



The Impact of Work Motivation, Job Stress, and Organizational Commitment on Employees' Intentions to Depart from Lombok Idjo Restaurant in Yogyakarta

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ABSTRACT

This study aims to analyze the effect of work motivation, work stress and organizational commitment on employee turnover intention at Lombok Idjo Restaurant Yogyakarta. The findings from the Instrument Test indicate that the data gathered in this study are both valid and reliable. Furthermore, the Classical Assumption Test confirms that the data are normally distributed and that the regression model developed is devoid of multicollinearity, heteroscedasticity, and autocorrelation. The results of this study prove that: (1) Work motivation has no significant effect on employee turnover intention at Lombok Idjo Restaurant Yogyakarta. (2) Job stress has a positive and significant effect on employee turnover intention of Lombok Idjo Yogyakarta Restaurant, and (3) Organizational commitment does not have a substantial impact on the intention of employees at Lombok Idjo Yogyakarta Restaurant to leave the organization.

INTRODUCTION

The culinary industry represents one of the most vibrant and swiftly expanding sectors in Indonesia. The primary catalysts for this growth are consistent economic development and rising consumer purchasing power. The contribution of the food and beverage sector to Indonesia's Gross Domestic Product (GDP) has consistently increased over the years. In 2022, the food and beverage sector represented roughly 37% of the overall GDP in the non-oil and gas processing industry, as reported by the Ministry of Industry (Ministry of Industry Data, 2024). The increasing growth of the culinary business in Yogyakarta has led to intense competition, which requires business people to provide quality products with the best service. The quality of human resources is intrinsically linked to the overall success of the organization. As human resources are pivotal in propelling the company forward, it is essential to manage them effectively. This management is crucial for fostering a positive impact on the organization, including enhancements in employee performance, which subsequently influences the overall performance of the company. If human resources are not managed properly, it can adversely affect the organization, one consequence being turnover intention, which denotes the likelihood of employees planning to leave their jobs in the near future (Kaswan, 2017). Turnover intention is an indication of

Employee turnover intention refers to the inclination or desire of staff members to depart from their organization, necessitating prompt replacement (Elmi, 2018). It encompasses both voluntary and involuntary motivations for leaving the workplace (Bayarcelik and Findikli, 2016). This concept illustrates the cognitive reactions of employees who encounter specific organizational circumstances that prompt them to seek more favorable employment opportunities, indicating a willingness to leave the organization voluntarily (Ahmad, 2018). Work motivation is a process that moves or encourages someone to work to achieve an expected goal (Surya, 2017). Work motivation is a driver or drive in humans that can produce, structure and regulate behavior (Lusri & Siagian, 2017). Work motivation is realized through a desire to carry out a job by giving the best of them, both in terms of time and energy in order to achieve the desired goals. Strong work motivation can keep employees enthusiastic about working for the company (Putrianti et al., 2014).

Sartono (2018) indicated in his study that work motivation has a significant negative impact on turnover intention. This implies that as work motivation increases, the intention of employees to leave their jobs decreases. These findings are corroborated by the research conducted by Putrianti (2014) and Astutik (2017), which also suggests that work motivation influences the varying levels of turnover intention. Conversely, other studies, such as that by Kristin et al. (2020), reveal that work motivation does not have a significant effect on employee turnover intention. The difference in the results of these studies shows that there is still a research gap, so it is important to conduct further research on the effect of work motivation on turnover intention.

LITERATURE REVIEW

Definition of Work Motivation

Work motivation represents an inherent drive within individuals that can be cultivated either autonomously or through various external influences. These influences primarily encompass both financial incentives and non-financial rewards, which can significantly impact performance outcomes in either a favorable or unfavorable manner (Winardi, 2017). Work motivation refers to the process of stimulating the enthusiasm and commitment of employees, enabling them to exert their utmost effort and utilize their full range of abilities and skills in pursuit of organizational objectives (Hasibuan, 2017).

Definition of Work Stress

According to Asih et al. (2018) stress is a condition caused by an imbalance of demands on a person's abilities, skills, and ways of thinking. The higher the level of imbalance, the higher the level of stress experienced by the individual. The feeling of being pressured by the pressure that exists when workers are doing their jobs is called work stress (Mangkunegara, 2019).

Definition of Organizational Commitment

Commitment is characterized as the degree of personal identification an individual has with an organization (Curtis et al., 2018). As noted by Kaswan (2015), organizational commitment serves as an indicator of an employee's intention to remain with a company in the future.

Definition of Turnover Intention

Employee turnover intention denotes a worker's intentional and thoughtful inclination to terminate their association with their present employer (Tampubolon & Sagala, 2020). It encompasses the decision to voluntarily exit the organization, influenced by the appeal of the current position and the presence of alternative employment opportunities (Witasari, 2019). According to Pricelda and Pramono (2021), turnover intention can be understood as the likelihood of an employee departing from their existing role to pursue employment elsewhere

Research Framework

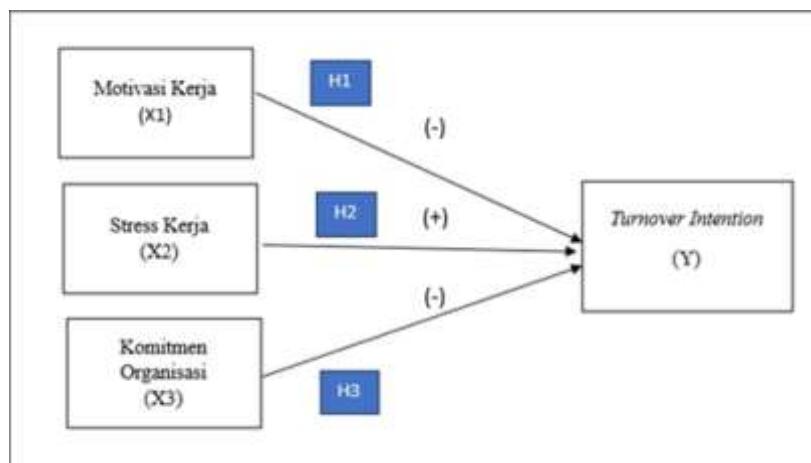


Figure.1 Research Framework

METHODOLOGY

Type of Research

Based on the method used, this research uses quantitative research, which is research that explains specifically and systematically well-designed, clearly structured from the beginning to the research design (Sugiyono, 2017).

Research Location

This research was conducted at Lombok Ijdo Restaurant Yogyakarta, which is located at Jalan Laksda Adisucipto No.48, Demangan, Depok District, Sleman Regency, Yogyakarta.

Data Source

The main data source used is primary data. Primary data is a data source that directly provides data to data collectors (Sugiyono, 2017). Data is collected from respondents' answers to questionnaires distributed via google from.

Population

Population is defined as a set of objects or subjects that have certain characteristics and properties to be studied (Supriyanto et al., 2019)

Sample

The sample is part of the population that is used as the object of research. It can be said that the sample is a representative of the population under study (Widiasworo, 2019). The sampling technique used in this study was saturated sampling, because all members of the population were used as samples. So that the number of samples in this study were 50 respondents.

RESEARCH RESULT

Validity Test

Validity testing uses the Moment Product Correlation technique. If $r \text{ count} > r \text{ table}$ then the instrument is valid and if $r \text{ count} < r \text{ table}$ then the instrument is invalid.

Table.1 Research Questionnaire Validity Test Results

Statement	r count	r table	Sig	Description
Work Motivation				
X1.1	0.852	0.328	0.001	Valid
X1.2	0.812	0.328	0.001	Valid
X1.3	0.822	0.328	0.001	Valid
X1.4	0.817	0.328	0.001	Valid
X1.5	0.816	0.328	0.001	Valid
Work Stress				
X2.1	0.875	0.328	0.001	Valid
X2.2	0.901	0.328	0.001	Valid
X2.3	0.847	0.328	0.001	Valid
X2.4	0.730	0.328	0.001	Valid
Organizational Commitment				

X3.1	0.793	0.328	0.001	Valid
X3.2	0.74	0.328	0.001	Valid
X3.3	0.859	0.328	0.001	Valid
X3.4	0.878	0.328	0.001	Valid
Turnover Intention				
Y.1	0.855	0.328	0.001	Valid
Y.2	0.917	0.328	0.001	Valid
Y.3	0.885	0.328	0.001	Valid
Y.4	0.774	0.328	0.001	Valid

(Source: Primary Data Processed from Appendix 6)

The validity test illustrated in Table 4.2 indicates that the computed value of r surpasses the critical value of r at a significance level of 0.001. Therefore, it can be concluded that the research instrument employed, specifically the questionnaire, is deemed valid.

Reliability Test

The outcomes of the reliability assessment conducted through the Cronbach's Alpha method are presented below.

Table.2 Research Questionnaire Reliability Test Results

Variables	<i>Cronbach's Alpha (α)</i>	Critical Value	Description
Work Motivation	0.871	0.60	Reliable
Job Stress	0.857	0.60	Reliable
Organizational Commitment	0.835	0.60	Reliable
Turnover Intention	0.881	0.60	Reliable

(Source: Primary Data Processed from Appendix 7)

Table 2 demonstrates that the Cronbach's Alpha coefficient (α) for Work Motivation, Work Stress, Organizational Commitment, and Turnover Intention surpasses the critical threshold of 0.60, thus affirming the reliability of the items presented in the questionnaire.

Normality Test

The normality test results are shown in Table 3 below:

Table.3 Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters	Mean	.0
	Std. Deviation	2.5672068
Most Extreme Differences	Absolute	.112
	Positive	.066
	Negative	-.112

Test statistic				.112
Asymp. Sig. (2-tailed)				.158
Monte Carlo Sig. (2-tailed)	Sig.			.114
Monte Carlo Sig. (2-tailed)	99% Confidence Interval		Lower Bound	.106
			Upper Bound	.123
a. Test distribution is Normal.				
b. Calculated from data.				
c. Lilliefors Significance Correction.				
d. Based on 10000 sampled tables with starting seed 2000000.				

(Source: Primary Data Processed from Appendix 8)

The analysis presented in Table 4.4 reveals that the normality assessment, performed using the Kolmogorov-Smirnov Test, yields a Monte Carlo significance value (2-tailed) of 0.114. Given that this significance value of 0.114 surpasses the 0.05 threshold, it can be concluded that the data presented in this study follows a normal distribution.

Multicollinearity Test

The purpose of multicollinearity testing is to determine whether there exists intercorrelation or collinearity among the independent variables within the regression analysis model. The findings are as follows.

Table 4 Multicollinearity Test Results

Model	Collinearity Statistic		Description
	Tolerance	VIF	
(Constant)			
Work Motivation	.51	1.96	No Multicollinearity Occurs
Job Stress	.866	1.155	No Multicollinearity Occurs
Organizational Commitment	.547	1.828	No Multicollinearity Occurs

(Source: Primary Data Processed from Appendix 8)

The results of the multicollinearity test indicate that the Work Motivation variable exhibits a tolerance value of 0.51 and a VIF value of 1.96. In contrast, the Work Stress variable demonstrates a tolerance value of 0.866 and a VIF value of 1.155. Additionally, the Organizational Commitment variable shows a tolerance value of 0.547 along with a VIF value of 1.828. It can be inferred that the three independent variables-Work Motivation, Work Stress, and Organizational Commitment-exhibit no signs of multicollinearity. This conclusion is supported by their tolerance values exceeding 0.10 and VIF values remaining below 10.00. Therefore, it is evident that multicollinearity is not present in the data of this study.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is inequality of variation in each observation. Testing using the Glesjer test results as follows.

Table 5 Heteroscedasticity Test Results

Variabel	Sig.	Batas	Keterangan
Work Motivation	0.304	>0.05	No heteroscedasticity
Job Stress	0.516	>0.05	No heteroscedasticity
Organizational Commitment	0.488	>0.05	No heteroscedasticity

(Source: Primary Data Processed from Appendix 8)

The information displayed in Table 4.6 reveals that the significance values for the variables Work Motivation (X1), Job Stress (X2), and Organizational Commitment (X3) are greater than 0.05. Therefore, it can be inferred that the research model does not exhibit any violations of the heteroscedasticity assumption.

DISCUSSION

Effect of Work Motivation on Turnover Intention

The results obtained from the hypothesis testing of hypothesis 1 (H1) suggest that work motivation does not significantly influence employee turnover intention at Lombok Idjo Yogyakarta Restaurant. Based on the results of descriptive analysis, it can be shown that even though employees have good work motivation, work motivation is not the main determining factor in employee decisions to increase or continue working at Lombok Idjo Yogyakarta Restaurant. The results of this study are in accordance with research conducted by Kristin et al, (2020) which proves that work motivation has no significant effect on employee turnover intention.

Effect of Job Stress on Turnover Intention

The findings from the hypothesis testing of hypothesis 2 (H2) indicate that work-related stress significantly and positively influences the intention of employees to leave their positions at Lombok Idjo Restaurant in Yogyakarta. This proof shows that, if employees experience high job stress, it will encourage the high desire of employees to leave their jobs, and vice versa. Based on the results of descriptive analysis, it can be shown that the main factor causing job stress that can encourage the desire to leave the workplace is the pressure to always be actively involved in all organizational activities. The findings of this study align with the research conducted by Ardianto (2021) and Mawadati (2020), indicating that increased workplace pressure correlates with elevated stress levels among employees. Consequently, there is a noticeable inclination among employees to consider job changes.

Effect of Organizational Commitment on Turnover Intention

The findings from the hypothesis testing concerning hypothesis 3 (H3) indicate that organizational commitment does not significantly influence employee turnover intention at Lombok Idjo Restaurant Yogyakarta. This evidence suggests that the degree of employee commitment to the organization does not affect their inclination to depart from the organization. This condition can be caused because employees depend on the organization for their lives so that they have a strong commitment to remain part of the organization. To ensure that this does not influence the intention to depart from the organization, the findings of this study align with the work of earlier researchers, specifically Ardianto and Bukhori (2021) as well as Bogar, Sambul, and Rumawas (2021). The levels of organizational commitment among employees, whether high or low, do not necessarily determine their inclination to leave the organization.

Theoretical Implications

The findings of this study suggest that work motivation and organizational commitment do not serve as significant determinants of employee turnover intention. In contrast, work stress emerges as a critical factor influencing the degree of employee turnover intention at Lombok Idjo Restaurant Yogyakarta. The results of this study support numerous previous research initiatives that suggest turnover intention is not influenced by work motivation and organizational commitment (Putri et al., 2017; Ramadhani et al., 2023). Rather, it is job stress that has a significant impact on turnover intention (Ratnaningsih, 2021; Nugroho, 2024).

Managerial Implications

The findings indicated that work-related stress plays a crucial role in influencing employees' intentions to leave their positions. Consequently, the management at Lombok Idjo Restaurant Yogyakarta should prioritize the effective management of work stress, as this element has been demonstrated to significantly affect employee turnover intentions. While work motivation and organizational commitment may not currently exhibit a significant impact, it is essential to implement strategies aimed at sustaining these factors to avert possible issues in the future.

CONCLUSIONS AND RECOMMENDATIONS

The findings from the research conducted by the researchers lead to the conclusion that this study presents the following statements.

1. The motivation to work does not have a considerable impact on the intention of employees at Lombok Idjo Yogyakarta Restaurant to leave their positions. This finding explains that work motivation is not a determining factor in the high and low level of turnover intention of employees of Lombok Idjo Yogyakarta Restaurant.
2. Job stress has a positive and significant effect on employee turnover intention at Lombok Idjo Yogyakarta Restaurant. This finding proves that the more waiting for work stress, the more turnover intention of employees of Lombok Idjo Yogyakarta Restaurant will increase.

3. Organizational commitment has no significant effect on employee turnover intention of Lombok Idjo Yogyakarta Restaurant. This finding explains that organizational commitment is not a factor that affects the turnover intention level of employees of Lombok Idjo Yogyakarta Restaurant.

Based on the results of the research that has been done, the suggestions from this study are:

1. Based on the results of descriptive analysis, it can be explained that the indicator of work motivation that is rated the lowest is motivation in working to get awards or appreciation from the organization. Thus it is recommended that this work motivation can be increased by providing opportunities for employees to develop their potential and superiors give praise if their employees carry out job duties with satisfactory results.
2. Based on the results of descriptive analysis, it can be explained that the highest indicator of job stress is the demand to always play an active role in all organizational activities. Thus, to reduce the level of work stress by increasing open communication to convey limitations and difficulties in participating in all organizational activities.

ADVANCED RESEARCH

The findings from the descriptive analysis indicate that a key indicator of organizational commitment is a robust desire to belong to the organization. In future research, it is recommended to increase organizational commitment by fostering a positive work environment and offering transparent career advancement opportunities, thereby encouraging employees to develop strong loyalty to the organization.

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