

## The Role Of Organizational Commitments Mediating The Effect Of Employee Satisfaction To Employee Intention Turnover

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**ABSTRACT :** *The purpose of this study is to explain the role of job satisfaction towards turnover intention through mediating organizational commitment at Pelangi Bali Hotel, Seminyak, Badung. The population are 125 employees with 56 employees as sample using simple random sampling. Data collected through interviews and questionnaires. Path analysis is used. The analysis shows that job satisfaction has a positive and significant effect on organizational commitment. Job satisfaction has a negative and significant effect on turnover intention. Organizational commitment has a negative and significant effect on turnover intention. Job satisfaction has a positive and significant effect on organizational commitment. organizational commitment is able to mediate the effect of job satisfaction on employee turnover intention or in other words job satisfaction has a negative and significant effect on turnover intention through organizational commitment, which means the higher the level of employee job satisfaction, the higher the commitment to the organization as well the lower the level the desire of employees to leave the Pelangi Bali Hotel company, Seminyak, Badung.*

**Keywords** -job satisfaction, organizational commitment, turnover intention

### I. INTRODUCTION

Human resources is one of the important factors in an organization or company, in addition to other factors such as assets and capital (Hakim et al., 2018). Even though the company has abundant capital, material or machinery resources, all the company's production activities cannot run well without the support of adequate and quality human resources. Thus, employees are the most valuable assets that determine the performance and sustainability of the company.

Poor human resource management activities can result in large losses, such as increasing the desire of employees to leave their work or referred to as turnover intention. Turnover intention is one of the factors that need to be considered by an organization, which will have an impact on organizational sustainability. One impact that arises with turnover intention is the high rate of employee turnover which causes loss of costs incurred by the company at the time of employee recruitment. In addition to experiencing losses in terms of cost and time, turnover can also affect the sustainability of the company's operations. One factor that influences turnover intention is job satisfaction. Yamazakia & Petchdee (2015) says that job satisfaction is the first aspect achieved by an employee before having organizational commitment. Putra & Suana (2016) defines organizational commitment as a condition where an employee sided with a particular organization and has the desire and purpose to defend themselves as members in the organization.

Most hotels in Bali are located in Badung Regency, especially in the areas of Seminyak, Kuta, Nusa Dua and Legian. The number of tourists who come to Bali, making one of the hotels in Seminyak crowded with tourists, in addition to the area of interest by tourists, there is also a beach which is one reason for tourists to visit the Seminyak area. One of the hotels in Seminyak is Pelangi Bali Hotel. Pelangi Bali Hotel is a four star hotel in Seminyak located near Seminyak Beach, with modern facilities.

Employee turnover data at Pelangi Bali Hotel from July to December 2018, experienced a fluctuating turnover rate and tended to increase every month to reach 10 percent. According to Gillis in Widiantara & Ardana (2015) said that the normal turnover rate ranges from 5 percent to 10 percent of the total number of employees, while it is said to be high if the turnover rate reaches 10 percent or more. Pelangi Bali Hotel experienced a fairly high turnover rate. This is supported by the results of interviews with Human Resource Management (HRM) and 3 employees who stated that, the high turnover rate that occurred at Pelangi Bali Hotel was found in the housekeeping and waiters department. Some housekeeping employees said that job satisfaction felt was quite low, because one of the employees who worked at Pelangi Bali Hotel stated that there was no work comfort. In addition, at the time of the appointment of employees, the injustice of raising the employee's position was not in accordance with the length of service, but with the relationship at the hotel. Thus employees

who have long years of work feel unfair and uncomfortable at work, so there is a desire to leave the hotel.

Eliyana et al. (2019) shows that based on the results of the hypothesis test that has been done, the results show that job satisfaction has a positive and significant relationship with organizational commitment. This was also shown in Candra & Riana (2017) that job satisfaction has a positive and significant effect on organizational commitment. Based on previous research on the effect of job satisfaction on turnover intention conducted by Indrayanti. & Riana (2016) shows that job satisfaction has a negative and significant effect on turnover intention. This research is also supported by Putra & Sariyathi (2015) showing that job satisfaction has a negative effect on turnover intention.

Based on previous research on the effect of organizational commitment on turnover intention conducted by Nasution (2017) shows organizational commitment has a negative and significant effect on turnover intention. This was also done by Tarigan & Ariani (2015) examining the effect of job satisfaction, job stress and commitment together on turnover intention. The results of the research concluded that organizational commitment partially has a negative impact on turnover intention. Based on previous research conducted by Indrayanti. & Riana (2016) on showing that, job satisfaction has a negative and significant effect on turnover intention through mediating organizational commitment. However, research conducted by Azeez et al. (2016) shows different results that, job satisfaction has a positive and significant impact on turnover intentions through organizational commitment.

Supriati et al. (2019) state that Traditional Turnover Theory regarding employee turnover behavior is influenced by job satisfaction and organizational commitment as an intermediate variable. According to this theory, employees with high job satisfaction and organizational commitment are believed to be not easy to leave their jobs. Turnover intention is one of the big problems that must be faced by a company.

## II. HYPHOTHESES DEVELOPMENT

Other factors that influence turnover intention are job satisfaction and organizational commitment (Ramalho Luz et al. 2018). Ali et al. (2018) showed the result that there was a strong negative relationship between organizational commitment and employee turnover intention, so the higher the level of organizational commitment that employees have, the lower the level of employee turnover intention. Lee et al. (2017) job satisfaction has a significant negative effect on turnover intention, this indicates that employee satisfaction or not can influence employee behavior to leave or quit the company.

H1: Job satisfaction has a positive and significant effect on organizational commitment.

Job satisfaction is a feeling of the results of the work that has been achieved. Tetra Hidayati (2016) states that job satisfaction has a negative and significant impact on commitment and exit intensity. Alam & Asim (2019) states that job satisfaction has a negative effect on turnover intention. Lee et al. (2017) job satisfaction has a significant negative effect on turnover intention, this indicates that employee satisfaction or not can influence employee behavior to leave or leave the company. Anjani et al. (2018) state that employees who are satisfied with work are considered to have better performance in the organization than others who are not satisfied with them.

H2: Job satisfaction has a negative and significant effect on turnover intention

Organizational commitment is the state of a person to assess the extent to which the principles and objectives are in accordance with the principles and objectives of the company. A high commitment relationship, preferring to live and work with organizations rather than leaving the organization. In the research results of Pawirosumarto et al. (2017) found the relationship of organizational commitment has a negative and significant effect on turnover intention. Ali et al. (2018) in his research found that there is an effect of organizational commitment on employee turnover intention, namely the higher organizational commitment, the lower the turnover intention. Yasmin & Marzuki (2015) found that organizational commitment with turnover intention was negatively related.

H3: Organizational commitment has a negative and significant effect on turnover intention.

Candra & Riana (2017) state that organizational commitment significantly mediates the effect of job satisfaction on turnover intention. Hasibuan et al. (2019) in her research found that job satisfaction has a negative effect on turnover intention through organizational commitment. The higher the level of job satisfaction of an employee, the higher their commitment to the company and thus their desire to leave the company will be lower.

H4: Organizational commitment mediates the effect of job satisfaction on turnover intention

## III. METHODS

This research is a type of associative causality design research that explains the causal relationship between independent variables and dependent variables through a quantitative approach. The objects in this study are organizational commitment, job satisfaction and turnover intention. In this study, the independent variable is job satisfaction (X), the mediating variable is organizational commitment (Z) and the dependent variable is turnover intention (Y). The population of this study is all 125 Pelangi Bali Hotel employees,

Seminyak, Badung with a sample of 56 respondents. The data analysis technique used in this study is Path Analysis.

#### IV. RESULTS AND DISCUSSION

Respondents that male employees are more dominant than female employees, this can be seen from the number of male employees numbering 42 people with a percentage of 75 percent, this is because employees needed for housekeeping, waiters, engineering, sales and HRM are male employees. The age of most employees is 31 to 40 years with a percentage of 36 percent or as many as 20 people, this is because in the service industry especially hospitality requires extra personnel in the sale of services so that requires employees of productive age. Employees with 11-15 years of service are more dominant, as many as 33 people or 59 percent, this is due to years of service that cannot make employees look for other work, so employees will stay in the company.

Level education of respondents is dominated by high school / vocational graduates with a percentage of 52 percent or as many as 29 people, this is because the housekeeping, waiters, engineering and sales departments do not require high education, but rather the desire to learn and work in teams. Dominant positions can be seen in the waitress department with a percentage of 32 percent or as many as 18 people. This is attributed to the employee waitress department needed many employees to support hotel guest services in serving food and also in the housekeeping department as many as 14 people or 25 percent, this is because in the housekeeping department it takes quite a lot of employees to support hotel cleaning services.

The overall score of the job satisfaction variable was 3.89 and included in the high criteria. Statement "I do not believe my boss" obtained a score of 2.82 with a fairly high category. This shows that superiors must pay more attention to employees and approach employees, so that trust in superiors grows.

The organizational commitment of Pelangi Bali Hotel employees, Seminyak, Badung as a whole respondents felt quite high, this can be seen from the overall score of the variable organizational commitment that is equal to 3.32. The statement that has the lowest score is the statement "I do not feel as part of the family of this company" which has the lowest score of 2.18 which is included in the criteria of high enough. This shows that the company should have a way of approaching employees, so employees can foster a sense of belonging and become part of the company.

3 statements about turnover intention have a score of 3.31 with the category high enough. The statement "after I can find a better job, I will leave the company" has the highest score with a score of 3.70 which means that employees are serious about leaving the company if they find a better job. This can show that the company should be able to foster a sense of comfort for employees and can also create a good work environment in order to minimize employee intentions to leave the company and look for a better job.

Asymp. Value Sig. (2-tailed) from the residual regression results of the job satisfaction variable (X) to organizational commitment (Z) is greater than the level of significance set at 5 percent (0.05), amounting to  $0.200 > 0.05$  which means the data is normally distributed. Next the Asymp value. Sig. (2-tailed) of the residual regression results of job satisfaction (X) and organizational commitment (Z) to turnover intention (Y) is greater than the significance level set at 5 percent (0.05), amounting to  $0.200 > 0.05$  which means that the data has normal distribution. So it can be concluded if the data is normally distributed and is suitable for future testing.

The effect of job satisfaction variable (X) on organizational commitment (Z) has a tolerance greater than 0.10 ( $1,000 > 0.10$ ) and VIF is smaller than 10 ( $1,000 < 10$ ) which means there is no multi-collinearity. While the effect of job satisfaction variables (X) and organizational commitment (Z) on turnover intention (Y) both have Tolerance values greater than 0.10 ( $0.208 > 0.10$ ) and VIF is smaller than 10 ( $4,816 < 10$ ) which also means that there is no multi-collinearity. So it can be concluded if the data is feasible to be used for further tests.

Sig value from the variable job satisfaction (X) of 0.372. This value is greater than 0.05 which means there is no influence between the variable job satisfaction (X) on absolute residuals. Thus, the model created does not contain symptoms of heteroscedasticity. Sig value from the variable of job satisfaction (X) and organizational commitment (Z) of 0.363 and 0.348. Both values are greater than 0.05, which means there is no influence between the variable of job satisfaction (X) and organizational commitment (Z) on absolute residuals. Thus, the model created does not contain symptoms of heteroscedasticity

**Table 1. Regression Analysis Results Effect of Job Satisfaction on Organizational Commitment**

| Model                | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|----------------------|-----------------------------|------------|---------------------------|--------|-------|
|                      | B                           | Std. Error | Beta                      |        |       |
| (Constant)           | 0,065                       | 0,228      |                           | 0,284  | 0,778 |
| Job Satisfaction (X) | 0,834                       | 0,058      | 0,890                     | 14,354 | 0,000 |

Source: Primary data processed, 2019

Analysis of the data used in this study is a simple regression analysis. The influence of independent variables on

the dependent variable was tested with a confidence level of 95% or  $\alpha = 5\%$ .  $\beta_1$  value of 0.834 indicates a positive influence of job satisfaction (X) on organizational commitment (Z). the significance value for the variable job satisfaction is 0,000 less than 0.05 ( $0,000 < 0.05$ ), with a t value of 14.354 compared with the value of t table with degrees of freedom  $N - k = 56 - 3 = 53$  and a significance of 0.05. Obtained t table value of 2.006 so that the value of  $t\text{-count} > t\text{-table}$  ( $14.354 > 2.006$ ). Thus, H1 is accepted so that job satisfaction partially has a positive and significant effect on organizational commitment.

**Table 2. The Effect of Job Satisfaction and Organizational Commitment on Turnover Intention**

| Model                         | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|-------------------------------|-----------------------------|------------|---------------------------|--------|-------|
|                               | B                           | Std. Error | Beta                      |        |       |
| (Constant)                    | 9,269                       | 0,283      |                           | 32,805 | 0,000 |
| Job Satisfaction (X)          | -,536                       | 0,158      | -0,320                    | -3,389 | 0,001 |
| Organizational Commitment (Z) | -1,171                      | 0,169      | -0,654                    | -6,932 | 0,000 |

Source: Primary data processed, 2019

The  $\beta_1$  value is -0,536 and the  $\beta_2$  value is -1,171 which shows that job satisfaction (X) and organizational commitment (Z) both have a negative influence on turnover intention (Y). the significance value for the job satisfaction variable is 0.001 less than 0.05 ( $0.001 < 0.05$ ), with a t-value of -3.389 compared to the value of t table with degrees of freedom  $N - k = 56 - 3 = 53$  and a significance of 0.05 . Obtained t table value of 2.006 so that the value of  $t\text{-count} > t\text{-table}$  ( $3.389 > 2.006$ ). Thus, H2 is accepted so that partially job satisfaction has a negative and significant effect on turnover intention. Meanwhile, the significance value for the organizational commitment variable is 0,000 less than 0.05 ( $0,000 < 0.05$ ), with a t-count of -6,932 compared to the t-table with degrees of freedom  $N - k = 56 - 3 = 53$  and significance 0.05. Obtained t table value of 2.006 so the t-value  $> t\text{-table}$  ( $6.932 > 2.006$ ). Thus, H3 is accepted so that partially organizational commitment has a negative and significant effect on turnover intention.

Based on the calculation of the total coefficient of determination, it is found that the diversity of data that can be explained by the model is 0.98, which means that 98 percent of the variable job satisfaction (X), organizational commitment (Z), and turnover intention (Y) can be explained by the model , while the remaining 2 percent is explained by other variables not included in the model. If the indirect effect of job satisfaction on turnover intention mediated by organizational commitment is -0,582. While the total effect of job satisfaction variables on turnover intention mediated by organizational commitment is -0,902. Thus, H4 is accepted so that partial organizational commitment mediates job satisfaction with turnover intention.

z-count of -3.752 means that job satisfaction has a negative effect on turnover intention through mediating organizational commitment. The z-count value of 3.752 is greater than the z table (1.96). This means organizational commitment (Z) as a mediating variable the effect of job satisfaction (X) on turnover intention (Y) at Pelangi Bali Hotel, Seminyak, Badung or in other words job satisfaction (X) has an indirect effect on turnover intention (Y) through commitment organizational (Z).

Based on the analysis of the effect of job satisfaction on organizational commitment, the results show that there is a positive influence of job satisfaction on organizational commitment. The significance value for the variable job satisfaction shows that the higher the employee satisfaction, the higher the level of employee organizational commitment, so that partially job satisfaction has a positive and significant effect on organizational commitment. This is supported by indicators of job satisfaction and indicators of organizational commitment that show that employees feel happy working at the company, because they can learn from their work and employees also state that it is very difficult to leave the company because of organizational commitment. This study supports the results of several previous studies conducted by Eliyana et al. (2019), Candra & Riana (2017) and Nath Gangai & Agrawal (2015)

Based on the analysis of the effect of job satisfaction on turnover intention shows that job satisfaction has a negative influence on turnover intention. The significance value for job satisfaction shows that partially job satisfaction has a negative and significant effect on turnover intention. This is supported by indicators of job satisfaction which states that employees do not trust superiors, supported by turnover intention indicators which state that after employees can find a good job, employees will leave the company. This study supports the results of several previous studies conducted by Alam & Asim (2019) and Lee et al. (2017)

Based on the analysis of the effect of organizational commitment on turnover intention with the results of the significance shows that organizational commitment partially has a negative and significant effect on turnover intention. This is supported by one indicator of organizational commitment which shows that currently staying in the company is very important for employees, while the turnover intention indicator shows

that employees are actively looking for work outside the organization. This study supports the results of previous studies conducted by Aditya et al. (2018), Ali et al. (2018) and Yasmin & Marzuki (2015) that organizational commitment with turnover intention was negatively related.

Based on an analysis of the role of organizational commitment mediation the effect of job satisfaction on turnover intention shows the results of the role of organizational commitment mediating the effect of job satisfaction on turnover intention. This means that organizational commitment can mediate the effect of job satisfaction on employee turnover intention or in other words job satisfaction has a negative and significant effect on turnover intention through organizational commitment. This is supported by indicators of job satisfaction, organizational commitment and turnover intention, which on the indicators of job satisfaction show employees feel happy working in the company, because they can learn from their work, while the organizational commitment indicators show that employees do not have a sense of belonging to the company and the indicators Turnover intention shows that employees actively seek work outside the organization. This study supports some of the results of previous studies conducted by Susilo & Satrya (2019) found that organizational commitment is able to mediate the effect of job satisfaction on employee turnover intention.

Based on research that has been done, there are some limitations in this study, only done in the scope of the Pelangi Bali Hotel, Seminyak, Badung, so that the results of this research cannot be used in other companies. Factors that influence turnover intention in this study only use job satisfaction and organizational commitment, but many other factors can be used in further research. Time limitations in distributing questionnaires, so respondents tend to be difficult to give a statement.

Based on the results of the analysis to improve the job satisfaction of Pelangi Bali Hotel employees, Seminyak, Badung who stated that "I don't trust my boss". This shows that superiors must pay more attention to employees and approach employees, so that trust in superiors grows. Based on the results of the analysis to increase the organizational commitment of employees at Pelangi Bali Hotel, Seminyak, Badung stating that "I do not feel as part of the family of this company". This shows that the company has a way of approaching employees, so employees can foster a sense of belonging and become part of the company. Based on the results of the analysis to reduce the turnover intention at Pelangi Bali Hotel, Seminyak, Badung, which states that "after I can find a better job, I will leave the company". This can show that the company should be able to foster a sense of comfort for employees and can also create a good work environment. Further researchers are advised to add research variables in addition to the variables of job satisfaction, organizational commitment and turnover intention such as variables of work stress, compensation, and career path. In addition, it also expanded the research sites, namely more than one company in the industrial sector such as manufacturing, services, retail or MSME to optimize the questionnaire obtained.

## V. CONCLUSION

Job satisfaction has a positive and significant effect on organizational commitment, which the higher level of employee job satisfaction, the higher the level of organizational commitment of employees. Job satisfaction has a negative and significant effect on turnover intention, which means the lower level of satisfaction employee work, the higher the turnover intention. Organizational commitment has a negative and significant effect on turnover intention, which means the lower the level of organizational commitment, the higher the turnover intention. Organizational commitment is able to mediate the effect of job satisfaction on employee turnover intention. In other words job satisfaction has a negative and significant effect on turnover intention through organizational commitment, which means the higher the level of employee job satisfaction, the higher the commitment to the organization, so the lower the level of employee desire to leave the company.

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