

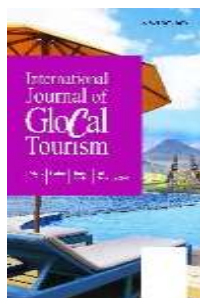


## Hotel Employee's Job Satisfaction and its Implication to Turnover Intention

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### ABSTRACT

**Purpose:** This research is to know how the implementation and the level significance of employees' job satisfaction on turnover intention at a 5 star resort hotel in the southern part of Bali.

**Research methods:** To solve the problem, the writers use quantitative analysis (simple linear regression analysis) and qualitative analysis with SPSS 25. Based on the results it is known that the employees' job satisfaction at the hotel is quite satisfied with the aspects of the job satisfaction provided by the management.

**Findings:** In the T-test result sig. value  $0.003 < 0.005$  means the hotel employees' job satisfaction gives a significant influence, and has a negative influence on turnover intention through the beta coefficient of  $(\beta) -0.200$ , with r square of 0.080 in coefficient determination means that the level significances or contribution of the employees' job satisfaction variable affecting the turnover intention by 8% and the remainder by 92% is determined by another variable not described in this research.

**Implication:** The hotel management should provide a promotional opportunity to employees and also improve the others employees' job satisfaction aspects such as salary, workload, and relationship with supervisor and co-workers.

**Keywords:** implementation, employee job satisfaction, turnover intention.

## INTRODUCTION

Employees are very valuable to the company, especially as supporting actors to achieve organizational goals. Job satisfaction is a general attitude of an individual to his work. Work requires interaction with co-workers and superiors, following organizational rules and policies, meeting performance standards, living in work conditions that are often far from ideal and other similar things (Robbins and Judge, 2008). The company needs to maintain employee satisfaction to be able to suppress the interest of employees to change work to other companies.

The hotel researched has 274 employees with different personal backgrounds and it makes this a challenge for HR in maintaining and increasing employee job satisfaction. Companies in running their business must always observe changes in the behavior of human (Ardika et.al, 2018), which will certainly have an impact on customer satisfaction.

Human Resources Department is the most responsible department in order to manage the human resource, collaboration with other departments in determining the number of employees the hotel must have (Dewi, et al, 2019). The number of employees can increase and decrease, this is because there are still employees in and out. Job satisfaction is related to variables such as turnover intention, attendance level, job level, and organizational size (Mangkunegara, 2013). Job satisfaction can affect employee attendance, turnover intention, work spirit, complaints, and other problems (Hartoyo, 2000).

An organization is never separated from the conditions of employee turnover. Turnover is also called the movement of labor to leave the organization. Besides turnover refers to the final facts obtained by an organization in the form of how many employees leave the organization in a certain period. The employee's desire to move (turnover intention) refers to the individual facts regarding the relationship with the employee's relationship with the organization that has not been done with the reality to leave the organization. Turnover can be in the form of resignation, movement out of organizational units, dismissal or death of members of the organization (Witasari, 2009). Employee turnover also occurs at the hotel researched. From the observation during the process of the research, many employees who came out of the hotel because of some things like, get a job that can improve their careers in other places, co-workers, time work, family reason, retirement, and more.

Data was calculated from the beginning of 2017 until the end of December 2019, the hotel employees came out to reach the number 119 people (40%) of the entire employee. The average turnover rate of employees in the last 3 (three) years at the hotel has exceeded the tolerated standards. Harris (2005) stated that the standards of the employees' turnover rates that can be tolerated in each company vary, but if the turnover rate of more than 10% per year is too high according to many standards.

## RESEARCH METHODS

As stated above, this research is conducted at the Human Resources Department of a 5 star resort hotel in the southern part of Bali. Object of the research to be investigated are employees' job satisfaction and turnover intention. This research was done during March-June 2020.

This research uses two variables; they are employees' job satisfaction (independent variable) and turnover intention (dependent variable). Data collection methods carried out by observation, interview, literature study and distributing questionnaire (Sugiyono, 2014), with a total number is 110 respondents to all employees of the hotel (Arikunto, 2010). The method used to determine sample collection technique is proportionate stratified random sampling, the retrieval technique is done by collecting the number of employee data from each part which is then determined the number of samples needed for each party (Sekaran, 2006).

This data analysis technique used is quantitative analysis (simple regression analysis) and qualitative analysis to support the quantitative output.

## FINDINGS

### **Validity Test**

Validity test result can be seen that the whole item statement shows that  $r\text{-count} > r\text{-table}$  at the degree freedom is 0.1576. In this research the statements submitted in the questionnaire are declared valid, because  $r\text{-count} > r\text{-table}$  (Sugiyono, 2013).

### **Reliability Test**

Table 1. Reliability Test Result (Employees' Job Satisfaction)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.863	10

Table 2. Reliability Test Result (Turnover Intention)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.635	5

It can be seen that the value of Cronbach Alpha of all variables tested value is above 0.60 it can be concluded that all variables in this research is declared reliable (Arikunto, 2010). Reliability test results show that all the variables are reliable and can be shown with Cronbach Alpha value of 0.863 for Employees' Job Satisfaction variable and 0,635 for Turnover Intention Variable so it can be said that all the measurement concepts of each variable of the questionnaire is reliable so for the next items on each concept variable is suitable for use as a measuring tool.

### Classic Assumption Test

#### a. Normality Test

Table 3. One Sample Kolmogorov Smirnov Test

		Unstandardized Residual
<b>N</b>		110
<b>Normal Parameters<sup>a,b</sup></b>	Mean	0.000000
	Std. Deviation	3,64915929
<b>Most Extreme Differences</b>	Absolute	0.081
	Positive	0.081
	Negative	-0.079
<b>Test Statistic</b>		0.081
<b>Asymp. Sig. (2-tailed)</b>		.074 <sup>c</sup>

A good regression model is to have a normal distribution of residual value. It is called a normal distribution if a standardized residual value is close to the average value. Test normality can use the Kolmogorov-Smirnov test. The data called normal distribution when the probability (SIG) > 0.05 (Siregar, 2015:167). Based on Table 3

the significances value is 0.074 which more than 0.05 this means that the Employees' Job Satisfaction and Turnover Intention variables are normal distribution.

b. Linearity Test

Table 4. Linearity Test result

		ANOVA Table					
		Sum of Squares	Df	Mean Square	F	Sig.	
<b>Turnover Intention * Employee Job Satisfaction</b>	Between Groups	(Combined)	569,078	16	35,567	3,282	0,000
		Linearity	125,471	1	125,471	11,578	0,001
		Deviation from Linearity	443,608	15	29,574	2,729	0,002
	Within Groups	1007,876	93	10,837			
	Total	1576,955	109				

A linearity test is a test used to determine whether an independent variable and dependent variable is linear or not (Sudjana, 2003). The basis for decision making for interference linearity test is by comparing the f-count value with f-table. If the f-count is < f-table, then Ho is accepted, which means that the similarities are linear. Based on Table 4, deviation from linearity f-count value is 2.729 with f-table is 3.93. This means the f-count value < f-table is acceptable and the similarities are linear.

**Partial Correlation Analysis**

Table 5. Partial Correlation Coefficient Analysis Test

		Correlations	
		Employee Job Satisfaction	Turnover Intention
Employee Job Satisfaction	Pearson Correlation	1	-,282**
	Sig. (2-tailed)		0,003
	N	110	110
Turnover Intention	Pearson Correlation	-,282**	1
	Sig. (2-tailed)	0,003	
	N	110	110

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The test aims to determine the direction and strength of the relationship between each independent variable with dependent variable (Sugiyono, 2013). Based on Table 5 values between the independent variable and dependent variable the correlation with each other seen from the significant value of 0.003 which less than 0.05. When viewed from the Pearson Correlation, the level of Correlation between the variable is-0.282 (R-Count), this means that variable employee job satisfaction and Turnover intention have a low relationship that is at intervals 0.20 – 0.399.

### Simultaneous Leadership Style and Workload on Employee Morale

Work spirit is a condition of how an employee does his daily work. The higher morale will increase employee productivity. Through the results of statistical calculations that have been obtained Fcount test of 12.833 is greater than the F table, so this test statistically proves that the leadership style and workload simultaneously have a significant positive effect on employee morale at the hotel. The higher morale will increase employee productivity. Through the results of statistical calculations that have been obtained Fcount test of 12.833 is greater than Ftable, so this test statistically proves that the leadership style and workload simultaneously have a significant positive effect on employee morale at the hotel can be seen the results of the F-test that has been processed using SPSS in Table 6.

Table 6. Research Results  
(Source: Data Processed, 2020)

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	337.097	2	168.548	12.833	.000 <sup>b</sup>
	Residual	407.139	31	13.134		
	Total	744.235	33			

The magnitude of the influence of leadership style and employee workload on employee morale is very useful as an input for the company especially for leaders to be able to apply a better leadership style in accordance with the existing situation or can change the work situation of employees while the workload of employees is very important where to maintain the comfort of each employee itself, it should be noted how to maintain good relations with colleagues and with superiors, pay attention to

employees who are sick, provide a varied schedule, and complete the facilities and infrastructure that supports the smooth working. With those, the company will achieve the desired goals and can maintain the survival of the company (sustainability).

### Hypothesis Test Result (T-Test)

Table 7. T-Test Result

Model	Coefficients <sup>a</sup>				T	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	31.473	2.515		12.515	0.000	
Employee Jo Satisfaction	-0.200	0.066	-0.282	-3.055	0.003	

**a. Dependent Variable: Turnover Intention**

The test is used to test the partial hypothesis of the independent variable that is Employee Job Satisfaction (X) whether the variable-dependent positive effect is Turnover Intention (Y) (Sugiyono, 2014: 250). Employees' Job Satisfaction (X) influence on Turnover Intention (Y) at the hotel. To find out the effect of employee job satisfaction (X) on turnover intention (Y) at the hotel and testing whenever Ho is accepted or rejected. The steps are taken as follows:

1. Statistic Determination (t-count)

The magnitude of t-count is obtained by looking at the results of the analysis using SPSS 25 program in the coefficient table. From the result, t-count is -3,055.

2. Statistic Determination (t-table)

In this test used 95% confidence and standard error 5% or ( $\alpha$ ) 0.05. the obtained t-table value is 1,659.

3. Criteria for accepted or rejected hypothesis:

- a. If  $t\text{-count} \leq t\text{-table}$ , or sig value  $> \alpha$ , then Ho accepted
- b. If  $t\text{-count} > t\text{-table}$ , or sig value  $< \alpha$ , then Ho rejected

4. Hypothesis formulation:

Ho:  $\beta = 0$  there is no significant influential between employee job satisfaction on turnover intention at the hotel.

Ha:  $\beta \neq 0$  there is significant influential between employee job satisfaction on turnover intention at the hotel.

### 5. Conclusion

The t-count is -3,005 and the t-table is 1,659. The value of t-count (-) 3,005 > 1.659 t-table, so that is known that in condition Ho rejected and Ha accepted that's mean there is influential between employee job satisfaction (X) and Turnover Intention (Y), and in the results above indicates that the the sig. Value 0.003 which means smaller than 0.05 which is Ho rejected, and a beta coefficient of ( $\beta$ ) -0,200 its mean  $\beta \neq 0$  there is significant influential. the conclusion is the effect of employee job satisfaction has a negative and partially significant influence between employees' job satisfaction on turnover intention at the hotel.

### Simple Linear Regression Analysis

Table 8. Simple Linear Regression Analysis

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	31.473	2.515		12.515	0.000
Employee Jo Satisfaction	-0.200	0.066	-0.282	-3.055	0.003

a. Dependent Variable: Turnover Intention

Based on Table 7, the value of constant-coefficient (a) is 31,473 while the value of the regression coefficient of employee job satisfaction (b) is -0.200. Here is a regression equation for this research model (Sugiyono, 2014: 260).

$$Y = a + bX$$

$$Y = 31.473 - 0,200X.$$

Interpretation of the above equation is as follows: (1) Constant value 31,473 is showing the value of Variable turnover intention. if there is no employee job satisfaction (X = 0) Then the turnover value is 31.473. (2) The regression coefficient shows the value of the employee's job satisfaction variable, which is 0.200. The size of the regression coefficient is a value that indicates the increase or decrease in the variable turnover intention based on employee satisfaction of the negative. The sign in the regression coefficient indicates that the influence of the negative direction. If



the job satisfaction increased by one unit then the value of intention turnover will decrease by 0.200.

### Coefficient of Determination Test.

Table 9. Coefficient of Determination Test

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.282 <sup>a</sup>	0.080	0.071	3.666
a. Predictors: (Constant), Employee Jo Satisfaction				
b. Dependent Variable: Turnover Intention				

A coefficient of determination analysis used to see how much independent variable influence in the percentage Sugiyono (2013). Table 8 shown the value of  $r^2$  is 0.080 or 8% so that mean the level significant influence of employees' job satisfaction on turnover intention is 8% while the remaining 92% is determined by another variable outside of employee satisfaction that is not discussed in the research.

Based on the average score of respondent's responses to the questionnaire hotel employee feel satisfied with the supervisors and co-workers and also not satisfied with the promotion career. In reality, people who feel satisfaction will feel comfortable in their environment so it is very difficult to get out of the environment or in other words stuck with the comfort zone (Wulandari, 2017). This is because employees feel the satisfaction of the atmosphere that exists in the environment of the hotel with a good colleague and the process of acceptance of a satisfactory supervisors and co-workers makes a person work happily. The lack of hotel employee satisfaction regarding to the promotion opportunity or higher career possibility causes many employees feel unsatisfied and consider to find another occupation that can fulfill their desire and wishes.

From the interview result with the HRD of the hotel, the employees belong to the category tends to be quite satisfied with the job satisfaction that provided by the management such as salary/wages provided according to responsibilities, position, and work received. The work received is enjoyable and not dammed and is in accordance with the position in each department, the employer who willing to provide

help and nurturing the subordinates and understand how to solve the problem in the department, as well as the colleagues who are easily invited to associate and willing to provide assistance in the operational process. Employees' Job satisfaction can affect turnover intention and the highest level of employee satisfaction can be seen from how often the employee is out of his job (Hartoyo, 2000).

This research results in supporting the results of previous research when the higher employee job satisfaction then the lower the turnover rate intention and vice versa. Individuals who feel satisfied with the work are likely to last a long time in the company (Sari, 2014). It is also relevant as Wulandari (2017) proves that employee job satisfaction has a significant negative influence on turnover intention.

Level significances of the implementation of employees' job satisfaction on turnover intention at the hotel based on the results of T-test sig. value 0.003 which means there is influential between both variables and based on the beta coefficient value of ( $\beta$ ) -0,200 or  $\beta \neq 0$  means there is a significant influential, based on those value the employees' job satisfaction has a negative and partially significant influence on turnover intention at the hotel. From the coefficient determination test the R-square value of 0.080. This indicates that the level significances or contribution of employees' job satisfaction variable affects the turnover intention variable by 8% in the hotel and while the remaining 92% is affected by variables or factors that not described in this research.

## CONCLUSIONS

The hotel employees belong to categories which tend to be quite satisfied with the job satisfaction given by the management and the way companies manage their employees' work activities, in implementing the employee satisfaction. However, there is still an indicator of the turnover cause it is still happening which is the promotion that makes them do out to find other places that give better benefits and consider looking for other work that can fulfill the wishes.

Employees' job satisfaction has a negative and significant influence on turnover intention. Job satisfaction can sustain qualified employees to maintain employee loyalty and lower intention turnover, in other words, the implementation or improvement of employee job satisfaction is potentially effective for decreasing turnover intention. If the employee satisfaction level is good, then the employee will

have the intention of working longer with the company so that the turnover intention can be minimized.

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