

The Effect of Job Satisfaction and Organizational Commitment on Turnover Intention among Employees of “X” Tourist Lodge

Galvin Christian Lukyanto¹, Akhmad Fauzi^{2*}

^{1,2} Management Study Program, Faculty of Economics and Business,
Universitas Pembangunan Nasional “Veteran” Jawa Timur, Indonesia

E-mail: galvinchrstian@gmail.com,

Author Correspondence: akhmadfauzi@upnjatim.ac.id

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Abstract

This research aimed to examine whether the model of job satisfaction and organizational commitment contributed to turnover intention among employees of "X" Tourist Lodge. The population for this study consisted of employees of "X" Tourist Lodge. The sampling method used was saturation sampling, where the entire population became the sample for this study, with a total of 36 respondents. The data collection method used in this study was a survey, and a partial least square was used as the data analysis tool. The results of the research showed that job satisfaction and organizational commitment had a significant effect on turnover intention among employees of "X" Tourist Lodge. Lower levels of job satisfaction among employees led to an increase in their desire to quit their jobs. Similarly, lower levels of organizational commitment among employees in achieving organizational goals led to an increased desire among employees to leave their jobs at "X" Tourist Lodge.

Keywords: Job Satisfaction; Organizational Commitment; Turnover Intention.

INTRODUCTION

According to Hasibuan, as cited in Susan (2018), there are eleven functions of Human Resource Management, which consist of planning, organizing, directing, controlling, acquiring, developing, compensating, integrating, maintaining, disciplining, and terminating. In managing an organization, employees are the key factor determining the success of achieving organizational goals. Therefore, organizations must have loyal and highly dedicated employees, as employees with high loyalty can help the organization avoid turnover intention. Turnover intention is the process in which employees leave the organization and need to be replaced (Abdurrahim & Anisah, 2018). Employee turnover rate refers to the comparison between the number of employees who join and leave a company (Suprani & Hakimah, 2022).

The high turnover rate in a company will affect the company's revenue because turnover incurs recruitment costs, training expenses, and costs associated with filling vacant positions within the company (Khan, 2017). In a hospitality business that provides services and products to people in need of accommodation or those on vacation, service providers must be able to deliver the best service to ensure that guests have a satisfying experience during their stay at the hotel. One well-known tourist city in East Java province is Batu, which offers several tourist attractions as a means of refreshing for both working individuals and schoolchildren. One of the hospitality service providers is "X" Tourist Lodge, established since 2018. It is a hotel that provides services and products to tourists visiting Batu City, a tourist city in East Java, with a workforce of 36 employees.

Based on the data from "X" Tourist Lodge, the employee turnover percentages for the years 2020 to 2022 were obtained. In 2020, the turnover percentage was 33.3%; in 2021, it was 26.4%; and then in 2022, there was a significant increase in the turnover percentage, reaching 45%. This phenomenon needs to be taken seriously by the management of "X" Tourist Lodge as it indicates that employees may be working under uncomfortable or unsatisfactory conditions. Therefore, as an

evaluation, "X" Tourist Lodge should pay attention to the factors that cause the high turnover percentage among employees to improve employee performance and provide satisfactory services to customers.

Based on the results of interviews conducted by the author with employees of "X" Tourist Lodge, the author obtained information that a majority of the employees felt dissatisfied with their salary and were not satisfied with working with their colleagues. This indicated that the employees of "X" Tourist Lodge were experiencing job dissatisfaction, leading to thoughts of quitting their jobs at "X" Tourist Lodge.

Besides job satisfaction, turnover intention is also affected by several other factors. According to research conducted by Annisa (2018), the results showed that employees' turnover intention is also affected by organizational commitment. According to Elvira & Kustini (2022), organizational commitment is a contract or agreement to work towards a certain goal in the form of promises to others or to oneself. Commitment is a complete acknowledgment of one's true attitude born out of one's character.

Based on employee attendance data, it was found that the number of absences in the year 2020 was 21 days, or 8% of the total working days. In the year 2021, the absence rate increased to 10% with 23 days of absences, and in the year 2022, it further increased to 11% with 27 days of absences out of the total working days. It is evident that there has been an increase in the number of absences each year. This needs to be noted by the management of "X" Tourist Lodge as it indicates a lack of commitment in the workplace, which may also contribute to the rise in the turnover percentage of employees.

This is supported by research conducted by Fitri (2018) titled "The Effect of Job Satisfaction and Organizational Commitment on Turnover Intention," which found that job satisfaction and organizational commitment significantly affect turnover intention among employees in 3-star hotels in Yogyakarta. Based on the background mentioned above, this study aimed to investigate the effect of job satisfaction and organizational commitment on turnover intention among employees of "X" Tourist Lodge.

Literature Review

Turnover Intention

Turnover intention is a state in which employees consciously express an intention to seek alternative employment in a different organization (Susilo, 2019). Turnover is the process in which employees leave the organization and need to be promptly replaced (Karsudjono & Fauzi, 2021). Therefore, it can be said that turnover intention is the tendency of employees, either psychologically or behaviorally, to consciously have the deliberate desire to leave the organization (Basalamah, 2023). The following are the dimensions and indicators of turnover intention according to Bimaputra & Parwoto (2019), which include: (1) Thoughts of leaving, (2) Desire to seek job vacancies, (3) Having a willingness to leave the organization, (4) Experiencing work fatigue, characterized by laziness in working.

Job Satisfaction

According to Andika & Ahmad (2019), job satisfaction is how employees feel about their job. A person can be relatively satisfied with one aspect of their job and dissatisfied with one or more other aspects.

Job satisfaction is an action that is shown by an individual as a comparison between the employee's dreams and the profits gained from the profession (Kriskito & Rini, 2022).

Job satisfaction is a state where emotions are either pleasant or unpleasant, and it reflects how

employees view their work (Putri, 2022).

The indicators of job satisfaction, according to Sutrisno (2019), are as follows: (1) Colleagues, (2) Promotion opportunities, (3) Employee comfort at work, (4) Supervision, (5) Salary.

Organizational Commitment

According to Ozdem in Arumi (2019), organizational commitment needs to be carefully considered and prioritized to ensure that successful employees continue to deliver optimal results for the company. Similarly, as conveyed by Saraswati and Sulistiyo, as cited in Arumi (2019), organizational commitment is a belief and desire shared by all employees to grow together with the company and retain every employee within the organization.

Employees with strong commitment will have a high level of attachment to their workplace, as evidenced by their reluctance to leave their job (Ircham & Iryanti, 2022)

Organizational commitment is the goal of a job to describe an employee's feelings or dissatisfaction towards that job (Harahap, 2022).

The general indicators of organizational commitment, according to Shaleh (2018), are as follows: (1) Employee loyalty, (2) Employee willingness, where employees have a desire to work toward the interests of the organization, and (3) Employee pride in the organization.

RESEARCH METHOD

The research method used to conduct this research was a quantitative method. The population for this research consisted of 36 employees of "X" Tourist Lodge. In this research, the author selected the sample using a non-probability sampling technique called saturation sampling, where all population members were used as samples. The sample size for this research was 36 respondents. Data was collected through a questionnaire in the form of a Google Form distributed online, containing several statements related to the research. The data analysis method used in this study was the Partial Least Square (PLS) method with SmartPLS.

RESEARCH RESULTS AND DISCUSSION

Based on the distributed questionnaires to 36 respondents, the divisions of employees in "X" Tourist Lodge were as follows: Receptionists with 4 employees, Housekeeping with 15 employees, Security with 3 employees, Administration with 2 employees, Technicians with 3 employees, Supervisors with 1 employee, and Food and Beverages with 8 employees. Regarding the age group of the respondents, there were 11 respondents or 30.5% in the age range of 17 - 25 years, which was the highest number. The lowest number of respondents was in the age category >25 years, with a total of 25 respondents or 69.5%. This indicated that the majority of employees in "X" Tourist Lodge were aged above 25 years. Regarding the gender of the respondents, there were 16 male respondents, accounting for 44.5% of the total, while the majority of respondents were female, with a total of 20 respondents, accounting for 55.5%

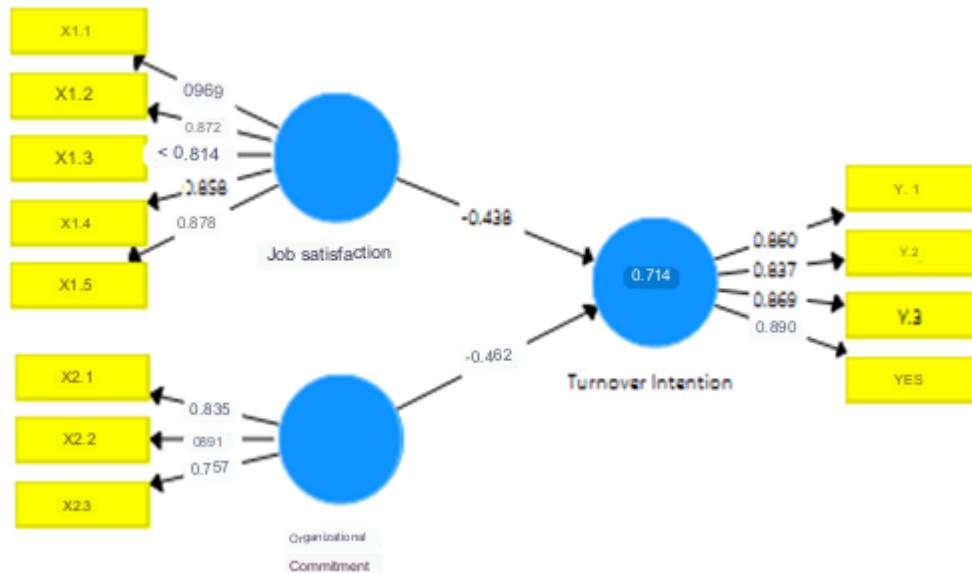


Figure 1. Outer Model

Based on the outer loading diagram above, the factor loadings (original sample) of all indicators from job satisfaction (X1), organizational commitment (X2), and turnover intention (Y) were greater than 0.50 and statistically significant, where the t-statistic values were greater than $Z\alpha = 0.05$ (5%) = 1.96. Therefore, all the indicators used in this research met the criteria for convergent validity, indicating good validity.

Data Analysis

Table 1. Path Coefficients (Mean, STDEV, T-Values, P-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction Growth → Intention	-0.438	-0.474	0.195	2,252	0.025
Organizational Commitment →→ Turnover Intention	-0.462	-0.442	0.223	2,077	0.038

The negative effect of job satisfaction (Job satisfaction) on turnover intention was accepted, with a path coefficient of -0.438 and a T-statistic value of 2.252, which was greater than the $Z\alpha$ value of 0.05 (5%) = 1.96, or a P-value of 0.025 < 0.05, indicating significance (negative). The result of the research was that the lower the level of job satisfaction among employees, the higher their desire to quit their jobs at "X" Tourist Lodge. The indicator that had the most significant effect was the salary.

The salary was the compensation received by employees for the work they had provided to the company. Salary was an important factor that employees considered in their work because they needed it to meet their daily needs, such as clothing, food, and shelter. When the salary received by employees was deemed appropriate for the work they had done and capable of meeting their daily needs, they felt satisfaction. The salary provided by "X" Tourist Lodge ranged from IDR 2,000,000 to IDR 4,500,000. The salary range was based on the division and the length of time the employees had worked at "X" Tourist Lodge. This indicates that the lower the salary received by employees, the more dissatisfied they become with their work, leading to an increased desire to quit their jobs. The results of this research are consistent with the research conducted by Fitri (2018), Susilo and Satrya (2019), and Antari (2019), which showed that job satisfaction has a significant effect on employees' desire to quit their jobs.

The negative effect of organizational commitment (Komitmen Organisasi) on turnover intention was accepted, with a path coefficient of -0.462 and a T-statistic value of 2.077, which was greater than the Z_{α} value of 0.05 (5%) = 1.96, or a P-value of $0.038 < 0.05$, indicating significance (negative). It meant that the lower employees' commitment to their work, the higher their desire to quit their jobs at "X" Tourist Lodge. The indicator that had the most significant effect was the willingness of employees, which measured how much employees were willing to strive for and achieve organizational goals. In the phenomenon at "X" Tourist Lodge, there was still an evaluation of the quality of service provided, as there had been criticisms from visitors regarding the tardiness of housekeeping service in addressing visitor issues.

The supervisors always provided evaluations and reprimands regarding these issues to the employees. This made the employees feel that the supervisors were sometimes excessive in their criticisms, leading to a low willingness of employees to achieve the organizational goals and resulting in their desire to quit their jobs. Thus, the lower the employees' willingness to achieve the organizational goals, the higher their desire to quit working at "X" Tourist Lodge. Conversely, if the employees' willingness to achieve the organizational goals were higher, it would reduce their inclination to quit working, meaning they would have continued working at "X" Tourist Lodge. The results of this research were consistent with the research conducted by Nurul Annisa Fitri (2018) and Riana Annisa (2018), which showed that organizational commitment had a significant effect on employees' desire to quit their jobs.

CONCLUSIONS

The conclusion drawn from this research was that job satisfaction and organizational commitment had a significant effect on employees' turnover intention at "X" Tourist Lodge. This indicated that the lower the employees' satisfaction with their work, the higher their desire to quit their jobs. Similarly, the lower the level of commitment employees had towards the organization, the higher their desire to quit working at "X" Tourist Lodge.

"X" Tourist Lodge could pay attention to the salary system for employees to maintain their job satisfaction, ensuring that the provided salary is sufficient to meet their daily needs. Additionally, "X" Tourist Lodge is expected to consider the employees' willingness to achieve the organizational goals. Implementing activities like training camps or outbound programs can boost employees' motivation to achieve the company's vision and mission.

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