

THE EFFECT OF JOB SATISFACTION, JOB STRESS AND ORGANIZATIONAL COMMITMENT ON INTENTION TO LEAVE, CASE OF DISCOVERY KARTIKA PLAZA HOTEL

Komang Ayu Bunga Pradnya Nata Dewi¹, Putu Saroyini Piartrini²,

¹(Faculty Economy and Business/ Udayana University, Bali, Indonesia)

²(Faculty Economy and Business, Center of Tourism Study/ Udayana University, Bali, Indonesia)

Corresponding author: Putu Saroyini Piartrini

ABSTRACT : This study investigates the influence of job satisfaction, Job stress, and organizational commitment on intention to leave. Model verification is based on 77 sample data provided by employees of Discovery Kartika Plaza Hotel, Kuta Bali. The result indicated that job satisfaction, job stress and organizational commitment, affected intention to leave significantly. Among them the effect of organizational commitment is the strongest one on intention to leave. The second come up the effect of job satisfaction. Management have to minimize intention to leave its employee by improving their job satisfaction. Low Pay satisfaction need pay policy to be reviewed and make it comply with Labour regulation and apply Performance Based Pay Policy consistently. Research findings also indicated that job stress is high and the effect of job stress is positively and significant on intention to leave. work hours, high volume activities and insufficient work hours recommend management to extend work capacity by employing day worker in peak season where demand of service is higher than normal season.

Keywords : work stress, organizational commitment, job satisfaction, intention to leave.

I. INTRODUCTION

1.1. Study Background.

The intention to leave is referring an employee to leave the current job they are doing (Mobley, 1986). Intention turn over that is not professionally handled creates a high intention to leave and harming the organization performance (Kumar and Sigh, 2011). For the organization intention to leave the high rate of intention to leave adversely affect the current employees. It increases the workload and makes work planning difficult. Thus, Turn over may classified as voluntarily and involuntarily intention to leave and it is often associates with variable of Job satisfaction (Kumar, 2011). Bashir and Durrani (2014) discover that job satisfaction was found to have a significant negative association with intention to leave intention similar with Long Cs et al., (2012) found that job satisfaction was not the only significant predictors of future quits but also the Job stressor can be another predictors for intention to leave. Jha (2009) indicated that Job stress is a major organizational factor that augments quitting intentions of employees which will come from role ambiguity, role-conflict, work-over-load, and work-family conflict, create stress among employees. Hassan (2014) discover that job stress have positive significant correlation with intention to leave intention. Organizational commitment is a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization (Mowday et al., 1982). Organizational Commitment negatively related with employees intention to leave (Wu and Poisaram, 2011) according to the previous research found by Cave et al., (2013) Organizational commitment was positive significant related to intention to leave intention. Preliminary study at Discovery Kartika Plaza Hotel, Kuta Bali, based on data conducted between 2016 – 2019 indicated that the company has major intention to leave up to 14,59% in 2019 meanwhile the level of intention to leave minimum is between 5 – 10% per year. It occurred due to the negative impact of Organizational commitment on organization or individual, It is important for management to find out whether work stress, job satisfaction and organizational commitment have significant correlation with intention to leave. Hospitality sector is dynamic service due to different guest bring different expectation to the hotel employees. The research findings are expected to have positive implication on how to minimize work stressor and also how to increase employee job satisfaction and organizational commitment in Discovery Kartika Plaza Hotel.

II. CONCEPTUAL MODEL AND RESEARCH HYPOTHESES

2.1. Job Satisfaction and Intention to leave

Job satisfaction refers to the employee assessment of the intrinsic and extrinsic aspects of the employment situation (Olson et al., 2014; Schmidt, 2007; Swider et al., 2011). It is the reflection of employee perception and assessment to the degree acceptance level of organization. Holland et al., 2011; Spagnoli and Caetano, 2012). Job satisfaction is an emotional response that represents a reaction to the workforce real situation based on Two factor theory (Herzberg, 1959) described there are two factors that affect satisfaction, namely: (1) Hygiene factors are factors that can cause or prevent dissatisfaction. (2) Motivation factors are factors that are related to the job itself or with results that can be obtained directly from the job. Another research finding stated that job satisfaction has become an important issue in management and organizational due to the impact on organizational performances and according to Luthans (2011:141) job satisfaction is influenced by five factors namely as (1) The work itself, the extent to which his work provides interesting tasks, opportunities to learn, and opportunities to accept responsibility. (2) Salary is the amount of remuneration received and the extent to which this is considered fair in relation to others in the same organization. (3). Promotional opportunities. Opportunity to rise through the ranks in the organization. (4) Supervisor's ability to provide technical assistance and behavioral support. Quite a few studies show that job satisfaction has a significantly negative influence on intention to leave intention (Esra, et al, 2013; Faris et al, 2014) it is explained that higher job satisfaction is associated with lower intention to leave intention. Gishella et al (2017) showed negative and significant result on the job satisfaction on intention to leave, Putri and Prasetyo (2017); Salleh et al (2012) discovered that job satisfaction has negative effect on intention to leave. Prediction of the effect of job satisfaction on intention to leave is:

H1: Job Satisfaction negatively affects Intention to leave

2.2. Work Stress and Intention to leave

Work stress is the response may individual employee has on demand of the work and its environment, and theories of vocational interests at work are theories about person organization fit. It stated that compatibility between individual knowledge, skill and attitude as well as organization culture is preferable (Kristof, 1996). Congruence between people and organizations is related to positive behavioral outcomes, such as job performance, organizational citizenship behavior and reduced intention to leave (Hoffman & Woehr, 2006). Lou (2007) discovered work stress weakened employee ability to take decision and being passive also might be losing their potential skills thus caused the intention to leave intention is increasing. Work stress affects not only their health but also their performance at work, leading to absence or intention to leave intention. (Lu et al., 2016). Work stress may cause by some factors such as monotonous, lack of variety, unpleasant environment, having too much to do, working under pressure, long working hours.

Sheraz et al., (2014; Mxenge et al. (2014) identified that work stress has significant impact on intention to leave intention. Number of studies have shown that work stress is positively correlated with intention to leave intention (Harzer and Ruch, 2015). Memewe (2015); Anggraini, (2013) found work stress has positive significant relationship with intention to leave. Khan et al. (2014); Kaur et al. (2013) suggest that if organizations are willing to retain their employees, they must reduce work stressors, which may trigger work stress and ultimately lead to intention to leave intentions. The effect of job stress on intention to leave is formulated as:

H2: Job stress positively affects Intention to leave

2.3. Organizational Commitment and Intention to leave

Organizational Commitment is a multidimensional concept and refers to the attachment of an employee to an organization where employees attach and feel fit and comply with the objectives of the organization (Miller, 2003). Newstrom (2011:223) acknowledged that the organizational commitment is a condition in which the worker associates himself/herself with the organization and its objectives and intends to continue his/her membership of the organization. There are types of organizational commitment: affective commitment, continuance commitment, normative commitment. Pepe (2010) identified a significant negative relationship between affective commitment and Intention to leave intention. The results of Alniacik et al. (2011) showed a negative effect of Affective commitment and intention to leave intention. Aydogdu and Asikgil (2011) this study found that there was a positive effect of organizational commitment on intention to leave intentions. Khan et al., (2014) found that organizational commitment has negative impact toward intention to leave. Loi et al (2006); Thakre (2015) discovered the higher intention to leave has negative significant relationship to organizational commitment. Relationship between organizational commitment and intention to leave is predicted as:

H3: Organizational commitment negatively affects intention to leave

2.4. Proposed Conceptual Model.

Perspective of attribution theory was applied to test the relationship between work stress and organizational commitment to employee intention to leave, and the two factor theory was taken to explain the relationship between job satisfaction to intention to leave. The conceptual model proposed relationship among work stress, job satisfaction and organizational commitment toward intention to leave is presented on figure 1.

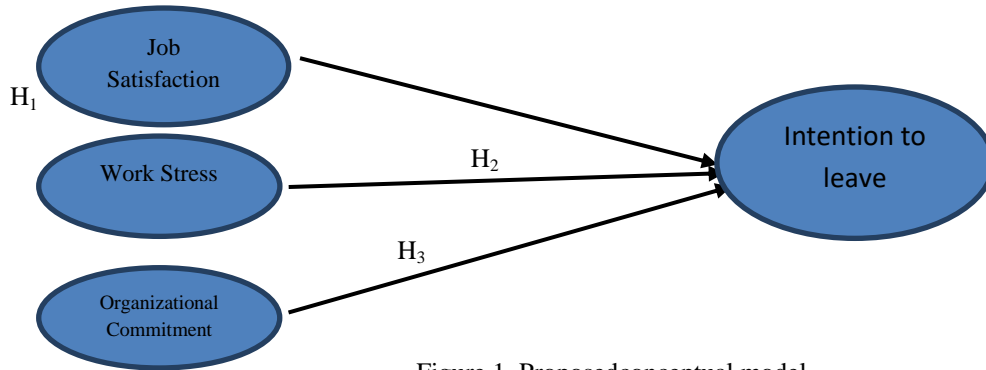


Figure 1. Proposed conceptual model

Research Methodology

3.1 Research design.

Research design of present study is qualitative methods by distribute the questionnaire as well as interview to ensure participants fill the questionnaire properly. Data accumulation involved 77 employees of Discovery Kartika Plaza Hotel. Respondent characteristics are presented on table 1. Conceptual model proposed the effect of job satisfaction, work stress and organizational commitment to intention to leave. Research population was employees of Discover Kartika Plaza Hotel located in Jl. Kartika Plaza Kuta, Badung regency, Bali. The number of unit sample population is 329 employees. They are front officers, bartenders, housekeepers, marketing officers, SPA therapists, financial and accounting officers, general affairs and Human Resource officers.

Work stress measurement comprises work demand, work capacity available and individual perceived control which elaborated in 17 item indicators (Alves et al., 2004). Job Satisfaction consists of 9 item indicators based on two factor theory (Spector, 2007). Organizational commitment was measured by 24 item indicators developed by Christy (2019) covered 3 dimensions such as Affective Commitment, Continuance Commitment, and Normative Commitment. Turn Over Intention consists of 4 dimensions and 4 item indicators (Mobley et al., 1978 in Irwanto et al., 2016). Data were measured by semantic differential scale with five intervals (1 - 5) which represented opinion of strongly disagree - strongly agree. Data validity was verified by Confirmatory Factor Analysis (CFA). Index measure of sampling adequacy (KMO) critical value is 0.50. Scale validation is evaluated through Cumulative Explained Variance where the result should be higher than 0.05 significance in order to be accepted and the Eigenvalues of the factor are above 1.0, and Total Variance Explained by all factor components with a factor above 1.0 is above 51%. Data reliability was tested by scale method with Alpha Cronbach values above 60%.

Table.1. Respondent characteristic

No.	Description	Quantity (Percent)
1.	<i>Sex</i>	
	<i>Men</i>	(51.95)
	<i>Female</i>	(48.05)
2.	<i>Age</i>	
	<i>21 - 25..</i>	(33.77)
	<i>26-30.</i>	(46.75)
	<i>31-35.</i>	(10.39)
	<i>35 <...</i>	(9.09)
3.	<i>Education background</i>	
	<i>High Senior</i>	(54.54)
	<i>Diploma</i>	(33.77)
	<i>Undergraduate</i>	(6.50)

4.	<i>Lenghtofservice</i>	
	<i>1- 5 year</i>	(41,56)
	<i>b.6 – 10year</i>	(37.66)
	<i>c. > 10year</i>	(20.78)

source: Primary Data, 2020.

The number of male respondents (51.95%) is larger than female respondents (48.05%). The number of male employees is slightly higher than female employees. Most respondents are between 26-30 years old. It is accounted for 46.75% of total unit sample. Level of education of respondents is dominated by those who graduated from high senior school (54.54%), there remains are graduated from diploma and undergraduate program. Most respondents have been working for the company less than 6 years (41.56%).

III. RESULT AND DISCUSSION

Result of Validity and Reliability test are presented on table 2. Critical value of KMO parameter larger than 0,50; Barlett's test range 42,980 – 137,018; Commulative explained variance larger than 0,50 indicated that the data are valid.

Table 2. Test of Validity

No	Variable	KMO	Barlett's test	Commulative Variance	Interp.
1	Job Satisfaction	0,837	226.785	75.810	Valid
2	Workstress	0,802	795.327	71.517	Valid
3	Organizational Commitment	0.699	1281,528	73,385	Valid
4	Intention to leave Intention	0,763	165.450	71,107	Valid

Source; Primary data, 2020

Reliability test indicated that Value of Cronbach Alpha of Jobsatisfaction, workload, compensation and employee retention are above 0,60. It indicated that data are reliable and the result of descriptive analysis described in detail how high are jobsatisfaction, workstress, organizational commitment and intention to leave reported by respondents. Descriptive analysis results are presented on table 3 in detail.

Table 3. Reliability Test

Variabel	Cronbach's Alpha	Reliability
Intention to leave Intention (Y)	0,861	Reliable
Job Satisfaction (X ₁)	0,961	Reliable
Work Stress (X ₂)	0,773	Reliable
Organizational Commitment (X ₃)	0,859	Reliable

Source : Priary data, 2020

4.1. Job Satisfaction Score Distribution.

Average score of jobsatisfaction reported by respondents is 3,67. It is indicated that jobsatisfaction is high. Contribution of motivator factor is higher (3,76) than Hygiene factor (3,48). The result indicated that management needs to pay attention more to improve Hygiene Factor. Priority should be placed on reward policy improvement (2,94), redirect management policy to meet employee expectation (2,95). On motivator aspects financial incentive (3,14) and career development (3,10) are the lowest score.

Table. 4. Job Satisfaction score distribution

No	Satisfaction Indicator	N	Average score	Interpretation
Motivation Factor				
1	Company Achievement recognition	77	3.65	High
2	I love my job	77	3.70	High

3	Development opportunity	77	3.87	High
4	Career development	77	3.10	High
5	Financial incentive	77	3.14	High
6	Skill development opportunity	77	3.97	High
7	Activity variation	77	3.60	High
8	Attainable standard	77	4.08	High
9	Challenging job.	77	3.62	High
10	Supervisor support	77	3.51	High
11	Supervisor trust	77	3.87	High
12	Self development	77	4.00	High
13	Growth opportunity	77	3.96	High
14	Network building.	77	3.91	High
15	Social Network	77	4.13	High
16	Performance realization	77	3.99	High
	Average score motivator	77	3,76	High
Hygiene Factor				
17	Management policy	77	3,40	Moderate
18	Job policy	77	2,95	Moderate
19	Work goal	77	3,77	High
20	Organization communication	77	4,06	High
21	Cooperation	77	3,96	High
22	Peer support.	77	3,56	High
23	Supervisor support	77	3,71	High
24	Supervisor credibility.	77	3,69	High
25	Pay.	77	3,27	Moderate
26	Work volume	77	2,94	Moderate
27	Work equipment	77	3,25	Moderate
28	Job clarity	77	3,19	Moderate
	Average score Hygiene Factor		3.48	Moderate
	Average score satisfaction score		3.67	High

Source : Primary data, 2020

4.2. Job Stress Score Distribution

Data presented on table 5 indicated that average total score of job stress is high (3,44). Contribution of Job demand is stronger (3,47) than job control (3,33). Respondent reported that high demand of their job is a result of requirement to work fastly (4,13) with high volume activities (3,77) but there is insufficient time to work (2,86). They have to work longer than normal condition (3,06). Requirement for new skill is high (4,16), creativity requirement is high (3,56) even though work autonomy is relatively high (3,65). Work enjoyment is reported very low (2,16).

Table.5 Work stress score distribution

No.	Variabel Work Stress (X ₂)	N	Rata rata	Keterangan
Job Demand				
1	Work fastly	77	4,13	High
2	Activity volume	77	3,77	High
3	Stamina requirement	77	3,55	High
4	Insufficient time to work	77	2,86	Moderate
5	Over timework	77	3,06	High
	Job demand average score	77	3,47	High
Control				
6	New skill requirement	77	4,16	High
7	Problem solving	77	2,52	Low

11	Creativityrequirement	77	3,56	High
12	Worksignificancy	77	2,90	Moderate
13	Workotonomy	77	3,65	High
14	Workflexibility	77	3,16	Moderate
Jobcontrolaveragescore			3,33	Moderate
Support				
12	Jobsafety	77	3,18	Moderate
13	Jobsecurity	77	3,57	High
14	Peersupport	77	3,31	Moderate
15	Team workprocess	77	3,32	Moderate
16	Socialrelationship	77	4,13	High
17	Workenjoyment	77	2,16	High
Supportaveragescore		77	3,51	High
Average total scorejobstressStress		77	3,44	High

Source : Primary data , 2020

4.3.OrganizationalCommitmentScoreDistribution.

Level oforganizationalcommitmentisreportedmoderatewithaveragescore 3,16. Averagescoreofaffectivecommitmentishigher (3,51) thancontinuancecommitmentaveragescore (2,83). Eventhoughthey are happyworkingfororganization (3,45) butatthesametimethey dontfeelthatthey are partoftheorganization (3,81). Organization problem is not their problem (3,62). Regardingcontinuanceaspectoforganizationalcommitmenttheresultindicatedthatrespondents are not afraidtoquitfromtheirjob (2,36) anditis not hardforthemtoleaveorganization (3,0), becausetherewillbenomuchdisrupted in theirlife (2,66). Respondentsclaimedthattheconsequencessofleavingtheorganizationismoderate (2,83) andtherewillalsojustneedmoderate personal sacrifice (2,73). Averagescoreofnormativeelementoforganizationalcommitmentoldthatrespondentssawjumpingfromoneorganization ontoanotheris not uneticalbehavior (2,39), they are not taughttobe loyal tooneorganization (2,77) andtheybelievethattodaypeople are not staywithoneorganizationformostoftheircarrier (2,51). Averagescoreoforganizationalcommitment are presented in detiontable 7.

Table.6.Organizational commitment scoredistribution

No.	Organizationcommitmentindicator	N	Average score	Interpret
Affective Commitment				
1	I amhappyworkfororganization	77	3,45	High
2	I amProudoftthisorganization	77	3,39	Moderate
3	My prideisdependentoncompanyimage	77	3,19	Moderate
4	Thisorganization has a greatdealof personal meaningfor me	77	3,74	High
5	I do not feellikepartofthefamilyatmyorganization	77	3,81	High
6	Organization problem is not my problem	77	3,62	High
7	Organizationcontributionformylive	77	3,51	High
8	I do not feel a strongsenseofbelongingto myorganization	77	3,34	Moderate
Sub total averagescoreofaffectivecommitment		77	3,51	High
9	I amafraidofwhatmighthappenif I quitmyjob	77	2,36	Low
10	It would be very hard for me to leave my organization right now,	77	3,00	Moderate
11	Too much in my life would be disrupted if I decided to leave myorganization now.	77	2,66	Moderate
12	It wouldn't be too costly for me to leave my organization now	77	2,81	Moderate
13	Right now, staying with my organization is a matter of necessity	77	3,57	High
14	I feel that I have too few options to consider leaving this organization.	77	2,68	Moderate

15	consequences of leaving this organization would be the scarcity of available alternatives.	77	2,83	Moderate
16	Leaving this organization would require considerable personal sacrifice	77	2,73	Moderate
	Average score of Continuance Commitment		2,83	Moderate
	Normative commitment			
17	These days move from company to company too often	77	3,91	High
18	I do not believe that a person must always be loyal to his or her organization	77	3,23	Moderate
19	Jumping from organization to organization seems unethical to me	77	2,39	Low
20	I continue to work for this organization because of a sense of moral obligation to remain.	77	3,61	High
21	If I got another offer for a better job elsewhere I would leave my organization	77	3,97	High
22	I was taught to believe in the value of remaining loyal to one's organization..	77	2,77	Moderate
23	These days people stayed with one organization for most of their careers.	77	2,51	Low
24	Become a 'company man' or 'company woman' is sensible	77	2,96	Moderate
	Sub total average score of normative commitment		3,16	Moderate
	Average total score of commitment		3,16	Moderate

Source: Primary data, 2020

4.4 Intention to leave Score.

Average score of intention to leave is moderate (2,92). Respondent reported that they have been thinking to quit from the current job (3,16). Even though they are not looking for job vacancy information actively (2,48), actually they sent job application to other company (3,13). When they get the job outside, they will be ready to leave the company (2,92). Data regarding average score of intention to leave indicators are presented on table 7.

Table 7. Intention to leave Score Distribution

No	Indicator	N	Average score	Interp.
1	I have been thinking to leave my job	77	3,16	Moderate
2	I am looking for job vacancy information actively	77	2,48	Low
3	I send job application to other company	77	3,13	Moderate
4	I will submit resignation letter, when I get a new job	77	2,90	Moderate
	Average score of intention to leave	77	2,92	Moderate

Source: Primary Data, 2020

4.5 Hypotheses testing.

Research hypotheses tested in two stages. Initial stage is classic assumption verification for regression equation model and then conducted correlation analysis among work stress, job satisfaction, organizational commitment and intention to leave.

4.5.1 Verification of the effects of job satisfaction, work stress, organizational commitment on intention to leave.

Table 8. Regression Equation Model

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.208	2.994		8.223	0.000
	Jobsatisfaction	-0,075	0.021	-0,360	-3,634	0,001
	Jobstress	0,121	0,042	0,245	2,869	0,005
	Organizationalcommitment	-0,157	0,032	-0,478	-4,988	0,000

Source : Primary data , 2020

Regression equation depicted the effects of job satisfaction, job stress and organizational commitment on intention to leave is formulated :
 Intention to leave = $24,208 + -0,075 \text{ job satisfaction} + 0,121 \text{ Job stress} - 0,157 \text{ Orang. Commit.} + e$

4.5.2 . Verification of Classic Assumption.

Result of Test of Normality, Test of Multicollinearity and Glesy test indicated that there is no violation of classic assumption on the regression equation model, presented on table .8. data in detail presented on table 9, table 10 and table 12.

Table 9. Test of Normality.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N	77	
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	3,65099345
Test Statistic		0,050
Asymp. Sig. (2-tailed)		0,774

Source : Primary data, 2020

Table 10. Test of Multicollinearity

Variabel	Collinearity Statistics		Interpretation
	Tolerance	VIF	
Jobsatisfaction	0,678	1,475	Bebas Multikolinearitas
Jobstress	0,914	1,095	Bebas Multikolinearitas
Organizationalcommitment	0,727	1,376	Bebas Multikolinearitas

Source : Primary data, 2020

Table. 11. Test of Heteroscedasticity (Glesy test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	0,005	1,821		0,003	0,998
	Jobsatisfaction	0,016	0,013	0,176	1,266	0,210
	Jobstress	0,019	0,026	0,087	0,725	0,471
	Organizationcommitment	-0,006	0,019	-0,042	-	0,755
					0,313	

4.5.3. Model validation.

Regression model of the effects of job satisfaction, job stress and organizational commitment on intention to leave is valid ($F_{(3,73)} = 25,642$; $p < 0,05$). Parameters analysis is presented on table 12

Table 12. Validity Model Regression

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	704,418	3	234,806	25,642	0,000 ^a
	Residual	668,465	73	9,157		
	Total	1372,883	76			

Source: Primary data, 2020

4.5.4 Determination analysis.

Data presented on table 12 indicated that variance of job satisfaction, job stress and organizational commitment contributed 49% of total variance in intention to leave.

Table 13. Result of Determination Analysis (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	0,716 ^a	0,513	0,493	3,026
---	--------------------	-------	-------	-------

Source :Primary data, 2020.

4.6.1.1. The effect of Job Satisfaction on intention to leave.

Regression model of the effect of job satisfaction on intention to leave is presented on Table 8. Data indicated that contributed variance of job satisfaction on variance on intention to leave is negatively significant ($\beta = -0,075$; $t = 3.634$; $p < 0,05$).

4.6.1.2. The effect of work stress on intention to leave.

Data presented on table.8 showed that the effect of job stress on intention to leave is positively significant ($\beta = 0.121$; $t = 2.869$; $p < 0,05$).

4.6.1.2. The effect of work stress on intention to leave.

Data presented on table.8 discovered that the effect of organizational commitment on intention to leave is negatively significant ($\beta = -0.157$; $t = -4.988$; $p < 0,05$).

4.7 Discussion.

The effects of job satisfaction, work stress as well as organizational commitment are statistically significant.

Among them the effect of organizational commitment is the strongest on intention to leave of employee at Kartika Plaza Hotel, Kuta, Bali. The second come up the effect of job satisfaction. Based on the result of regression model, management need to pay more attention on commitment building through workplace branding. Respondents said that they are proud of becoming Kartika Plaza Hotel employee. At the same time they perceived the consequences of leaving the organization is moderate and there will also just need moderate personal sacrifice. Respondents saw that ethical has nothing to do on decision to leave current organization. Leaving one organization to another one for better pay or better job condition is normal today.

Management has to minimize intention to leave its employee by improving their job satisfaction. Low Pay satisfaction need pay policy to be reviewed and make it comply with Labour regulation and apply Pay Regulation consistently. Research findings also indicated that job stress is high and the effect of job stress is negatively and significant on intention to leave. Respondents said that they have longer work hours, high volume activities and normal work hours does not enough to complete their job. They have to stay longer at the hotel to complete their responsibility. Management is recommended to evaluate work capacity available at the Hotel. Work demand and work capacity should be equitable.

It can be done through placing temporary worker and design sustainable training program for the employees.

REFERENCES

- [1] Abelson, M. A. (1987). Examination of Avoidable and Unavoidable Turnover. *Journal of Applied Psychology*, 72 (3), pp: 382-386.
- [2] Allen, N. J., & Meyer, J. P. (1991). A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*. Vol. 1. No. 1. 61-89.
- [3] Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational and Organizational Psychology*.
- [4] Alves, M. G. D M., Dora, C., Eduardo, F., & Claudia, D. S. L. (2004). Short Version of "job stress scale": a Portuguese-language adaptation. *Rev Saude Publica*. Vol. 38. No. 2. 1-7.
- [5] Anggraini, M. I. D. P. (2013). Pengaruh Kepuasan Kerja, Komitmen Organisasional dan Stres Kerja Terhadap Keinginan Untuk Keluar. Universitas Atmajaya. Tesis: Yogyakarta.
- [6] Cahyono, D. H. (2014). Pengaruh lingkungan kerja, konflik kerja, stres kerja serta kepemimpinan terhadap kinerja karyawan di PT. Telkom Indonesia Tbk, Area Denpasar. *Jurnal Buletin Studi Ekonomi*. 19(1), hal.39-48.
- [7] Chamariyah. (2015). Pengaruh Self Efficacy, Assertiviness, dan Self Esteem terhadap Keinginan Pindah Kerja (Turnover Intention) Pegawai pada Bank Jatim Cabang Pamekasan. *Jurnal Neo-Bisnis*, 9 (1), pp: 20-38.
- [8] Chaudhry, A. Q. (2012). The relationship between occupational stress and job satisfaction: The case of Pakistan Universities. *International Education Studies*. Vol. 5. No. 3. 212-221.
- [9] Christy, M.Y.P. (2019). Role of Work Stress and Organizational Commitments in Educating Workload Effect on Intention to Quit. Tesis. *International Research Journal of Management, IT & Social Sciences*.
- [10] Davis, G. B. (1993). *Kerangka Dasar Sistem Informasi Manajemen*. Terjemahan, Seri Manajemen 90-A. Jakarta: PT. Pustaka Binaman Pressindo.

- [11] Edison, E., Anwar, Y., & Komariyah, I. (2017). *Manajemen Sumber Daya Manusia*. Bandung : Alfabeta.
- [12] Gillis, D.A (1989). *Manajemen keperawatan: suatu pendekatan sistem*. Edisi ke Tiga. Terjemahan, Philadelphia: W.B. Saunder Company.
- [13] Ghozali, Imam. (2013). *Aplikasi Analisis Multivariate Dengan Program (Edisi Ketujuh)*. Semarang: Badan Penerbit Universitas Diponegoro.
- [14] Gunastri, N. M dkk. (2019). Analisis Pengaruh Kepuasan Kerja Terhadap OrganizationalCitizenshipBehavior (OCB) Dengan Variabel Mediasi Komitmen Organisasional (Studi Pada Koperasi Asadana Semesta Denpasar). *Jurnal Ekonomi dan Pariwisata*. Vol. 14. No. 1 : 82 – 95.
- [15] Hasibuan, H. Melayu. (2012). *Manajemen sumber daya manusia*. Edisi revisi. Cetakan keenam belas, Jakarta: PT. Bumi Aksara. Jakarta
- [16] Herzberg. (1959). *The MotivationtoWork*. New York: John Willeyand Sons.
- [17] Hidayati, S.N &Ermiyanto, A. (2017). Analisis Faktor Motivasi Intrinsik dan Motivasi Ekstrinsik Pengaruhnya Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Mediasi . *JURNAL MAKSIPRENEUR*, Vol VII, No. 1 2017 : 18–30.
- [18] Ingarianti, T. M. (2015). Pengembangan Alat Ukur Komitmen Organisasional. *Jurnal Manajemen dan Bisnis*. Vol. 1, No. 20.
- [19] Jehanzeb, K., Rasheed, A., &Rasheed,. Mazeen, F. (2013). OrganizationalCommitmentandTurnoverIntentions : ImpactofEmployee’sTraining in PrivateSectorof Saudi Arabia. *International Journalof Business andManagement*, 8(8):79-90.
- [20] Karasek., R. A. (1979). Jobdemands, jobdecision, attitudeand mental strain: implicationforjobredesign. *Administrativesciencequarterly*. No. 24. Pp. 258-311.
- [21] Karasek., R. A. Dan Theorell T. (1990). *Healthyworkstress, productivityandthereconstructionofworkinglife*. New York: Basic Books.
- [22] Khalidi, D. A. &Wazaify, M. (2013). AssessmentofPharmacustsJobSatisfactionandJobRelatedStress in Amman. *Journal Int J ClinPharm*, 32, pp.821-828.
- [23] Khan, M. S., Irfanullah, K., Dr. Ghulam, M. K., Dr. Shadiullah, K., Dr. Allah, N., Farhatullah, K., &Naseem, B. Y. (2014). The ImpactofJobSatisfactionandOrganizationalcommitmentontheIntentiontoleaveamongtheAcademicians. *International Journalof AcademicResearch in Business andSocial Sciences*, 4(2):114 -141.
- [24] Klassen, R. M. (2011). The OccupationalCommitmentandIntention To QuitOfPracticingAndPre-Service Teachers:InfluenceOfSelf-Efficacy,JobStress, andTeachingContext. *ContemporaryEducationalPsychology*, 36(2):114-129.
- [25] Lee, S., Yun, T., & Lee, S.-Y. (2014). Moderatingroleofsocialsupport in thestressor-satisfactionrelationship: evidencefrompoliceofficers in Korea. *International ReviewofPublic Administration*, 20(1), pp.102-116.
- [26] Loi, R., Ngo, H., & Sharon, F. (2006). Linkingemployees' justiceperceptionstoorganizationalcommitmentandintentiontoleave: The mediatingroleofperceivedorganizational support. *JournalofOccupationalandOrganizational Psychology*, 79:101-120
- [27] Lou, J. H. (2007). A Study OfRoleStress, OrganizationalCommitmentAnIntention To QuitAmong Male Nurses In Southern Taiwan. *JournalOfNursing Research*, 15(1).
- [28] Luthan, F. (2006). *OrganizationBehavior (Perilaku Organisasi)*. Yogyakarta: ANDI.
- [29] Mahfudz, M. (2017). Pengaruh Kepuasan Kerja dan Beban Kerja terhadap Kinerja Karyawan dan Stres Kerja sebagai Variabel Mediasi pada Karyawan Divisi SalesConsumer PT Bank Negara Indonesia (Persero) Tbk. *Jurnal Eksekutif*, 14(1), hal.51-75.
- [30] Manuel, G.P.E.B., &Rahyuda, A.G. 2015. Pengaruh Kepuasan Kerja, Komitmen Afektif, Komitmen Kalkulatif, dan Komitmen Normatif Terhadap TurnoverIntention di Ayodya Resort Bali. *Jurnal Manajemen Unud* Vol. 4 No. 8 Hal 2243-2268. Universitas Udayana
- [31] Mamewe. L. (2015). Stres Kerja dan Iklim Organisasi Serta Pengaruhnya Terhadap TurnoverIntention dengan Kepuasan Kerja Sebagai Variabel Pemediasi. *Jurnal Riset Bisnis dan Manajemen*. 3(4):358-371.
- [32] Muhadi. (2007). Analisis Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasional Dalam Mempengaruhi Kinerja Karyawan. *Jurnal Tesis dipublikasi, Universitas Diponegoro, Semarang*.
- [33] Mobley, W. H (1986). *Employee turnover: Causes, consequences, andcontrol*. Philippines : Addison-Wesley Publishing
- [34] Mowday, R., Steers, R., Porter, L. (1982). *EmployeeOrganizationLinkages*. AcademicPress, New York.
- [35] Ningsih, N. K. W. S & Putra, M. S. (2019). Pengaruh Stres Kerja, Kepuasan Kerja dan Komitmen Organisasional Terhadap TurnoverIntention Pada Karyawan. *E-Jurnal Manajemen*, Vol. 8, No. 10: 5907-5927.

- [36] Oliver, R. L. (1997). *Satisfaction: A behavioral perspective on the consumer*. New
- [37] Puspitawati, N. M. D., & Riana, I. G. (2014). Pengaruh Kepuasan Kerja terhadap Komitmen Organisasional dan Kualitas Layanan. *Jurnal Manajemen Strategi Bisnis dan Kewirausahaan*. Vol. 8 No. 1.
- [38] Puspitasari, M. D (2014). Hubungan Antara Kepemimpinan Transformasional Dengan Intensi Turnover Karyawan di Perusahaan Air Minum Kabupaten Boyolali. *Jurnal Psikologi*.
- [39] Putra, I. G. S., & Wibawa. I. M. A. (2014). Pengaruh Stres Kerja dan Komitmen Organisasi terhadap Kepuasan Kerja berdasarkan Gender pada Warong Miyabi Bali. *E-Jurnal Manajemen Universitas Udayana*, pp: 2745-2766.
- [40] Putri, S. T dan Prasetio, A. P. (2017). Pengaruh Kepuasan Kerja Terhadap Turnover Intention (Studi pada Hotel Delonix Karawang). *Study & Management Research* Vol XIV, No. 3 :39 – 47.
- [41] Quick, J.C & Quick, J.D. (1984). *Organizational Stress and Preventive Management*. New York: McGraw Hill, Inc.
- [42] Rismawan, P. A. E., Supartha, W., & Yasa, N. N. K. (2014). Peran Mediasi Komitmen Organisasional pada Pengaruh Stres Kerja dan Kepuasan Kerja terhadap Intensi Keluar Karyawan. *E-Jurnal Ekonomi dan Bisnis Unud*. Vol. 3, No. 8. 424-441.
- [43] Rusbult, C. E., & Buunk, B. P. (1983). Commitment Processes In Close Relationships: An Interdependence Analysis, *Journal of Social and Personal Relationships*, 10, 175-204. SAGE Publications
- [44] Robbins, S. P., & Timothy, A. J. (2009). *Perilaku Organisasi*. Edisi kedua belas. Jakarta : Salemba Empat.
- [45] Septianto, D. (2010). Pengaruh Lingkungan Kerja dan Stres Kerja terhadap Kinerja Karyawan PT. Pataya Raya Semarang. Universitas Diponegoro, Semarang
- [46] Sianipar, A. R. B. & Haryanti, K. (2014). Hubungan komitmen organisasi dan kepuasan kerja dengan intensi turnover pada karyawan bidang produksi CV. X. *Psikodimesia*, 13(1): 98-114.
- [47] Siswatiningsih, Ida dkk. 2018. Pengaruh Kepemimpinan Transformasional dan Transaksional Terhadap Budaya Organisasi, Motivasi Kerja, Komitmen Organisasional dan Kinerja Karyawan. *Jurnal Bisnis dan Manajemen* Vol. 5 No.2 : 146-157
- [48] Karyawan dan Dukungan Organisasi Terhadap Kepuasan Kerja Pada PT. Bank Sulutgo Cabang Boroko. *Jurnal EMBA*. Vol.7 No.3 , Hal. 3899 – 3908.
- [49] Sukamto, H., Junarto, Y., Kaihatu, T. S., & Kartika, E. W. (2017). Analisa pengaruh komitmen afektif, komitmen normatif dan komitmen berkelanjutan terhadap turnover intention di dragon star Surabaya. *Jurnal Hospitality dan Manajemen Jasa* Vol. 2 No.2 : 466 – 478.
- [50] Sugiyono. (2017). *Metode Penelitian Bisnis*, Bandung: Alfabeta.
- [51] Thakre, N. (2015). Organizational Commitment and Turnover Intention in BPO IT and Retail Sector Employees. *Journal of Psychosocial Research*, 10(1):89-98.
- [52] Tunjungsari, P. (2011). Pengaruh Stres Kerja terhadap Kepuasan Kerja Karyawan pada Kantor Pusat PT. Pos Indonesia (Persero) Bandung. Universitas Komputer Indonesia. *Jurnal Manajemen*.
- [53] Umar. 2017. Pendekatan Social Exchange Perspektif George C. Homans. *Jurnal Pemikiran Keislaman dan Kemanusiaan* Vol. I No. 1:97- 111
- [54] Waspodo, A. A. W. S., Nurul, C. H., & W, P. (2013). Pengaruh kepuasan kerja dan stress kerja terhadap turnover intention pada karyawan PT. Unitex di Bogor. *Jurnal Riset Manajemen Sains Indonesia (JRMSI)*. Vol. 4. No. 1. pp. 97-115
- [55] Watuseke, J., dkk. (2019). Analisis Pengaruh Burnout Dan Stres Kerja Terhadap Kepuasan Kerja Dan Turnover Intention Karyawan (Studi Pada Pt. Jumbo Swalayan Manado). *Jurnal EMBA*. Vol.7 No.2: 1961 – 1970.
- [56] Yulianthi, K. N. M. R. C dan Piartini, S. P. (2016). Pengaruh Stres Kerja dan Ketidakamanan Kerja Terhadap Intensi Keluar Pada Karyawan Puri Saron Seminyak. *E-Jurnal Manajemen Unud*, Vol. 5, No. 10,: 6700-6730.