

## The role of organizational commitments mediating the effect of perceived organizational support on turnover intention

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**ABSTRACT:** Turnover Intention is the employee's mind to leave looking for a new job, or the desire to leave the company. Workers who experience turnover intention are caused by several factors, such as unsuitable wages, working hours that are not in accordance with regulations, unclear career development policies, and poor relations between employees and their superiors. The purpose of this study was to explain the effect of perceived organizational support on turnover intention, explain the effect of perceived organizational support on organizational commitment, explain the effect of organizational commitment on turnover intention, and explain the role of organizational commitment in mediating perceived organizational support on turnover intention. This research was conducted at Tiji Seminyak Hotel, Badung, Bali Indonesia. The number of samples used in this study amounted to 60 respondents, using a saturated sampling technique. The method of data collection is done by using an online-based questionnaire, namely through Google Form. The data analysis techniques in this study were path analysis, descriptive statistics and sobel test. Based on the test results, it was found that perceived organizational support had a negative and significant effect on turnover intention. Perceived organizational support has a positive and significant effect on organizational commitment. Organizational commitment has a negative and significant effect on turnover intention. Organizational commitment mediates the effect of perceived organizational support on turnover intention.

**Keywords:** organizational commitment, perceived organizational support, turnover intention.

### I. INTRODUCTION

Bali is one of the tourism destinations in Indonesia. Various uniqueness, thick culture and natural beauty that are owned are an attraction for foreign and local tourists to visit Bali. The service sector is growing rapidly and makes a major contribution to the world of business. One of them hotel is an industry which is engaged in service sector. Human resources are very important for a company or organization because the success of a company or organization in achieving its goals can be influenced by the quality of its human resources. An organization, what makes an employee intend to leave or leave the company is always a big question for every company (Mahdi et al. 2012).

Employees are the key to the organization, have a very important role to help organizations and companies achieve maximum performance by providing excellent employee service to customers (Fatdina, 2014). In order for the goals within the organization and company to be achieved, organizations and companies play an important role to pay attention to their employees properly and wisely so that they have good qualifications and qualities so that employees have no intention or desire to leave the company (turnover intention) (Candraningrat et al., 2021).

Curtis and Wrightg (2001) explain that turnover is a process for employees to leave the company, while turnover intention is a measure of an employee's desire to leave. Turnover Intention consists of two syllables, namely Intention (desire) is the intention that appears to a person or individual to do something, while turnover is the voluntary stopping of an employee from his current place of work, or moving from one workplace to another. according to (Kusumaningrum 2015). In the company, the events that often occur in human resource management are how the employees themselves behave in their daily life. One form of employee behavior is turnover intention which often ends with the employee's own decision to leave his job at the company. Therefore, the high level of turnover intention has become a very serious problem for many companies (Budiyo, 2016).

Turnover intention is a desire to leave the organization for various reasons, the intention to find a better alternative job, or the intention to quit or stay in the current company (Huang & Su, 2016; Lu, Lu, Gursay,

&Neale, 2016; Malek. et al., 2018). According to Busari et al. (2017) there are several things that can cause turnover intention, namely, unsuitable wages, working hours that are not in accordance with the provisions, unclear career development policies, and poor employee relations with their superiors. Turnover occurs after an employee has a turnover intention. The impact of turnover intention can be more dangerous than the turnover itself. This is because when an employee who has the desire to move, is still in the company, it can have a negative impact on the company and on other employees in the company. When an employee himself has the desire to move, it can influence other employees to have the desire to move as well. According to Mittal, (2016), turnover intentions are a challenge for organizations that not only impact productivity but also profit on the company. Tripathi and Pandey (2017) explain that turnover intention has a positive effect on turnover. This shows that the higher the employee's desire to move, the greater the employee turnover rate that will occur. Previous research, namely, Wong and Wong (2017), Islam et al. (2015) and Perryer et al. (2010) said that turnover intention can be influenced by the variable perceived organizational support.

Perceived organizational support can be defined as employees' beliefs about how far the company can appreciate the contribution of employees and care for the welfare of its employees (Oladunmoye, 2017). Perceived organizational support leads to the obligation of employees to be able to help the company achieve its goals (Arshadi, 2011). There are many practices in organizational support that are specifically aimed at improving the relationship between employees and superiors to reduce the desire or intentions of employees to leave the company (Dawley et al., 2010). Fitria et al. (2018) stated that there are three general forms of organizational support felt by employees that can improve perceived organizational support, namely justice, superiors' support and appreciation from the organization and working conditions, so that employees with a high level of perceived organizational support will result in employees being more maximal at work. This is also supported by Wong and Wong (2017) who argue that a high level of perceived organizational support will improve performance in the company and reduce employee absence. The variable other than perceived organizational support that can affect turnover intention is organizational commitment.

Robbins, (2015: 49) explains that organizational commitment is a worker identifying, his goals and hopes to remain a member of the organization. If trust can be built in a positive way in the organization, the interaction between employees and the organization will give the company a competitive advantage with higher productivity, thus the desire to leave or turnover intention of employees in the organization will be lower (Wang., 2018; Sushil, 2014). A large organizational commitment certainly makes employees happy to be in the organization. One form of commitment that can be demonstrated is the increasing employee performance in the company, at least the desire not to look for other work alternatives. When organizational commitment is low, the level of employee loyalty to the organization will also slightly increase the desire of employees not to remain members of the organization (Novriyadhi and Gede 2015). Wibowo (2017: 430) explains that organizational commitment is a feeling of identification, loyalty by workers to the organization or unit in the organization. Commitment plays a very important role in the success of an employee's job. High commitment makes individuals more concerned with the organization than their personal interests, trying to be better individuals, working better, always inspiring and happy to participate in the decision-making process in the organization where they work (Rijal and Heru, 2019).

This research was conducted at the Tijili Seminyak Hotel Badung, Bali, Indonesia. Tijili Seminyak Hotel Badung, Bali, Indonesia was founded and operated since December 2015, which is located on Jl. Drupadi No.9, Seminyak, Kuta, Badung Regency, Bali 80361, Indonesia. Tijili Seminyak Hotel Badung, Bali, Indonesia is one that is engaged in accommodation services, namely hospitality. The number of employees currently working at Tijili Seminyak Hotel Badung, Bali Indonesia has 60 employees. Tijili Seminyak Hotel Badung, Bali, Indonesia has experienced several problems in its 5 years of operation, one of which is high turnover

There was more than 10 percent of employee turnover from 2015 to 2019. In 2015 the total number of employees at Tijili Seminyak Hotel Badung, Bali, Indonesia was 80 employees, while in 2019 the number of employees was 60 people. Fahrizal and Utama, (2017), explained that if the percentage of turnover exceeds ten percent, it can be said that the desire to leave or turnover intention of the company concerned can be said to be high.

Based on pre-research through the interview method with 4 employees of the Tijili Seminyak Hotel, Badung, Bali, Indonesia, each of which consists of one employee of the Human Resources Department, one employee of the Accounting department, one employee of the Sales & Marketing department and one employee of the Food & Beverage department. The high rate of turnover is caused by several factors, including stating that they do not feel comfortable at work because they feel that the organization lacks attention and appreciation for its employees and the decrease in employee welfare. Hotels are also lacking in promotion and providing benefits to employees. Among them employees also have a desire to leave the organization in the future because of their own desires and want to get a better job. Conditions like this if it continues to occur can have an impact on the desire of employees to leave the organization which results in turnover at the company increasing every year and if it continues, there will be a waste of costs in the process of recruiting and training new employees.

## II. LITERATURE REVIEW AND HYPOTHESES

The theory used in this research is the traditional turnover theory. Holtom (2004) explains that the traditional turnover theory is about how a person feels dissatisfied or dissatisfied with his current job, tries to choose a new job, compares the new job position with his current job position, then they leave if they feel it was an alternative they felt was better than the current situation. The traditional turnover theory can be said that if an employee has high organizational commitment, it is believed that the employee will not easily leave a position in an organization (Zhao and Liu, 2010).

Dawley et al., (2010) explained that high perceived organizational support will cause an increase in employee relations with their superiors, thus perceived organizational support can reduce employees' desire to move or leave the company. This research is also supported by Akgunduz and Sanli (2017) which states that perceived organizational support has a significant negative effect on turnover intention, the results of this study can explain that perceived organizational support seems to be a potential solution to reduce voluntary turnover.

Islam et al. (2015) explains about research, namely that perceived organizational support has a negative effect on turnover intention, it can be assumed that when employees get support from the organization, the employees themselves will show a more emotional attachment to their organization and tend not to leave the organization. This is also in line with the research of Agustini et al. (2017) which states that perceived organizational support has a negative effect on turnover intention.

In addition, research from Madden et al., (2015) explains that perceived organizational support has a direct and indirect effect on turnover intention. Perceived organizational support has a negative and significant effect on turnover intention, so it can be explained that good support from the company will increase employees' sense of belonging to the organization, it can also increase employee loyalty so that employees will not leave their jobs (Putra et al., 2015). Based on these studies, the following hypothesis can be formulated.

H<sub>1</sub>: Perceived organizational support has a negative effect on turnover intention.

Pattanaik and Tripathy (2014) say that perceived organizational support has a positive and significant effect on affective commitment and normative commitment, this statement shows that employees with high perceived organizational support can increase their sense of obligation in helping organizations to achieve their goals and expectations of employees that an increase is an improvement. performance will be rewarded by the organization. Perceived organizational support is described as the work experience that is most strongly associated with employees' emotional ties to the organization (Kim et al., 2016: 558). This is also supported by research by Fitria et al. (2018) who say that perceived organizational support has a positive and significant effect on organizational commitment.

Agustini et al's research (2017) can explain that perceived organizational support has a positive effect on organizational commitment, especially on affective commitment, by getting good support from the organization, it can make employees feel very concerned about the sustainability of their organization. Previous research by Sharma and Dhar (2016) shows that the results of a positive relationship between perceived organizational support and organizational commitment. Islam et al. (2015) also obtained similar research results, that perceived organizational support has a positive and significant effect on affective commitment. With this it can be concluded that the higher the perceived organizational support that employees have, the higher the commitment of these employees to the current organization. High perceived organizational support tends to increase employee organizational commitment so that employees feel they have an obligation to contribute and care more about the organization in achieving goals (Azhar et al, 2019) Based on these studies, the following hypothesis can be formulated.

H<sub>2</sub>: Perceived organizational support has a positive effect on organizational commitment.

Organizational commitment can be said to be an important variable when talking about turnover intention because an employee's trust is more committed to his company, so the less likely the employee will want to leave the company or move to another company. This research is also supported by Perryer et al. (2010) which in this case explains that the affective commitment and continuance commitment have a negative and significant effect on turnover intention.

Similar research is described by Wong and Wong (2017) and Islam et al. (2015), that affective commitment has a negative and significant effect on turnover intention. Kusuma and Mujiati (2017) explain that organizational commitment has a negative and significant effect on turnover intention, thus if employees have a high willingness to sacrifice in contributing to the company, the level of desire of employees to leave the company will decrease. Luz et al. (2018) found that affective and normative commitment and satisfaction with salary, satisfaction with promotions and satisfaction with the nature of work were correlated with turnover intention (intention to leave) had a significant negative effect.

Muhammad Shobirin, et al (2016) said that organizational commitment has a negative and significant effect on the desire to change jobs. Abdurrahim and Umi (2015) explain that the results of organizational commitment have a negative effect on turnover intention. In this study, organizational commitment is how the employees themselves identify, side with the organization and recognize, and desire not to leave the

organization to continue carrying out organizational goals. Based on these studies, the following hypothesis can be formulated.

H<sub>3</sub>: Organizational commitment has a negative effect on employee turnover intention.

Employees with low perceived organizational support will be able to reduce the level of commitment to their organization, so that the desire of employees to leave the organization will increase. Likewise, if the support from the high organization is felt by employees, it will be able to increase their organizational commitment, so that employees will want to remain part of the organization and reduce their intention to leave the organization. This is supported by research conducted by Rekha and Kamalanabhan (2010); Agustini et al. (2017) stated that perceived organizational support has an indirect effect on turnover intention through organizational commitment or organizational commitment mediating the relationship between perceived organizational support and turnover intention. This is also supported by the results of research by Dewi and Rahyuda (2015) on Discovery Kartika Plaza Hotel employees, suggesting that organizational commitment mediates the effect of perceived organizational support on intention to leave.

Islam et al. (2015) also said that the affective commitment mediates the relationship between perceived organizational support and turnover intention. This is also supported by the argument for perceived organizational support which will create an obligation on the part of employees to be able to repay services for the organization in a way that will remain part of the organization, so that turnover intention will be lower (Newman et al., 2012).

The results of the research are almost the same as said by Wong and Wong (2017) in their research results suggesting that perceived organizational support has no significant effect on turnover intention, with the existence of the variable affective commitment as a mediator, the relationship between perceived organizational support and turnover intention becomes significant. Therefore, affective commitment mediates the relationship of perceived organizational support to turnover intention.

Based on these studies, the following hypothesis can be formulated.

H<sub>4</sub>: Organizational commitment mediates the relationship of perceived organizational support with employee turnover intention.

### III. RESEARCH METHOD

This research was conducted at the Tijiili Seminyak Hotel Badung, Bali, Indonesia. The location selection for this study was based on the discovery of the employee turnover phenomenon at Tijiili Seminyak Hotel, Badung, Bali, Indonesia. Then it can be found that there are problems regarding turnover intention.

Turnover intention in this study is defined as the desire of an employee of Tijiili Seminyak Hotel Badung, Bali Indonesia to leave or leave the company for certain reasons, one of the reasons is wanting to get a job that is better than his current job. Jehanzeb et al. (2013) stated that there are three indicators of turnover intention, namely 1) Thoughts to leave, where employees have thoughts of leaving the organization because the situation in the company is felt uncomfortable. 2) The desire to find another job, is where the employee wants to find a new job in a suitable place because the company cannot meet the needs of its employees. 3) There is a desire to leave the organization in the future

Perceived organizational support in this study is defined as the beliefs of employees of Tijiili Seminyak Hotel Badung, Bali Indonesia regarding the extent to which the company appreciates employee contributions and cares for the welfare of employees. According to Rhoades and Eisenberger (2002), there are eight indicator points that can be used to measure the level of perceived organizational support: 1) the organization can appreciate the contribution of employees. 2) The organization can appreciate the extra effort employees have put in. 3) The organization pays close attention to all complaints from employees. 4) The organization is very concerned about the welfare of employees. 5) The organization will reprimand employees for not doing their job well. 6) The organization cares about general satisfaction with the work done by employees. 7) The organization shows great concern for employee performance. 8) The organization feels proud of the success of employees in doing work.

Organizational commitment is defined as the affective bond between the employees of Tijiili Seminyak Hotel Badung, Bali Indonesia as a result of employees sharing the values of the organization, the desire of employees to remain part of the company and the willingness of employees to exert efforts on behalf of the company. Based on Allen and Mayer in Darmawan (2013: 169), there are 3 dimensions to measure organizational commitment, namely 1) Affective commitment is an expression of employee feelings in the organization. It can be measured from the perception that respondents have about the pride they have as part of the organization. 2) Continuance commitment can be defined as someone for the losses that are felt if they leave the organization at this time. Measured from the perception that respondents have about the harm that can be caused if the respondent leaves the organization. 3) Normative commitment employees' willingness to be involved in work activities with a feeling of obligation and responsibility to the employing organization. It can be measured from the thoughts that respondents have about feeling bad when moving to another organization.

The instrument used in this study is a questionnaire directly distributed to employees of Tijiili Seminyak Hotel Badung, Bali, Indonesia. In this study, researchers used a saturated sampling method, in which the sampling technique for all members of the population was used as the sample. The sample in this study were all employees of Tijiili Seminyak Hotel Badung, Bali, Indonesia, totaling 60 respondents. Measurement of respondents' answers can be measured using a five-point Likert scale. The analytical tool used in this research is path analysis.

#### IV. RESULT AND DISCUSSION

This study used 60 respondents as employees of Tijiili Seminyak Hotel Badung, Bali Indonesia. Respondent characteristics can be seen from 3 characteristics, namely gender, age, and latest education. The first characteristic is gender, the percentage of male respondents is 35 percent and female respondents are 65 percent. This shows that there are more female respondents than men. The second characteristic is age, the dominant age of the respondents is 26-35 years with a percentage of 51.7 percent, while the lowest percentage is 11.6 percent with an age range > 35 years. The third characteristic is the last education, the highest percentage of the respondent's latest education is at the diploma level at 63.3 percent, while the lowest is at the SMA / SMK level with a percentage of 15 percent.

Validity testing is done by calculating the value of Pearson Product Moment Correlation. An instrument is said to be valid if the values of Pearson Product Moment Correlation ( $r \geq 0.30$ ). Valid instruments allow measuring the variables that occur in the study correctly. The results of the validity of each instrument from the variables in this study can be seen in Table 1.

**Table 1. Instrument Validity Test Results**

Variable	Indicator	Pearson Correlation	Validity
Turnover intention (Y)	Y.1	0.856	Valid
	Y.2	0.833	Valid
	Y.3	0.890	Valid
Perceived Organizational Support (X)	X.1	0.610	Valid
	X.2	0.598	Valid
	X.3	0.573	Valid
	X.4	0.462	Valid
	X.5	0.420	Valid
	X.6	0.572	Valid
	X.7	0.620	Valid
	X.8	0.407	Valid
Organizational Commitment (M)	M.1	0.446	Valid
	M.2	0.452	Valid
	M.3	0.604	Valid
	M.5	0.352	Valid
	M.6	0.408	Valid
	M.7	0.359	Valid
	M.8	0.778	Valid

The results of the validity test on the research instrument showed that the three variables obtained the value of the correlation coefficient (Pearson Correlation) with a total score of all indicators greater than 0.30. This proves that the statement items in this research instrument have met the data validity requirements.

Reliability test aims to determine the extent to which measuring instruments can be trusted or reliable. Reliability testing was carried out on instruments with Cronbach's alpha coefficient. If the Cronbach's alpha value is 0.60, then the instrument used is reliable. The results of the instrument reliability test in this study are presented in Table 2.

**Table 2. Instrument Reliability Test Results**

Variable	Cronbach Alpha	Reliability
Y (Turnover intention)	0,821	Reliable
X (Perceived Organizational Support)	0,756	Reliable
M (Organizational Commitment)	0,870	Reliable

The results of the reliability test in this study indicate that the three variables obtain a Cronbach Alpha that is greater than 0.60 so that the statements in the questionnaire in this study can be said to be reliable and can be used to conduct research.



This study uses data analysis techniques with path analysis to test the hypothesis of the direct and indirect effect of perceived organizational support, organizational commitment and turnover intention. The completion of the path analysis is divided into two models, the first model is the effect of perceived organizational support on organizational commitment and the second model is the effect of perceived organizational support and organizational commitment on turnover intention.

**Table 3. Regression Test Result Model I**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.962	2.888		2.064	0.043
	Perceived Organizational Support	0.793	0.087	0.768	9.135	0.000
a. Dependent Variable: Organizational Commitment						
b. R square: 0.590						
c. Sig. F: 0.000						

**Table 3. Regression Test Result Model II**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.967	1.579		14.542	0.000
	Perceived Organizational Support	-0.240	0.072	-0.460	-2.552	0.003
	Organizational Commitment	-0.372	0.069	-0.596	-5.248	0.000
a. Dependent Variable: Turnover Intention						
b. R Square: 0.724						
c. Sig. F: 0.000						

The influence of Perceived Organizational Support (X) on turnover intention (Y) is -0.460 with a sig.t value of 0.003 less than the significant value used ( $0.003 < 0.05$ ). This figure shows that perceived organizational support has a negative and significant effect on turnover intention. This proves that the higher the Perceived Organizational Support of the employees of Tijili Seminyak Hotel Badung, Bali Indonesia, the lower the turnover intention will be. These results support previous research conducted by Dawley et al., (2010), Akgunduz and Sanli (2017), Islam et al. (2015), Agustini et al. (2017), Putra et al., (2015) and Madden et al., (2015) which state that the Perceived Organizational Support variable has a negative effect on turnover intention.

The influence of Perceived Organizational Support (X) on organizational commitment (M) is 0.768 with a sig.t value ratio of 0.000 less than the significant value used ( $0.000 < 0.05$ ). This figure shows that Perceived Organizational Support has a positive and significant effect on organizational commitment. This proves that the higher the Perceived Organizational Support of the employees of Tijili Seminyak Hotel Badung, Bali Indonesia, the higher the employee's commitment to the organization. These results support previous research conducted by Pattanaik and Tripathy (2014), Fitria et al. (2018), Agustini et al (2017), Islam et al. (2015), (Kim et al., 2016: 558), Sharma and Dhar (2016) and Azhar et al (2019) which show that Perceived Organizational Support has a significant positive effect on organizational commitment.

The influence of organizational commitment (M) on turnover intention (Y) is -0.596 with a sig.t value ratio of 0.000 less than the significant value used ( $0.000 < 0.05$ ). This figure shows that organizational commitment has a negative and significant effect on turnover intention. This proves that the higher the organizational commitment of the employees of Tijili Seminyak Hotel Badung, Bali Indonesia, the lower the turnover intention will be. These results support previous research conducted by Perryer et al. (2010), Wong and Wong (2017) and Islam et al. (2015), Kusuma and Mujiati (2017), Luz et al. (2018) and Abdurrahim and Umi (2015) which show that organizational commitment has a negative and significant effect on turnover intention.

Based on the results of the Sobel test, it shows that the tabulation results  $Z = 6.153 > 1.96$ , which means that the organizational commitment variable significantly mediates the relationship between perceived organizational support and employee turnover intention at Tijili Seminyak Hotel Badung, Bali Indonesia. This means that the higher Perceived Organizational Support will increase employee commitment to the organization so that it will reduce turnover intention. These results support previous research conducted by Rekha and

Kamalanabhan (2010), Agustini et al. (2017), Islam et al. (2015), Newman et al., (2012), Wong and Wong (2017), Dewi and Rahyuda (2015) who state that organizational commitment is able to mediate the effect of perceived organizational support on turnover intention.

## V. CONCLUSION

Perceived Organizational Support has a negative and significant effect on turnover intention. This means that the higher the Perceived Organizational Support of the employees of Tijili Seminyak Hotel Badung, Bali Indonesia, the lower the turnover intention will be. Perceived Organizational Support has a positive and significant effect on organizational commitment. This means that the higher the Perceived Organizational Support of the employees of Tijili Seminyak Hotel Badung, Bali Indonesia, the higher the employee's commitment to the organization. Organizational commitment has a negative and significant effect on turnover intention. This means that the higher the organizational commitment of the employees of Tijili Seminyak Hotel Badung, Bali Indonesia, the lower the turnover intention will be. Organizational commitment significantly mediates the relationship between perceived organizational support and turnover intention. This means that the higher Perceived Organizational Support will increase employee commitment to the organization so that it will reduce turnover intention.

The number of respondents is only 60 people and only discusses the behavior of the employees of Tijili Seminyak Hotel Badung, Bali Indonesia so that the results of this study cannot be generalized to other company environments. The rules for implementing health protocols during the COVID-19 pandemic caused difficulties in obtaining information through face-to-face interviews with the Tijili Seminyak Hotel Badung, Bali Indonesia because the number of interviewees involved was very limited and could only be interviewed through online media only. It took a long time to obtain the questionnaire because the process of distributing the questionnaire was carried out through online media, namely by providing a Google Form link to all employees of Tijili Seminyak Hotel, Badung, Bali Indonesia. For the next researcher, it is necessary to consider examining variables, factors, and other indicators outside of Perceived Organizational Support and organizational commitment to determine turnover intention. Such as job satisfaction, compensation, communication, and others.

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