value of 0.991 for the final model fits above the suggested threshold of 0.90. Furthermore, the adjusted goodness of fit index

(AGFI) is 0.956 and the goodness of fit index (GFI) is 0.986, both of which are higher than the targeted 0.90 threshold. The Critical Increment Fit Index (CIMIN), the Degrees of Freedom (DF) is 1.543, which is less than 5. Consequently, the model appears appropriate for testing the main hypotheses of this research article.

Figure (4): Data Related to the Sub-Hypothesis
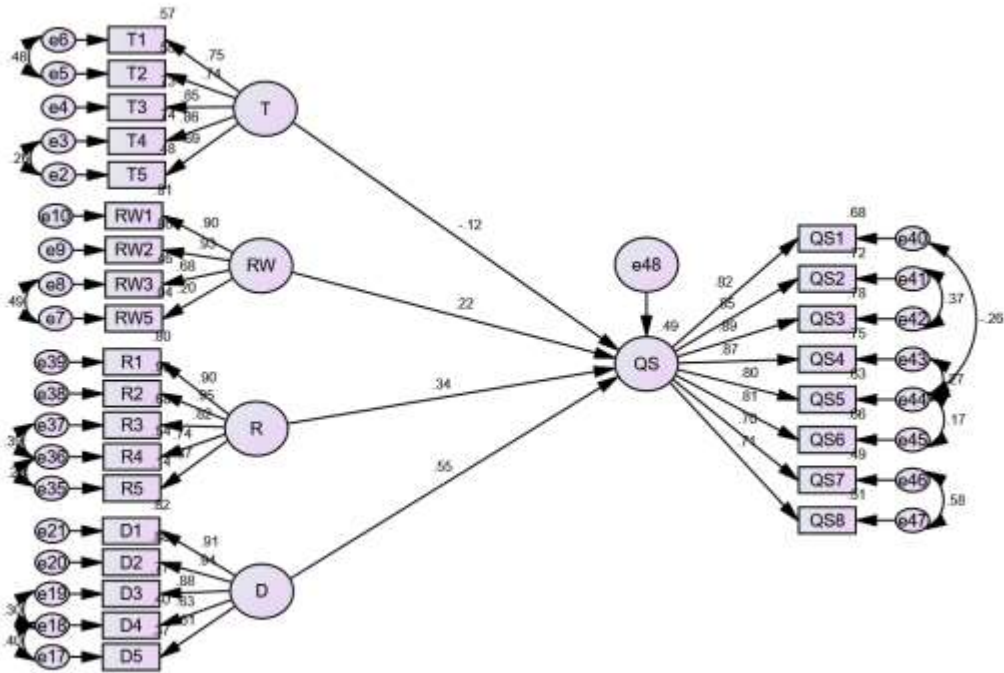
As demonstrated by a root mean square error of approximation (REMSEA) value of 0.065, which is below the permitted standard of 0.080, the results of the structural equation modelling (SEM) analysis on the sub-hypotheses show that the model exhibits a reasonable fit. For this reason, it is thought that the idea is accepted. With the model, the hypothesis may therefore be tested. Since the CIMIN / DF ratio of 2.354 is less than the criterion of 5, the final model is fitted using this value. Furthermore, 0.972 is the goodness-of-fit index (GFI), which is higher than the suggested value of 0.90. It is also more than the cutoff point of 0.90, with the adjusted goodness-of-fit index (AGFI) of 0.924. In conclusion, the comparative fit index (CFI) is 0.986, surpassing the suggested threshold of 0.90. To evaluate the primary hypotheses of this investigation, the model is therefore deemed appropriate. Examining the theories listed in Table 4 is the primary goal of this research.

Table 4: Hypotheses Tested in the Structural Equation Model (SEM)

Code	Description	Path
H₁	There is a direct effect of Job Turnover on Quality Service in the McDonalds Restaurants in Jordan.	JT→QS
H₁.₁	There is a direct effect of Termination on Quality Service in the McDonalds Restaurants in Jordan.	T → QS
H₁.₂	There is a direct effect of Resignation from Work on Quality Service in the McDonalds Restaurants in Jordan.	RW→ QS
H₁.₃	There is a direct effect of Retirement on Quality Service in the McDonalds Restaurants in Jordan.	R → QS
H₁.₄	There is a direct effect of Disability on Quality Service in the McDonalds Restaurants in Jordan.	D → QS

Consequently, the coefficient parameter estimation was assessed to determine the hypothesis's direct impact on the variables of the study. The regression weights for the standard regression analysis are presented in Table 5, along with the anticipated direct effects.

Table 5: Direct Impact of the Variables

Path	Unstandardized Estimate		Standardized Estimate	C.R.	P-value	Hypothesis Result
	Estimate	S. E	Beta			
JT→QS	1.245	0.141	0.631***	8.823	0.000	H1 significant
T → QS	0.246	0.046	-0.122***	5.320	0.000	H₁.₁ significant
RW QS	0.117	0.045	0.221**	2.623	0.009	H₁.₂ significant
R QS	0.464	0.068	0.342***	6.810	0.000	H₁.₃ significant
D → QS	0.143	0.033	0.553***	4.345	0.000	H₁.₄ significant

The findings presented in Table 4 provide clear indications that all the relevant paths in the structural model exhibited considerable statistical significance, as indicated by their different p-values. A p-value of 0.000 (p<0.001) indicated statistical significance for all of the hypotheses. The findings from the analysis of the structural model are referred to as the research hypothesis.

Discussion

Hypothesis Testing

The following findings presented are the results obtained from the hypothesis testing conducted during the study of the structural model.

H1: There is a direct effect of Job Turnover on Quality service in McDonald's restaurants in Jordan.

Job turnover and Quality Service at McDonald's Restaurants in Jordan are correlated substantially and favorably, as shown by the results in Figure 3. 0.000 for the p-value and 0.631 for the beta coefficient support this association. The results show a strong correlation between job turnover and the level of customer service at Jordanian McDonald's Restaurants. This highlights the importance of conducting a thorough analysis of the top management of McDonald's restaurants to address and mitigate employee turnover. By decreasing turnover rates, the restaurant can maintain a high level of service quality for its customers and strive to become one of the leading establishments in the fast-food industry in Jordan.

H 1.1: There is a direct effect of Termination on Quality service in McDonald's Quality Service in McDonalds Restaurants in Jordan.

 Termination and Quality Service at McDonald's Restaurants in Jordan have a substantial and inverse relationship, as can be seen from the findings displayed in Figure 4. The results of the regression analysis show a p-value of 0.006 and a beta coefficient of -0.122. The generally recognized theory indicates that terminations have a detrimental effect on the quality of services, meaning that terminating McDonald's employees would lead to a drop in service quality. To clarify, the act of termination significantly negatively impacts the quality of service. Hence, it is imperative for McDonald's management to meticulously deliberate termination decisions to mitigate their adverse effects on service quality. The findings suggest that the management has engaged in the practice of terminating employees without providing prior warning, occasionally for minor errors. This has resulted in the emergence of tension and instability within the workplace, ultimately leading to a detrimental impact on the quality of service.

The studies conducted by Merhej et al. (2015), Tremblay et al. (2016), Holtom and Burch (2016), Tapola (2016), Baron et al. (2020), and Aldaraawi (2020) provide evidence that termination harms the quality of service. Furthermore. Additionally, previous studies (Belias et al., 2022; Kimungu and Maringa, 2010) confirm that reduced termination leads to enhanced quality of service.

H 1.2: There is a direct effect of Resignation from Work on Quality service in McDonald's restaurants in Jordan.

Resignation from Work and Quality Service at McDonald's Restaurants in Jordan are significantly and favorably correlated, according to the data shown in Figure 4. This direct influence is further supported by the beta coefficient of 0.221 and the p-value of 0.000. As demonstrated by a coefficient of 0.224 and a p-value of 0.000, the results show a substantial and positive association between employee resignation and the quality system. This suggests that the maintenance of McDonald's service quality may be directly impacted by the voluntary departure of employees. The findings suggest that employees within McDonald's establishments commonly tend to give their notice of resignation upon encountering more favourable jobs. Moreover, the implementation of management strategies, such as modifications in the working environment and changes in how workers communicate, occasionally plays a role in employees

considering the decision to quit. It is recommended that McDonald's do an investigation into the deeper problems leading to job resignations to reduce their incidence.

The relationship between resignation rates and quality service has been examined in several studies. Merhej et al. (2015) and Aldaraawi (2020) have found evidence supporting this relationship. Similarly, Hausknecht et al. (2009), and Kimungu and Maringa (2010) have also confirmed that high resignation rates are associated with lower quality of service. Numerous studies, including those by Hausknecht et al., (2009), Koys (2001), McElroy, Morrow, and Rude (2001), and Hancock et al. (2013), have often noted that declining customer service is a direct result of rising resignation rates.

H 1.3: There are direct impacts of Retirement on Quality service in the McDonald's Restaurants in Jordan.

A p-value of 0.000 and a direct effect coefficient of 0.342 shows that retirement and the quality system have a substantial positive association.

The findings indicate that McDonald's establishments actively consider the pertinent legal and regulatory frameworks about retirement. Nevertheless, the level of employee commitment to remain employed at these restaurants until retirement is moderate, despite the use of various incentives by the establishments to promote staff retention till the end of their careers.

The relationship between retirement and quality service is evidenced by the studies conducted by Merhej et al. (2015), Kimungu and Maringa (2010), Holtom and Burch (2016), and Aldaraawi (2020).

H 1.4: There are direct impacts of Disability on Quality service in the McDonald's restaurants in Jordan.

A direct effect coefficient of 0.553 and a p-value of 0.000 demonstrate the positive significance of the association between the variable Disability and the quality of service. With an R^2 value of 0.492, the results show that 49.2% of the variation in the dependent variable was explained by the independent factors. Consequently, factors that were not investigated and included in this research study can be held responsible for 50.8% of the explanation of the dependent variable. In terms of workplace safety and disability, McDonald's restaurant management exhibits a strong commitment to adhering to labour and social security laws, among other relevant legislation, with the ultimate goal of protecting workers' health and safety at work. However, despite efforts to mitigate workplace hazards, employees at McDonald's restaurants have continued to have work-related injuries, resulting in a portion of them becoming unable to sustain their employment.

The research conducted by Hancock, et al. (2013), Merhej et al. (2015), Holtom, B. C., Burch, (2016), Baron, et al. (2020), and Aldaraawi, Yazen (2020) demonstrate the correlation between disability and the provision of high-quality services.

Limitations and Implications

Research and Theory Implications

The delivery of excellent service is substantially improved by this study. The impact of employee turnover on service quality is examined in this study. The quality of services may be impacted by retirement, incapacity, resignation from employment, and termination. However, there is a lack of thorough and empirical studies examining the relationship between quality service

turnover and its impact. The understanding of the effects of various work turnover dimensions on service quality, as well as methods to address the issue of job turnover, is improved by this study.

Practice Implications

Finding the critical factors that are probably going to affect the quality of services employees leave the banking industry was the primary goal of this study. This objective has been well met by the study. For those making decisions in the banking sector and for developers working on improving high-quality services, the study's conclusions have important managerial implications. This research offers a pragmatic and easily shared checklist encompassing termination, resignation from work, retirement, and disability. This checklist should be regarded as the fundamental basis for any excellent project.

Limitations

Like any other research, this study is not without its constraints. This study is cross-sectional, meaning it captures a specific moment in time and does not provide insight into how the attitudes and behaviours of employees may evolve. Another constraint arises from the specific geographic location of the current investigation, namely Jordan. While it is believed that these findings apply to other Arab nations with comparable demographics to Jordan and that provide their workers with similar high-quality services, they might not necessarily hold for other Arab nations that have not yet adopted high-quality services to the same degree as Jordan. So, carrying out further research in different countries will likely strengthen and validate the findings of this analysis.

Conclusions

This paper's primary goal is to assess the impact of termination, resignation from employment, retirement, and disability on the quality of service at McDonald's restaurants in Jordan. To do this assessment and test the study hypotheses, structural equation modeling (SEM) was used. The study's findings validate the study model's significance, as the model demonstrates that 0.492 of Quality Service is explained by termination, resignation from employment, retirement, and disability. The findings indicate that variables related to job turnover (disability, retirement, resignation) have an impact on the quality of service in McDonald's restaurants in Jordan, which are significant values at the level of significance ($0.05 \leq \alpha$). It was shown that the variable related to termination harmed the quality of service in McDonald's restaurants in Jordan.

The primary theoretical contribution lies in the provision and validation of a framework for examining the impact of Termination, Resignation from Work, Retirement, and Disability on the Quality of Service. The study's findings provide important light on the effects of retirement, resignation, and disability on the standard of care in Jordan's McDonald's restaurant sector. The ramifications of these findings are significant for improving the standard of service in Jordanian McDonald's restaurants as well as the country's restaurant industry as a whole.

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