

The Influence of Organizational Environment, Work Motivation and Organizational Commitment on Intention to Quit Through Job Satisfaction of Four-Star Hotel Employees in Surabaya

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ABSTRACT

This study analyzed the intention to quit to a decision upon the perception of the problem of work expected of employees is not able to provide satisfaction the work done. Is associated with increased intention to quit of employees. The purpose of this study examines the factors that affect intention to quit, including the organizational environment, work motivation and organizational commitment. This study uses a quantitative description of the method by the method of eksplanatory, and samples taken of many as 200 respondents of the Four-Star Hotel in Surabaya. The testing data analysis was performed using SEM and test the research instruments. The results showed that the environment of the organization and the gratification of the work has a positive and significant influence on the intention to quit which is indicated by the magnitude of the influence of each 0,263 at a significance level of $0.027 < 0.05$ and 0,247 at a significance level of $0,023 < 0,05$.

INTRODUCTION

The rapid development of the industry brings the impact of increasingly fierce business competition in the field of service to customers (Nurseto, 2013). This condition is a thought that must be developed by service entrepreneurs to customers. Organizations do not waste opportunities in improving the quality of service to customers, especially the services of hospitality organizations. Organizational excellence and competitiveness becomes a challenge for hotel business managers, and the success of the organization depends on the support of human resources. Primarily the quality of employees in the organization. Physiological characteristics of employees can affect the intention to quit. Intention to quit is considered a conscious, intentional desire to leave the organization in the near future and is considered the last part of the sequence in the withdrawal cognition process (Treglown et al., 2018). As Boshoff et al., (2002), state the intention to quit as the strength of individuals' views that they do not want to stay with their employers. Intention to quit is seen as a dependent variable and is used as an indication of the likelihood that a person will leave the organization in the near future.

According to Igarria and Greenhaus (2012: 67), that a high level of intention to quit can have a negative impact on the organization. As an indication of intention to quit that occurs in hotel companies related to management management problems. Although the hotel business has experienced significant growth. This is an opportunity for managers to open a four-star hotel business, but it is possible that the management will not forget the level of intention to quit because it can have an impact on the employees they employ. The problem of intention to quit in employees, not only comes from the external environment, but also from the hotel's internal, especially the management. Several other factors in the hotel organizational environment can lead to distrust for hotel employees, the manager has not realized other things related to management management including the organization's own environment, work motivation, organizational commitment, and job satisfaction. The problem of turnover intention that occurs in organizations is still a complaint of employees in several organizations, essentially the factor of employee dissatisfaction at work is not in accordance with the field of work carried out.

Studies and observations that researchers perceive by relating some of the variables used, and related to the problem of intention to quit and job satisfaction of hotel employees in Surabaya, especially the choice of four-star hotels on the grounds that they have significant growth, and high hotel guest visits, often in conjunction with increasing economic development in Surabaya is growing rapidly. Researchers try to assume with several variables related to intention to quit and job satisfaction.

THEORETICAL REVIEW

Intention to Quit

Abelson (1987) defines turnover intention as an individual's desire to leave the company and look for other alternative jobs. Turnover intention is something that an employee wants to move to the company where they previously worked

(Nelson, 2012). Allen (2004) explains that job change or turnover is the cessation of employees from a company or organization and moving to another company or organization of their own accord.

Job Satisfaction

Robbins and Judge (2012: 45) define job satisfaction as positive feelings about work as a result of evaluating the characteristics of the job. In line with that, Noe et al., (2012: 93) define job satisfaction as a pleasant feeling as a result of the perception that the job fulfills important job values. Kreitner and Kinicki (2010: 33) define job satisfaction as an attitude or emotional response to various aspects of one's work.

Organizational Environment

Sedarmayanti (2011; 1) argues that the work organization environment is the overall tools and materials encountered, the environment in which he works, the working methods both individually and in groups. According to Tohardi (2012: 136-137), although it is believed that the physical work environment is not the main factor in increasing employee productivity, the physical work environment is a variable that management experts need to take into account in its effect on increasing productivity.

Work Motivation

Mangkunegara (2010: 65) states that motivation is formed from the attitude of employees in dealing with work situations in the company. Motivation is a condition or energy that moves employees who are directed or directed to achieve the company's organizational goals. The mental attitude of employees who are pro and positive towards the work situation is what strengthens their work motivation to achieve maximum performance.

Organizational Commitment

Organizational commitment is defined as a situation where employees take sides with a particular organization with its goals, and intend to maintain its membership in the organization (Blau and Boal (2010: 56).

The hypothesis of this research is

H1: The organizational environment affects the intention to quit four-star hotel employees in Surabaya.

H2: Work motivation affects the intention to quit four-star hotel employees in Surabaya.

H3: Organizational commitment affects the intention to quit four-star hotel employees in Surabaya.

H4: Job satisfaction has an effect on the intention to quit four-star hotel employees in Surabaya.

H5: Organizational environment influences the intention to quit through employee job satisfaction at four-star hotels in Surabaya.

H6: Work motivation has an effect on intention to quit through job satisfaction of employees of four-star hotels in Surabaya.

H7: Organizational commitment affects the intention to quit through employee job satisfaction at four-star hotels in Surabaya

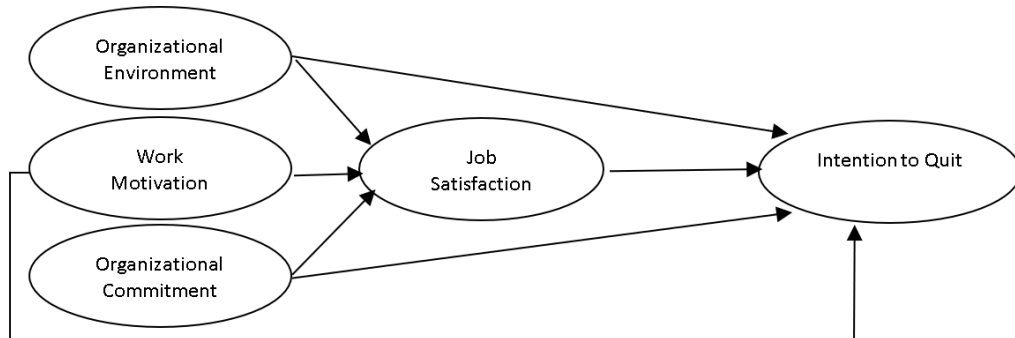


Figure 1. Conceptual Framework

METHODOLOGY

This research is a quantitative research with data collection techniques using a questionnaire that was previously tested for validity and reliability. The population of this study is the employees of four-star hotels in Surabaya as many as 270 people in 17 four-star hotels with the population obtained by 2019 data. The sampling of this study used a multivariate technique; The sample of this study used 20 observation indicators, each measurement estimate was multiplied by 10 as observations from the research indicators, the results obtained as many as 200 people became research respondents. The sampling technique used was random sampling technique. Data analysis using Structural Equation Modeling.

RESULTS

The results of testing the validity of each statement item for each research variable consisting of organizational environment, organizational commitment, work motivation, job satisfaction and intention to quit, are declared valid, this is evidenced by the product moment correlation analysis of each statement item that produces a value. significant < 0.05 . Reliability tests for organizational environment variables, organizational commitment, work motivation, job satisfaction and intention to quit are known to produce Cronbach's Alpha values greater than 0.6; so it can be concluded that the research instrument has been proven reliable or reliable. The results of the confirmatory factor analysis test are the measurement stage of the dimensions that make up the latent variables in the research model, namely organizational environment variables, organizational commitment, work motivation, job satisfaction and intention to quit, which are declared significant. The results of the evaluation of Structural Equation Modeling showed that there were no outlier data, normally distributed data, and no multicollinearity symptoms. The results of the goodness of fit test on the structural equation model show good results because they have met the required criteria; meaning that the data is in accordance with the structural model used in the study.

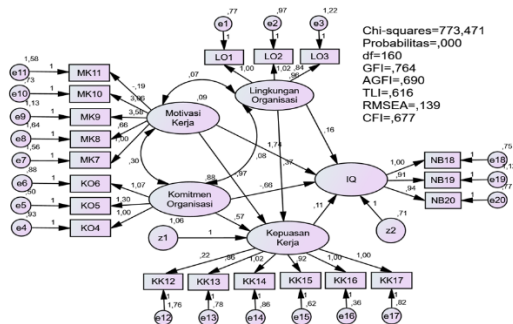


Figure 2. Intervariable Relationship Model

The research hypothesis testing was carried out based on the results of the analysis of the causal relationship between the research constructs shown in table 1 and table 2.

Table 1. Standardized Regression Weight Analysis on Model Structure

			Estimate	S.E	C.R.	P	Ket.
Intention_Quit	<---	Organizational Environment	.234	.116	2.017	.044	Sig.
Intention_Quit	<---	Job Satisfaction	.199	.097	2.049	.040	Sig.
Intention_Quit	<---	Motivasi Kerja	-.2.947	.382	-4.276	.000	Sig.
Intention_Quit	<---	Organizational Commitment	.828	.452	2.570	.002	Sig.

Table 2. Indirect Effects Measurement on Structural Model

Variabel				Estimate Indirect Effects	
Intention_Quit	<---	Job Satisfaction	<---	Organizational Environment	0.030
Intention_Quit	<---	Job Satisfaction	<---	Work Motivation	1.209
Intention_Quit	<---	Job Satisfaction	<---	Organizational Commitment	-1.145

DISCUSSIONS

Influence of Organizational Environment on Intention to Quit

The results of the analysis of hypothesis testing prove that the relationship between the organizational environment and the intention to quit has a positive influence. These results indicate that the better the condition of the organizational environment in front of employees who respond quite high, the better the employee's intention to move to another place or leave. The higher the response of employees in deciding their intention to leave their place of work, the higher the rate of moving employees to a new place of work. This shows the level of seriousness that employees respond to moving jobs elsewhere because employees are looking for better conditions of need.

The Effect of Work Motivation on Intention to Quit

The results of the analysis of hypothesis testing prove that the relationship between work motivation and intention to quit has a negative effect. This indicates that the higher the response of employees in motivating themselves to do the work

they do, on the contrary it does not bring significant results because the intention of employees to leave is higher. Employees' responses to hotel organization negatively can affect their intention to leave or move to another place. Therefore, the stronger the employee's intention to leave the workplace, the lower the employee's work motivation in carrying out their duties.

The Effect of Organizational Commitment on Intention to Quit

The results of the analysis of hypothesis testing prove that the relationship between organizational commitment and intention to quit has a negative effect. This indicates that the higher the employee's response to organizational commitment that receives less attention from hotel managers, the higher the response rate of employees having the intention to leave or stop working.

The Effect of Job Satisfaction on Intention to Quit

The results of the analysis of hypothesis testing prove that the relationship between job satisfaction and intention to quit has a positive and significant effect. This indicates that the job satisfaction obtained by employees has not been fully met compared to the workload carried out by employees. The higher the employee's response to job satisfaction related to the job, the higher the level of employee confidence in the organization.

The Effect of Organizational Environment on Intention to Quit through Job Satisfaction

The results of the analysis of hypothesis testing prove that the relationship between the organizational environment and the intention to quit has a positive influence through employee job satisfaction in hotel organizations. The positive effect of 0.109 or 10.9% indicates the employee's response to the work environment who has the intention to leave or quit his job, the satisfaction obtained has not been able to increase employee job satisfaction in carrying out activities at the hotel.

The Effect of Work Motivation on Intention to Quit through Job Satisfaction

The results of the analysis of hypothesis testing prove that the relationship between work motivation and intention to quit has a positive influence through employee job satisfaction in hotel organizations. The positive effect of 0.114 or 11.4% shows the employee's response to work motivation which has not been able to increase the perception of employees and the parties involved have the intention to leave or quit their job.

The Effect of Organizational Commitment on Intention to Quit through Job Satisfaction

The results of the analysis of hypothesis testing prove that the relationship of organizational commitment to intention to quit has a negative influence through employee job satisfaction in hotel organizations. The negative effect of 0.050 or 5.0% indicates that the employee's response to organizational commitment who has the intention to leave or quit his job is felt to have not given significant satisfaction to the increase in employee job satisfaction or those who are involved in carrying out activities at the hotel.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. The relationship of the organizational environment to the intention to quit has a positive and significant influence.
2. The relationship between work motivation and intention to quit has a positive and significant effect.
3. The relationship between organizational commitment and intention to quit has a negative and significant effect.
4. The relationship between job satisfaction and intention to quit has a positive and significant effect.
5. The relationship between the organizational environment and the intention to quit through job satisfaction has a positive influence.
6. The relationship between work motivation and intention to quit through job satisfaction has a positive influence.
7. The effect of organizational commitment on intention to quit through job satisfaction has a negative effect.

Recommendations

1. The management of the hotel organization should emphasize the understanding of the importance of the needs of the organizational environment, work motivation, organizational commitment and job satisfaction to work together in developing and improving work activities that will be intended for hotel guests. The hope that the organization management can do is to pay more attention to the condition of its employees in order to reduce the intention to leave or move to another organization. The better the management of the organization, the better in building a harmonious hotel organization, so that the perception used as an intention to leave or move to another organization does not occur. Especially what needs to be understood on several variable indicators that are observed as consideration after evaluation and input from the results of this study.
2. Efforts to examine the findings of the three exogenous variables and one endogenous variable are factors that are needed because they are able to bring changes in creating the desires of employees and parties involved in managing hotel organizations so that there is no intention to quit.
3. The management of the hotel organization should be aware of and understand the atmosphere of the organization regarding information about the intention to leave or move to another organization, especially on job satisfaction that must be obtained by employees and other parties involved in the organization. Mainly pay attention to salary and reward factors as a stimulant in avoiding intention to quit.
4. The hotel organization manager should be able to bring improvements and changes to the organization, especially on motivation and organizational commitment to be evaluated because it has a negative influence on the perception of employee intentions to leave or move to another organization that is considered more important as an activity where they work.

FURTHER STUDY

1. The need to expand the object of research, both in the area and in the hotel category.
2. It is necessary to develop other determinant variables that affect job satisfaction and intention to quit.
3. For the next researcher, to get detailed research results, it is possible to group respondents into more homogeneous groups. This study has not grouped respondents based on certain functional positions and general functional positions because each of these job groups will provide a different level of perception of job satisfaction and intention to quit.

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