

The Role of Organizational Commitment Mediates the Effect of Job Satisfaction on Employee Turnover Intention in Bali Relaxing Resort and Spa

Ketut Anjani Dharmayanti¹, Anak Agung Ayu Sriathi²

¹(Faculty of Economics and Business, Udayana University, Indonesia)

²(Faculty of Economics and Business, Udayana University, Indonesia)

ABSTRACT : Turnover intention is an individual's desire to leave the organization. So that employees do not have the desire to leave the company, the company needs to pay attention to the factors that affect turnover intention. The purpose of this study was to determine the role of organizational commitment to mediate the effect of job satisfaction on turnover intention. This research was conducted at Bali Relaxing Resort and Spa. The number of samples taken was 86 employees, with saturated sampling method. Data collection is done through interviews, observations and questionnaires. The analysis technique used is path analysis. Based on the results of the analysis found that job satisfaction has a positive and significant effect on organizational commitment. Organizational commitment has a negative and significant effect on turnover intention. Job satisfaction has a negative and significant effect on turnover intention. Organizational commitment mediates negatively and significantly the effect of job satisfaction on turnover intention. The management of Bali Relaxing Resort and Spa is advised to reduce the level of turnover intention by increasing the level of employee job satisfaction by meeting employee needs. Employee organizational commitment is further enhanced by listening to employee aspirations so that employees do not have the desire to leave the company.

KEYWORDS : *Job satisfaction, organizational commitment, turnover intention*

I. INTRODUCTION

Chairperson of the Indonesian Hotel and Restaurant Association, Haryadi Sukamdani, said Indonesia's tourism sector was very promising. This sector is Indonesia's core business. Tourism is the biggest contributor to GDP, foreign exchange, and employment, easy and fast (Cahyu, 2018). In the face of competition at this time, investment in terms of Human Resource Management (HRM) is very necessary for a company (Putra and Surya, 2016). Turnover intention shows the desire or intention of employees to leave (Utama et al., 2015). Saeed et al (2014) suggested that organizations cannot avoid turnover intention, but can anticipate the level of turnover intention. The high level of employee exit from the company will cause higher costs incurred by the company to re-recruit employees and the cost of retraining (Indrayanti and Riana, 2016).

Bali Relaxing Resort and Spa (BRR) has employee turnover that tends to increase. In 2018 the BRR employee turnover rate is more than 10 percent and from year to year the turnover rate continues to increase, BRR employee turnover is said to be high. Sari et al (2016) state that turnover intention is the strongest predecessor of employee turnover, for this reason it is necessary to know the factors causing turnover intention in Bali Relaxing Resort and Spa employees. According to Griffeth et al (2000), almost all turnover intention models are caused by low levels of job satisfaction and organizational commitment. Employees who are satisfied with what is obtained from the company will provide more than what the company expects with high commitment and he will continue to strive to improve his performance (Adi and Ratnasari, 2015). If the organizational commitment of employees is increased, they will be able to make a significant contribution to employee turnover intentions (Mulia and Supartha, 2018).

Initial interview with the HRD (Human Resource Department) BRR found that most of the turnover types that occurred at BRR companies were voluntary turnover caused by low employee job satisfaction and HRD employees often listened to conversations between employees about many employees who wanted to find other job openings. This is reinforced from the results of the initial interviews with 10 BRR employees who were randomly selected. Four employees were willing to leave the company in the coming months, three employees wanted to find another job openings while working at BRR, and three employees were not want to leave the company. Based on the explanation of the problem above, the purpose of this study is to analyze the

effect of job satisfaction on organizational commitment of Bali Relaxing Resort and Spa employees, to analyze the effect of organizational commitment on employee turnover intention in Bali Relaxing Resort and Spa, to analyze the effect of job satisfaction on employee turnover intention Bali Relaxing Resort and Spa, to analyze the effect of job satisfaction on turnover intention through mediating the organizational commitment of Bali Relaxing Resort and Spa employees.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Theory of Planned Behavior is an extension of Theory of Reasoned Action. In the theory of reasoned action, it is explained that one's intention towards behavior is formed by two main factors, namely attitude toward the behavior and subjective norms (Fishbein and Ajzen, 1975). Whereas in the theory of planned behavior one more factor is added, namely perceived behavioral control (Ajzen, 1991). Tung (2011:79) says that attitude toward behavior is the extent to which a person has an evaluation of behavior that is beneficial or unfavorable. It depends on the person's assessment of the expected results of the behavior. Subjective norms are one's perceptions of other people's thoughts that will support or not support them in carrying out behavior. Behavioral control is related to beliefs about the availability of support and resources or obstacles to carrying out a behavior. The emergence of employee turnover intentions is caused by the existence of confidence from within the individual regarding organizational commitment, employee attitudes, and intentions regarding employee desires to leave the company.

According to Saeed et al. (2014), turnover intention is influenced by the level of job satisfaction and organizational commitment. Turnover intention or desire to leave is the real cause of turnover (Irvianti and Verina, 2015). Turnover intentions are classified into two parts, namely unavoidable turnover and unwanted turnover, unavoidable turnover usually occurs because the age of the employee is already in the pension category, or due to illness, while unwanted turnover is caused by discomfort in organizations, the lack of competence of these employees in carrying out tasks, or a poor relationship with colleagues at work (Kumar et al., 2011). According to Jehanzeb et al. (2013) there are three indicators of turnover intention namely the thought of leaving, the desire to find another job opening, and the desire to leave the organization in the coming months.

In drayanti and Riana (2016) said that organizational commitment is a situation where an employee feels comfortable with his work and workplace, so he has a desire to remain in the organization. Oceani (2015) suggests that there are three components of organizational commitment, namely affective commitment relating to the emotional connection of members to the organization, identification, and involvement in the organization, continuance commitment relating to the awareness of organizational members will suffer losses if they leave organization, normative commitment (normative commitment) related to the psychiatric members of the organization to remain in the organization, the action is the right thing to do.

The results of the research of Ramadan and Mujiati (2018), and Arimbawa and Dewi (2019) stated that job satisfaction has a positive and significant effect on organizational commitment. The results of this study relating to the relationship between job satisfaction and organizational commitment are in line with a number of previous studies namely Chih et al., 2012; Kaplan et al., 2012; and Top and Gider, 2013. Saldanha et al (2019) explained that feeling satisfied with work, satisfied with the involvement of colleagues, satisfied with the opportunity to advance and develop themselves able to make important contributions in forming organizational commitment. This means that the higher job satisfaction the higher organizational commitment. Significant positive influence can be interpreted that if employees feel satisfied with the job then they will be more committed to the company.

H1: Job satisfaction has a positive and significant effect on organizational commitment on Bali Relaxing Resort and Spa employees.

Organizational commitment is said to be an important variable when discussing turnover intention because it is a belief that employees are more committed to their company, so the less likely that employees will leave the company or move to another company. This statement is supported by research conducted by Islam et al. (2015) which explains that affective commitment has a negative and significant effect on turnover intention. The same results were obtained from research conducted by Kalidass and Bahron (2015); Yamazakia and Petchdee (2015); Mishra et al. (2015) which says that organizational commitment has a negative and significant effect on turnover intention. Based on a number of these studies, the following research hypotheses can be formulated.

H2: Organizational commitment has a negative and significant effect on turnover intention for Bali Relaxing Resort and Spa employees.

Huang and Su (2016); Budiyo (2016); Pristayanti and Adnyani (2017); Putra and Mujiati (2019) who explained that job satisfaction gives a negative influence on the desire to leave the organization. These things prove that job satisfaction is an important factor in emphasizing employee turnover intention. So someone who feels satisfaction will feel comfortable in their environment so it is difficult to leave the organization.

H3: Job satisfaction negatively influences turnover intention in Bali Relaxing Resort and Spa employees.

Employees who have a high level of satisfaction will increase organizational commitment so as to reduce the intention to leave or move from their current company. Organizational commitment is able to mediate negatively and significantly the effect of job satisfaction on turnover intention (Rismawan et al, 2014; Candra and Riana, 2016; Susilo and Satrya, 2019). Job satisfaction has a negative effect on turnover intention indirectly through affective commitment, calculative commitment and normative commitment (Manuel and Rahyuda, 2015).

H4: Job satisfaction has a negative and significant effect on turnover intention through mediating organizational commitment on Bali Relaxing Resort and Spa employees.

III. METHODS

The design of this research is causality research design. This research was conducted to determine the relationship of job satisfaction variables, organizational commitment to turnover intention. This research was conducted at Bali Relaxing Resort and Spa is one of the four-star hotels in Bali, located at Pratama Street No. 62, Bena, Kec. Kuta Selatan, Kab. Badung, Bali. The population and sample in this study were all employees of Bali Relaxing Resort and Spa, amounting to 86 people. The variables identified in this study are endogenous variables namely turnover intention (Y), mediating variables namely organizational commitment (Z), and exogenous variables are job satisfaction (X).

Quantitative data in this study are the number of employees and employee turnover data at Bali Relaxing Resort and Spa while the qualitative data in this study are company history, vision and mission, and the organizational structure of Bali Relaxing Resort and Spa. The primary sources in this study were respondents who were employees and managers of the Bali Relaxing Resort and Spa who provided preliminary data. The secondary source in this study is the company Bali Relaxing Resort and Spa.

The use of questionnaires in this study must be accompanied by tests of validity and reliability testing so that the questionnaire is suitable for use. Indicators can be said to be valid if the correlation coefficient is positive and greater than 0.03 with an alpha error rate of 0.05 (Sanusi, 2017: 77). The instrument is said to be reliable if Cronbach Alpha ≥ 0.60 . If Alpha approaches one, reliability is more reliable (Sanusi, 2017: 81).

Data collection methods used were questionnaires and interviews. Data obtained during data collection in the field were analyzed using descriptive statistics, path analysis, and single test. Descriptive statistics in the form of frequency distributions are used to present the characteristics of respondents. Path analysis is an extension of the application of multiple linear regression analysis to predict causality relationships between variables. The Sobel test is carried out by testing the strength of the indirect effect of the Job Satisfaction variable (X) on the Turnover Intention variable (Y) through the Organizational Commitment variable (Z). The classic assumption test conducted in this study consisted of a normality test, a multicollinearity test, and a heteroscedasticity test. The normality test in this study uses the Kolmogorov-Smirnov statistics. This multicollinearity test aims to find out whether the variables used have more than one linear relationship. Homoscedasticity test uses the Glacier method.

IV. RESULT AND DISCUSSION

The percentage of male respondents at 72.1 percent and 27.9 percent of female respondents. This indicates that respondents more men than women, in the hospitality needed more male employees on the night shift. The second characteristic is the age, the age of the respondents was dominant at the age of 31-40 years with a percentage of 41.9 percent, while the lowest for the age group that is at the age ≥ 50 years with a 5.8 percentage. This happens because at the age of 31-40 years is already a difficult age to get a new job. The third characteristic is the department, dominant respondents are in the food & beverage department with a percentage of 30.2 percent, while the lowest is the executive, HR, and marketing with a percentage of 2.3 percent. Food & beverage department has the most employees as in the food & beverage department consists of various positions, chef, bartender and waitress / waiter. The fourth characteristic is the more dominant tenure life of over 5 years with a percentage of 54.7 percent. Employees who have a life of over 5 years dominated by employees who are at the age of 31-40 years who are productive age work.

The results of testing the validity of Job Satisfaction (X) is valid with a correlation coefficient of 5 instruments lowest and highest 0.728 and 0.856 more than 0.3. Organizational Commitment validity test results (Z) is valid with a correlation coefficient of 9 instruments lowest and highest 0.686 and 0.887 greater than 0.3.

Validity test results Turnover Intention (Y) that is valid with a correlation coefficient of the three instruments of the lowest and the highest 0,940 and 0.957 greater than 0.3.

The results of a reliability test job satisfaction (X) is equal to 0,862, organizational commitment (Z) of 0.934 and turnover intention (Y) is 0.944. Cronbach alpha value of these three variables is greater than 0.6. All instruments are qualified reliability so that it can be used to conduct research.

The distribution of respondents to the turnover intention with the highest average score of 3.60 on a statement I often thought to work elsewhere and the lowest average score of 3.41 on a statement I wish to leave the company in the coming months. Number of average values for the variables turnover intention of 3.48 is included in the high criteria. The distribution of respondents on job satisfaction with the highest average score of 2.60 on a leadership statement always provides direction to employees, and for the lowest average score of 2.37 on a statement I get the chance for promotion. Number of average values for the variables job satisfaction of 2.50 is included in the low criteria. This shows that the employee BRR had low job satisfaction should be considered by the company. The distribution of respondents to the organizational commitment with the highest average score of 2.60 on a statement I feel that working in this organization is the best opportunity and the lowest average score of 2.21 on my statement was not interested in other organizations offer which might be better than where I work. Number of average values for the variables of organizational commitment of 2.49 is included in the low criteria.

Diagram path coefficient of this study are as follows.

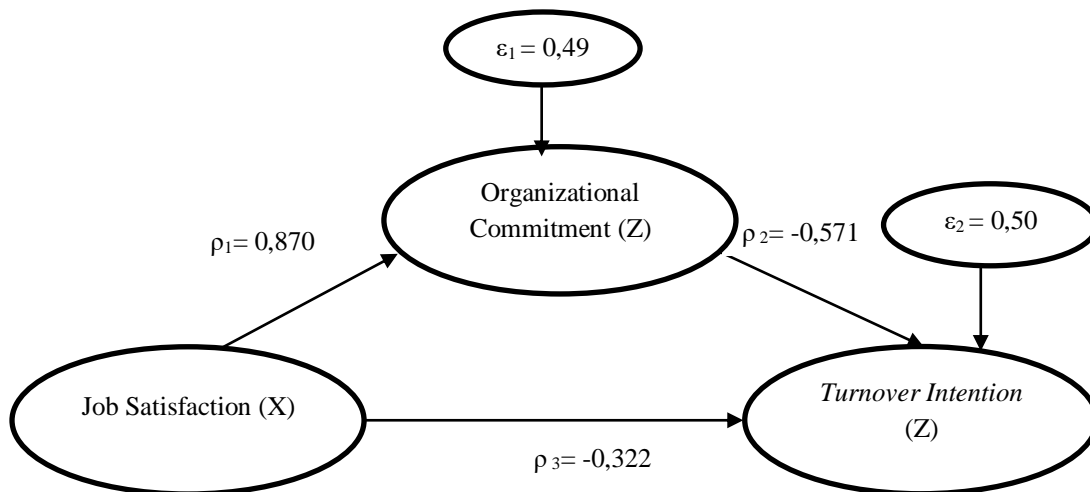


Figure 1. Diagram Path Coefficient

Sources: *Primary data is processed, 2019*

The magnitude of the effect of job satisfaction (X) on organizational commitment (Z) is 0.870. This figure shows that job satisfaction has a positive and significant effect on organizational commitment by 87 percent, while the remaining 13 percent is influenced by other factors outside the model. The magnitude of the effect of organizational commitment (Z) on turnover intention (Y) is -0.571. This figure shows that organizational commitment has a negative and significant effect on turnover intention of 57.1 percent, while the remaining 42.9 percent is influenced by other factors outside the model. The magnitude of the effect of job satisfaction (X) on turnover intention (Y) is -0,322. This figure shows that job satisfaction has a negative and significant effect on turnover intention by 32.2 percent, while the remaining 67.8 percent is influenced by other factors outside the model.

Based on the calculation results of the sobel test, it was found that the computed z value of $-4.9 > z$ table was -1.96 , then H_0 was rejected and H_1 was accepted. This means that the role of organizational commitment mediates negatively and significantly the effect of job satisfaction on turnover intention.

The data on this structure has a normal distribution for the coefficient Asymp.Sig (2-tailed) of $0.077 > 0.05$. Because Asymp.Sig coefficient (two-tailed) is greater than α , it can be concluded that the model of this structure has been fulfilling the normal criteria. It can be seen from the tolerance level of organizational commitment and job satisfaction of $0.243 > 0.10$, and for $4,113 \text{ VIF} < 10$. It can be concluded variables job satisfaction and organizational commitment is not multicollinearity. The value of Sig. organizational commitment variable of 0.604 greater than 0.05 and a variable job satisfaction at 0.955 greater than 0.05. It can be concluded that both variables expressed homoscedasticity.

Hypothesis testing on the effect of job satisfaction on organizational commitment found a positive effect of the variable job satisfaction on organizational commitment with the results of $\text{Sig.} \leq 0.05$ and a beta coefficient of 0.870 which shows that job satisfaction has a positive and significant effect on organizational commitment. Based on the description of respondents' answers, it is found that the average level of job satisfaction felt by employees is low, and the results of the average level of organizational commitment of employees are low, so the lower the job satisfaction of employees, and the lower the organizational commitment. This result supports previous research by Ramadhan and Mujiati (2018), and Arimbawa and Dewi (2019) which states that job satisfaction has a positive and significant effect on organizational commitment. The results of this study also support research conducted by Saldanha et al (2019) which explains that feeling satisfied with work, satisfied with the involvement of colleagues, satisfied with the opportunity to progress and develop themselves able to make important contributions in forming organizational commitment.

Hypothesis testing on the effect of organizational commitment on turnover intention found a negative effect on the variable of organizational commitment on turnover intention with the results of $\text{Sig.} \leq 0.05$ and a beta coefficient of 0.571, which indicates that organizational commitment has a negative and significant effect on turnover intention. Based on the description of respondents' answers, the average level of organizational commitment felt by employees is low, and the average level of employee turnover intention is high. This means that employees who have a low organizational commitment have a desire to leave the organization, so the lower the organizational commitment of employees, the higher the employee turnover intention. These results support previous research conducted by Kalidass and Bahron (2015), Yamazakia and Petchdee (2015), Mishra et al. (2015) which says that organizational commitment has a negative and significant effect on turnover intention.

Hypothesis testing on the effect of job satisfaction on turnover intention found a negative effect of organizational commitment variables on turnover intention with the results of $\text{Sig.} \leq 0.05$ and a beta coefficient of -0.332 which indicates that job satisfaction has a negative and significant effect on turnover intention. Can be seen from the description of respondents' answers, the average results of the level of job satisfaction felt by employees is low, and the results of the average level of employee turnover intention is high. This means that employee satisfaction within the company is not met will result in a high desire of employees to leave the organization, employee absences that tend to be high and lead to a decline in company performance. These results support previous research conducted by Budiyo (2016), Pristayanti and Adnyani (2017), Putra and Mujiati (2019) who explain that job satisfaction gives a negative influence on the desire to leave the organization.

Hypothesis testing on the effect of job satisfaction on turnover intention through mediating organizational commitment using the sobel test. Sobel test results found that organizational commitment mediated negatively and significantly the effect of job satisfaction on turnover intention with results $Z = -4.9 > -1.96$. Can be seen from the description of respondents' answers, the results of the average level of job satisfaction and organizational commitment felt by employees is low, and the results of the average level of employee turnover intention is high, meaning that job satisfaction has a negative and significant effect on turnover intention, job satisfaction has a positive effect and significant on organizational commitment, organizational commitment has a negative and significant effect on turnover intention, so it can be said that organizational commitment mediates the effect of job satisfaction on turnover intention. The results of the study are consistent with other studies. Job satisfaction has a negative effect on turnover intention indirectly through affective commitment, calculative commitment and normative commitment (Manuel and Rahyuda, 2015). Organizational commitment is able to mediate negatively and significantly the effect of job satisfaction on turnover intention (Rismawan et al, 2014; Candra and Riana, 2016; Susilo and Satrya, 2019).

V. CONCLUSION

The conclusions that can be drawn based on the results of the analysis are as follows: Job satisfaction has a positive and significant effect on organizational commitment. This shows that the lower the level of employee job satisfaction, the lower the level of organizational commitment. Organizational commitment has a negative and significant effect on turnover intention. This shows that the lower the organizational commitment of employees, the higher the turnover intention. Job satisfaction has a negative and significant effect on turnover intention. This shows that the lower the level of employee job satisfaction, the higher the employee turnover intention. Job satisfaction has a negative and significant effect on turnover intention through mediating employee organizational commitment. This shows that the lower the job satisfaction of employees, the lower the organizational commitment and thus the desire of employees to leave the company will be higher.

Suggestions that can be given based on the results of the analysis, discussion and conclusions are as follows. Suggestions that can be given to the Bali Relaxing Resort and Spa are to increase employee job satisfaction by giving promotions to employees who have done their jobs well, paying attention to the compatibility between salary and workload, and improving work relations between employees and the relationship between leaders and employees with employees hold employee gathering activities outside the company.

These things can increase employee organizational commitment so that employees are not interested in other organizations' offers, which can indirectly prevent employees from having the desire to leave the organization and look for work elsewhere.

This study is limited to researching job satisfaction, organizational commitment and turnover intention. Future studies are expected to be able to add to other variables because this study only examines turnover intention that is influenced by job satisfaction and organizational commitment, but does not rule out the emergence of other factors outside this study.

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