

Analysis Of The Influence Of Organizational Commitment And Job Satisfaction On Turn Over Intention In Hospitality Industry

Roy Setiawan
Prodi Manajemen, Universitas Kristen Petra, Indonesia
roy@petra.ac.id

Balla Wahyu Budiarso
Prodi Teknik Mekanika Perkeretaapian, Politeknik Perkeretaapian Indonesia Madiun, Indonesia
balla@ppi.co.id

Rifah Shafwah
Prodi Ilmu Administrasi, Universitas Pepabri Makassar, Indonesia
shafwahrifah@gmail.com

Nurul Hasanah
Prodi Manajemen, STIE Satria Purwokerto, Indonesia
nurul.hs09@gmail.com

Loso Judijanto
IPOSS Jakarta Indonesia, Indonesia
losojudijantobumn@gmail.com

Article's History:

Received 20 Oktober 2023; Received in revised form 12 November 2023; Accepted 28 November 2023; Published 1 Desember 2023. All rights reserved to the Lembaga Otonom Lembaga Informasi dan Riset Indonesia (KITA INFO dan RISET).

Suggested Citation:

Setiawan, R., Budiarto, B. W., Shafwah, R., Hasanah, N., & Judijanto, L. (2023). Analysis Of The Influence Of Organizational Commitment And Job Satisfaction On Turn Over Intention In Hospitality Industry. *JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi)*, 9 (6). 2525-2530. <https://doi.org/10.35870/jemsi.v9i6.1661>

Abstract:

The purpose of this study is to examine if work satisfaction and organizational commitment variables have an additive effect on employee turnover intention. The sample size for this study was 200 contract workers. This study's sampling methodology is nonprobability. Purposive sampling was the technique utilized, and there were 100 samples in all. In this study, questionnaires and interviews were employed to collect the data. An ordinal scale was employed as the measurement system for the questionnaire. Using descriptive statistics, data quality testing, traditional assumption testing, and hypothesis testing with SPSS, the collected data will next be examined and evaluated. The following conclusions can be drawn from the findings of the data testing that was done on the issue utilizing multiple linear regression tests: On the likelihood of leaving a job, job satisfaction has a large beneficial impact. The intention to leave the company is significantly impacted negatively by organizational commitment. The intention to leave the company is significantly influenced by both job satisfaction and organizational commitment at the same time.

Keywords: job satisfaction, organizational commitment, contract employees, turnover intention.

Introduction

A hotel is a commercial service company that provides services relating to accommodation for resting, service facilities such as restaurants, cafes, and bars, and other services intended for the community. Business growth in the hotel services industry in Indonesia is currently increasing from year to year. It is proven that in the special area of the capital city of Jakarta, many new hotels are now emerging, ranging from three-star hotels to four-star hotels and five-star hotels. Competition in the hotel business requires management to develop strategies to excel in competition and anticipate all possibilities that may occur. To accomplish the goals and targets that have been established, businesses must have qualified human resources. The most crucial resource for ensuring the efficiency of business operations is human capital. Companies must therefore pay attention to employee needs in order to maximize contributions from staff members and prevent churn intention. Employee work satisfaction and a sense of organizational commitment are just two of the many elements that can affect the intention to leave (Soegandhi, 2013).

Based on the results of pre-research interviews with the Human Resources Development Director in the last three years, the problem that has occurred in hotels is that the employee turnover rate has increased. Therefore, the author is interested in knowing the factors that cause an increase in employee turnover. The cause of turnover is because employees feel less satisfied at work. The factors that cause job dissatisfaction include challenging work, fair salaries, supportive working conditions, and supportive coworkers. Employees feel there are no challenges at work. Case study where employees in the F&B Product department, like the steward department, were assigned to only help the chef and prepare cooking equipment. Not given other work assignments that use his skills and abilities. Another factor that causes employees to feel dissatisfied is providing fair salaries. If a promotion is felt to be fair, employees will be motivated to work to fight for power within a company. Fair promotion is one form of satisfying needs and improving employee welfare. If employee welfare is not paid attention to, they will feel they receive less attention from the leadership. Case study where several employees who have worked at a hotel for years waited up to five years to be promoted. Another form of employee welfare that needs to be considered is salary. Salaries must be paid fairly according to workload so that employee welfare increases (Handoko, 2020).

Apart from that, employees also feel dissatisfied with working conditions. It is felt that some employees do not pay attention to the cleanliness and tidiness of their workplace, which has an impact on the work comfort of other employees. Case study where CDF supervisors need to remind new employees and interns to always clean and tidy cooking equipment after they do their work. Another form of job dissatisfaction is that coworkers are less supportive. Supportive coworkers in one department will help other employees make their work easier. Case study where several employees are still difficult to work with in one department. Another phenomenon that occurs is organizational commitment. It was felt that some employees were still ignoring the rules that had been made by the hotel management, such as that after the break period was over, some employees were still not in their work rooms. Another phenomenon related to commitment is that some employees still lack responsibility for their work. Case study where supervisors need to monitor employees in one department while carrying out their work so that they work seriously. This indicates that there is still a lack of organizational commitment among employees. The effort that has been made by the management to increase the sense of commitment is to provide warning letters to several employees who still ignore hotel regulations (TANUWIBOWO, 2015).

High turnover in a department, organization, or organizational division indicates that the department concerned needs to improve its conditions or methods of development. Employees who leave a job may be motivated by hopes of positive, profitable consequences in their new job because the employee wants a large income, challenges at work, career development, a supportive organizational atmosphere, or something else. If the employee then gets what is expected, then this can increase self-confidence and satisfaction. Employees who have the desire to change jobs usually go through several stages of the process, including a feeling of employee dissatisfaction, which results in thoughts of moving to another company. The next stage is that employees ask other people for opportunities to work outside the company. After that, employees think about the impact of the actions taken by comparing the current job with the new job. If they get better expectations from other companies, employees will take

action to resign (voluntarily). Employees who are showing signs of intention to leave are known for acting inappropriately. Forms of inappropriate behavior by employees that point to a desire to leave the company include rising absenteeism, a tendency toward laziness at work, an increase in rules infractions, a rise in complaints against managers, and unusually favorable behavior (Harnoto, 2022).

Literature Review

Human resources are the most important asset to ensure the effectiveness of company operations. Therefore, companies need to pay attention to employee needs so that employees can contribute optimally and do not have the intention to change jobs (turnover intention). Employee work satisfaction and a sense of organizational commitment are just two of the many elements that can affect the intention to leave. Job satisfaction among employees is crucial for the business. A measure of an employee's feelings about whether or not their work is enjoyable is called job satisfaction (Budiarto et al., 2021). When a new employee enters a company, they bring with them a collection of requirements, wants, and experiences from the past that together make up their employment expectations. Employees who are happy with their jobs are less likely to consider leaving a company. On the other hand, if job satisfaction is low, there will be more talk about leaving. This is in accordance with other viewpoints that gender, age, education, length of service, position, and job satisfaction are personal factors that affect turnover intention. Job satisfaction is one of the personal characteristics that affects the inclination to leave. Organizational commitment is another causative element that affects the intention to turnover. The desire of organizational members to continue being a part of the organization and to put forth a lot of effort to accomplish organizational goals is known as organizational commitment. Employee commitment levels will be high if this is achieved, and turnover rates will be low. On the other hand, if there is a lack of organizational commitment, turnover intentions will rise. Workplace stress, job happiness, the work environment, organizational commitment, and other factors can all affect an employee's inclination to leave. Organizational commitment is a factor that affects the intention to turnover (Sidharta & Meily, 2021).

Companies need to pay attention to the causes of employee turnover. Turnover intention is the desire to move, referring to the conscious and deliberate desire to leave the organization (Sopiah, 2018). Job satisfaction and organizational commitment elements have an impact on a company's intention to turnover employees. Organizational commitment and job satisfaction are generally determined to be factors that are linked to an employee's decision to leave their employment (Hidayat & Tannady, 2023). The aforementioned justification leads one to the conclusion that businesses must focus on employee work satisfaction and foster a sense of organizational commitment in order to reduce employee turnover intentions (Tannady & Purnamaningsih, 2023). Retaining current employees is one of the goals of management of remuneration, in this case, payroll. Many employees will be forced to leave if pay is not competitive and doesn't follow the rules of fairness (Oktaria et al., 2022). The discrepancy between what one expects to earn and what one actually receives determines one's level of contentment or dissatisfaction with the compensation received (Supriyati, 2021). The level to which an employee supports a specific organization and its objectives and plans to continue participation in that organization is known as commitment to the organization. In other words, a person is more eager to perform additional tasks that must be completed without regard to remuneration the more committed they are to the organization (Sutanto & Gunawan, 2023).

Methodology

One thing that needs to be considered in research is the large population and samples in the research object. If the population and sample are insufficient, it will have a significant impact on the research. In this research, the population used was 200 contract employees. This study's sampling methodology is nonprobability. Purposive sampling was the technique utilized, and there were 100 samples in all. Interviews and questionnaires were employed as the main sources of data for this study. Interviews are methods for gathering data by asking respondents questions orally. Providing or disseminating a set of questions to respondents with the expectation that they will respond with answers results in the collection of data known as a questionnaire. The survey given to the workers is finished. An ordinal scale was employed as the measurement system for the questionnaire. Scientific publications

connected to research are the secondary sources the author used. Using the SPSS version 21.0 application, the collected data will then be tested and examined using descriptive statistics, data quality testing, traditional assumption testing, and hypothesis testing. A questionnaire's validity is evaluated using the validity test. When a subject's responses to questions remain constant or stable over time, a questionnaire is said to be dependable. The purpose of the normality test in this study was to determine whether the residuals, confounding variables, or regression model had a normal or nearly normal distribution. In this study, the normal probability plot (P-P plot) is used for the normality test. When data points are distributed evenly around the diagonal line in the distribution image and the distribution of data points follows the diagonal line, the variable is said to be normal.

Case studies

According to the descriptive statistics, out of 100 respondents, 37 had the lowest work satisfaction score and 54 had the highest. The respondents' average job satisfaction rating was 46.5 with a 3.6 standard deviation. The average organizational commitment score of respondents is 48.6, with a standard deviation of 3.0, while the lowest and highest scores are 39 and 58, respectively. The average of 100 respondents was 23.8, with a standard deviation of 3.3, and the lowest turnover intention value was 16 and the highest turnover intention value was 30. The following is based on the respondents' responses to the work satisfaction variable: It can be explained that 39 respondents, or 65%, of the 100 research participants, agreed. This indicates that under the job satisfaction variable, the majority of respondents concur that their company works with other institutions in the promotion process, they feel at ease around their coworkers while working, and their coworkers are able to work well together. Because fair pay and supportive coworkers are important components of the job satisfaction variable, which affects employees' intentions to leave their jobs, firms should pay attention to these signs. This is consistent with other study, which found that work satisfaction has a negative and significant impact on the intention to leave a job.

Based on respondents' answers regarding the organizational commitment variable, it is as follows: of the 100 research respondents, it can be explained that 48 respondents, or 80%, agreed. This means that in the organizational commitment variable, the majority of respondents agreed that it would be inappropriate for him to leave the company during his career, and one of the reasons he stayed with this company was that other companies might not be better than the company where he works now. Because the organizational commitment variable, which affects turnover intention, includes the normative commitment indicator, organizations need to be concerned about this variable. This is consistent with other study that found organizational commitment had a negative and significant impact on the intention to leave. The following is based on the respondents' responses to the turnover intention variable: It is understandable why 39 respondents or 65% of the 100 research participants said they disagreed. This indicates that, when it comes to the turnover intention variable, the majority of respondents do not concur that they intend to leave the company soon. Since turnover intention, which affects work satisfaction and organizational commitment, includes the sign of intending to quit the company in the near future, firms should be concerned about it. This is consistent with other study that examined the effects of organizational commitment and work satisfaction, both of which have an impact on the intention to leave a job.

The corrected coefficient of determination (adjusted R square) is 0.6 based on the calculation's findings. This result suggests that additional variables not considered in this study can account for 40% of the dependent variable turnover intention and the job satisfaction and organizational commitment variables can account for 60% of it. The estimate's standard error (SEE) is 2.2. The accuracy of the regression model's variable predictions will increase with decreasing SEE. According to the findings of the t test for work satisfaction on intention to leave, H_0 is rejected and H_a is approved since the t-count value is higher than the t-table ($8.00 > 2.00$). The job satisfaction variable has a regression value of 0.6, which means that for every unit increase in the work happiness variable, the turnover intention variable will also increase by 0.6. A positive correlation indicates that the job satisfaction variable significantly influences turnover intention in the favor. In other words, if work satisfaction has a positive impact, it signifies that the high level of employee job satisfaction at the organization is offset by a high level of intention to leave. The findings of earlier studies that discovered that work satisfaction had a considerable beneficial impact on turnover intention support the findings of this study. The findings of this study, however, differ from those of previous

studies, which claim that work satisfaction has a negative and significant impact on the intention to leave a job. The wage and bonus indicators, which affect employee turnover intention, are another element that is thought to be the reason of the significant positive coefficient on the work satisfaction variable. Because pay indicators are private and cannot be measured in this research, the author's findings are limited.

The findings of the t-test for organizational commitment (X2) on turnover intention (Y) reveal that H_02 is rejected and H_a2 is approved because the calculated t-value is less than the t-table ($-5.7 < 2.002$). According to the organizational commitment variable's regression coefficient, which is -5.7, the turnover intention variable will fall by 5.7 if organizational commitment is raised by one unit. A negative coefficient indicates a considerable negative impact of the organizational commitment variable on turnover intention. In other words, if organizational commitment has a negative impact, the intention to leave the organization decreases the higher the organizational commitment of the person. The results of this study support past research that suggests organizational commitment has a negative and significant effect on turnover intention. The constant was determined by the research's findings to be 19.8. According to this, the value of the dependent variable, or turnover intention, is only 19.8 if there are no independent variables, namely job satisfaction and organizational commitment. This indicates that the independent variables (job satisfaction and organizational commitment) have an impact on the dependent variable, or turnover intention. According to the X_1 coefficient value of 0.7, every 1% improvement in job satisfaction reduces the likelihood of leaving your employment. Every 1% increase in organizational commitment will result in an increase in turnover, according to the X_2 coefficient of -0.56. The Standardized Coefficient Beta (Beta) coefficient value reveals the dominant independent variable that has the greatest impact on the dependent variable in multivariate linear regression analysis. Job satisfaction has the highest coefficient value in the t-test, which equals 8.00, indicating that it is the independent variable in this study that affects the dependent variable (intention to leave). The value of f-count $>$ f-table ($38.9 > 3.16$) indicates that H_03 was rejected while H_a3 was accepted, according to the research findings. Therefore, it may be inferred that the variables of job satisfaction and organizational commitment together, or simultaneously, have a considerable impact on the variable of turnover intention. Previous studies that indicated that organizational commitment and work satisfaction had an impact on turnover intention confirm our findings.

Conclusion

The following conclusions can be drawn from the findings of the data testing that was done on the issue utilizing multiple linear regression tests: On the likelihood of leaving a job, job satisfaction has a large beneficial impact. The intention to leave the company is significantly impacted negatively by organizational commitment. The intention to leave the company is significantly influenced by both job satisfaction and organizational commitment at the same time. According to the aforementioned conclusions, work satisfaction and organizational commitment significantly affect turnover intention. This study demonstrates that these factors must be taken into account if employee turnover intentions are to be minimized. For the business, job satisfaction is crucial. Employee retention and productivity rise as a result of satisfied workers who stay on the job and perform at their best. There are many ways to meet the needs of employees, including offering fair pay, interesting work, encouraging working environment, encouraging coworkers, and so forth. The most crucial factor is compensation because it is connected to providing for employees' requirements in terms of clothing, food, and housing. Similar to this, if staff members have a sense of commitment to the company, they will carry out their responsibilities with complete responsibility, which will affect the achievement of company objectives. By doing this study, it is desired that more studies will be conducted utilizing other data analysis methods, objects, and research models to offer data for comparing the findings of this study. Additionally, it is intended those future studies would use a larger sample size and population in order to improve the accuracy of the calculations and apply theory to the most recent indications. In order to increase organizational commitment, it is intended those businesses will pay attention to the wants and needs of their employees. In order to lower turnover intentions, firms can use this research to create acceptable work satisfaction and organizational commitment. It is anticipated that this study will contribute to the body of knowledge in the area of human resource management. The author also expects that readers will use this research as reading material to gain more understanding of organizational commitment, job satisfaction, and turnover intentions.

References

Soegandhi, V. M. (2013). Pengaruh kepuasan kerja dan loyalitas kerja terhadap organizational citizenship behavior pada karyawan PT. Surya Timur Sakti Jatim. *Agora*, 1(1), 808-819.

Handoko, T. H. (2020). *Personnel and Human Resources Management*. Yogyakarta: BPFE.

Tanuwibowo, M. H. (2015). Pengaruh budaya organisasi dan motivasi kerja terhadap kinerja karyawan pada PT Lestari Purnama Perkasa. *Agora*, 3(2), 60-69.

Harnoto. (2022). *Human Resource Management, 2nd Edition*. Jakarta: PT. Prehallindo, Jakarta.

Budiarto, B. W., Priyanto, S., & Muthohar, I. (2021). Analisis Kualitas Pelayanan PT Kereta Api Indonesia terhadap Tingkat Kepuasan Pengguna Jasa pada Stasiun Cepu. *Jurnal Perkeretaapian Indonesia (Indonesian Railway Journal)*, 5(1), 48-57.

Sidharta, N., & Meily, M. (2021). The Impact of Organizational Commitment and Job Satisfaction on Turnover Intention Empirical Study of Operator Employees in One Garment Company in Cimahi. 10(2).

Sopiah. (2018). *Organizational Behavior*. Yogyakarta: Andi Offset.

Hidayat, W. G. P., & Tannady, H. (2023). Analysis of Organizational Citizenship Behavior (OCB) Variables, Work Stress, Work Communication, Work Climate Affecting Employee Performance and Turnover Intention at PT. Bank Tabungan Negara (Persero) Tbk. Cabang Gresik. *International Journal of Science, Technology & Management*, 4(3), 688-696.

Tannady, H., & Purnamaningsih, P. (2023). Determinant factors customer satisfaction and its implication on customer loyalty: from the perspective of customers of Vespa. *International Journal of Science, Technology & Management*, 4(2), 434-438.

Oktaria, D. S., Darmawan, A., Handoko, H., & Budiarto, B. W. (2022). Pembelajaran Tentang Tugas dan Wewenang Bagi Penjaga Perlintasan Sebidang dengan Jalan Raya. *PaKMas: Jurnal Pengabdian Kepada Masyarakat*, 2(2), 317-325.

Supriyati. (2021). *Learn Basic Accounting*. Bandung: LABKAT PRESS UNIKOM.

Sutanto, E. M., & Gunawan, C. (2023). Job Satisfaction, Organizational Commitment and Turnover Intention. 4(1).