

Role of Organizational Commitment towards Relationship between Job Satisfaction and Turnover Intentions A Case in Hospitality Industry

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Abstract: Employees intention to leave the company is a thing to be considered by management due to the disruption that may cause the company's operations. Surely employees intention to leave the company occurs cause by the factors driving that intention. Previous studies showed that a significant influence from jobsatisfaction and organizationalcommitment to turnoverintentions. However, on some previous studies, there are no studies using the whole employees in the hospitality industry as the research object. In addition, the previous studies were conducted using different indicators. This study aimed to analyse the influence of job Satisfaction and organizationalcommitment to turnoverintentions. Data analysis method used is Structural Equation Modelling using as many as 134 respondents for the sample study in 2016. The results showed that jobsatisfaction has positive influence on organizationalcommitment; therefore a high jobsatisfaction can increase employeesorganizationalcommitment. Organizationalcommitment has a negative influence on turnoverintentions; therefore a high organizationalcommitment can decrease the intention of employees to leave. Job satisfaction also have a negative influence on turnoverintentions, the higher the level of jobsatisfaction, the more it will decrease employeesintention to leave the company.

Keywords: Job Satisfaction, Organizational Commitment, Turnover Intentions, Hospitality Industry

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I. Introduction

The employees' movement is issues that often occurs in the hospitality industry, because high level of employees' turnover becomes a serious issue for the company. Someone intention to move is closely related to jobsatisfaction and organizationalcommitment (DeMicco and Reid, 1988). Dissatisfaction of their job is often identified as an important reason that can cause an individual to leave their job. Moreover, dissatisfaction of their job causes a number of problems, such as the increase level of employees' absence, a passive professional attitude, to affect others employees' performance (DeMicco and Reid, 1988). DeMicco and Reid, (1988), explained that Job satisfaction is not the direct cause of an employee in hospitality industry in taking the decision to quit the hotel. Job satisfaction is an important thing for a hotel, because the employees who are satisfied towards their work will tend to promote their hotel as a good and fun working space. This reputation uplift will attract the new jobseeker towards the company.

Job Satisfaction also increase group productivity or organization through the rise of team work and communication. Therefore, the businessman and hotel management are need to more concern and to understand the things the employees need. Another cause of the employees' intention to leave is the decline of company's commitment level towards the employees, Meyer et al. (1993) study showed that the increase of commitment and the increase of productivity cause a low turnover. Commitment is one of the important aspects from human resources management philosophy. The term commitment itself is no longer about the willing of the employees to stay with the organization for a long period of time, it is more than that, the employee is willing to contribute the best and even willing to be loyal towards the organization.

When jobsatisfaction is more reflecting the employee respond towards the work or several aspects within their work where daily activity is possible to affect the level of Job Satisfaction; then organizational commitment is broader, which reflect the affective respond of an employee towards the whole organization (DeMicco and Reid, 1988). It is concluded that organizationalcommitment is a strong prediction factor for voluntary turnover. The commitment tendency before entering the organization will result in a positive relation with early commitment (before entering the organization) and the next commitment (after entering the organization) has a negative influence to voluntary turnover. Therefore employees' Job Satisfaction will affect the early stage of entering the organization's commitment (Lance and Vandenberg, 1992) in Witasari (2009).

Sijabat (2011) in the study on Tax Consultant Office and resulted on the conclusion that jobsatisfaction and turnoverintention each have its own affect towards the organizationalcommitment. In the study with different business sector, Sidharta and Margaretha (2011) in their study on garment industry showed the result of organizationalcommitment and jobsatisfaction have a negative relation and significant towards the turnoverintentions and have no influence on it. Moreover, Sutanto and Gunawan (2013) in their study on employees in one of ceramic industry used jobsatisfaction and organizationalcommitment to test its affect towards turnoverintentions which resulted on jobsatisfaction and organizationalcommitment have a partial influence and stimulant towards turnoverintentions. Other study conducted by Ardana and Widyantara (2015) on hotel industry which focuses on front office, showed that jobsatisfaction and organizationalcommitment simultaneously affect the turnoverintentions significantly. Subsequently the jobsatisfactionhas a significantly negative influence towards the turnoverintentions. Other wise, the organizationalcommitment has a significantly negative influence towards the turnoverintentions.

The previous studies about jobsatisfaction, organizationalcommitment and turnoverintentions have been done for a several times. This study, the industry which becomes the object of study, indicators used in the study, and the influence of causality between the variables of jobsatisfaction, organizationalcommitment, and turnoverintentions. Accordingly, the author sees the need to comprehendjobsatisfaction, organizationalcommitment, and turnoverintentions to be reviewed and become the objects of this study.

Based on the gap of studies mentioned above, then the aim of this study is to analyses the influence of jobsatisfaction towards organizationalcommitment; also to analysesorganizationalcommitment towards turnover Intentions and to analyses the influence of jobsatisfaction towards the turnoverintentions.

II. Literature Review

Turnover Intentions

Intention is desire or expectation that arises in someone to do something. Turnover is a cessation or withdrawal of an employee from work. Turnover intentions is the tendency or intention of employees to stop working from their job (Zeffane, 1994). Turnover rate is pretty good criteria to measure the stability that occurs in organizations, it can also reflect the performance of the organization. High and low turnover level of employees in the organization resulting in the costof recruitment, selection, and cost of training (Woods and Macaulay, 1989). Turnover intensions can also be interpreted as a movement of labourleavingthe organization. Turnover leads to the end fact faced by organization in the form of the number of employees who leave the organization at a certain period, while the intention of employees to move is referred from the results of individual evaluations regarding the continuation of a relation with the organization that has not been realized into a concrete act, left the organization. Turnover can be a resignation, transfer out of organizational units, dismissal or death of the employee. Robbins (2003) in Oktaviani and Nurhayati (2014), explains that someone's withdrawal of an organization (turnover) can be decided voluntarily (voluntaryturnover) or involuntary (involuntary turnover).

Turnover model explained by March and Simon (1958) in Witasari (2009), predicted that someone's intention to leave an organization and searching for another job, is an evaluation of one'scurrentposition deign with dissatisfaction. Turnover intentions discussed in this study is in a voluntary context (voluntaryturnover). Turnoverintentions variables are measured with indicators as follows: First, the tendency of individual to leave the organization; Second,the possibility of individual to search for job on other organization; Third, the possibility of individual to leave the organization;Fourth, the possibility of individual to leave the organization in short time; Fifth,the possibility of individual to leave the organization when there is a better opportunity.

Job Satisfaction

Job satisfaction is an effectivity or emotional respond toward a number of work aspects (Kreitner and Kinickei, 2001) in Oktaviani and Nurhayati (2014). According to Davis and Newstrom (1985) in Oktaviani and Nurhayati (2014), described that jobsatisfaction is a set of employees' emotions in relation to whether their job is satisfy or not. Satisfaction is a mirror of emotions from someone towards their job. Robbin (2003) in Oktaviani and Nurhayati (2014) defined jobsatisfaction is a general attitude of an individual towards their job that shows the difference of appreciation received by worker and the values that the worker believe they should receive. Job satisfaction is a worker's positive attitude towards their work that occurs based on the assessment of the work situation. The assessment can be conducted towards one of their job, the assessment done as appreciation in achieving one of the important values in their job. An employee who is satisfied will appreciate their work situation rather than not liking it.

According to Wood et.al (1998) in Sutanto and Gunawan (2013) jobsatisfaction is how far an individual feel positive or negative about their job, in which emotional respond towards someone's responsibility also physical and social condition in the work place. In more simple term, jobsatisfaction can be concluded as what makes people want and appreciate their job because they feel satisfy in doing their job. The

mentioned thing is later explained by Luthans (2011) in detail as the dimensions where jobsatisfaction happens, and as the development of three previous dimensions, which are: first, the work itself. Satisfaction gain from work is the main source of satisfaction, where the work provides an interesting work, the opportunity to learn, the opportunity to be responsible, and development of employees; Second, salary. Salary is a multi-dimension factor in jobsatisfaction, the amount of money received and the level where it is consider appropriate comparing to others in the organization; Third, the opportunity to be promoted is the opportunity to progress within the organization; it seems to have a different effect on jobsatisfaction. This is because promotion has different forms and has awards, such as promotion based on seniority or performance and salary promotion. A positive working environment and the opportunity to develop in intellectual way and to expand basic skills, becomes more important than the opportunity to be promoted; Fourth, Supervision is the supervisor's ability to provide technical assistance and attitude support; Fifth, Colleague. A cooperative colleague is the simplest source of Job Satisfaction for employee individually.

Organizational Commitment

Organizational commitment is defined as a situation where an employee sided with an organization for certain purposes, and has the intentions to nurture its membership within the organization (Blau and Boal, 1986; in Ardiansah et al., 2003). Moreover, Steers, 1995 (in Nahusona et al., 2004), defined organizational commitment as an identification sense (trust towards the organization's values), involvement and loyalty, stated by an employee towards their organization. Organizational commitment is a condition where an employee appreciates the organization and willing to give a higher level performance for the interest of the organization and in achieving the organization's goals. Therefore, organizational commitment encompasses the loyalty aspect towards the organization, involvement in the job and identification towards the organizational values and goals. It can be said that organizational commitment is an attitude that reflects employees' loyalty to the organization and a continuation process where members of organizations expressed their attention to the organizations, a sustainable success and progress.

Meyer and Allen (1991) in Luthans (2011) categorized the organizational commitment's multi-dimensions into three model components, there are: first, affective commitment is an emotional approach of an individual in an organization involvement so the individual feels connected with the organization; Second, continuance commitment is the intention of an individual to stay in the organization so that they feel the need to be connected to the organization. This commitment is based on the employees' perception of the losses he has to deal with if he leaves the organization; Third, normative commitment is an individual obligation to stay within the organization. Employee with a strong normative commitment will join the organization because they feel sufficient with their life.

Hypothesis

Job satisfaction and organizational commitment is connected, but both are distinguishable attitudes. Job satisfaction is connected with direct effective respond towards working environment, meanwhile organizational commitment is more stable and long lasting (Norrish and Neibuhr, 1983). According to Gregson (1992), jobsatisfaction is an early sign of organizational commitment. Job satisfaction shows conformity of someone that occurs with rewards provided by the work (Kreitner and Kinicki, 2003). Lam and Zhang (2003) explained that a materialized expectation or intention of an employee can create a jobsatisfaction on the employee them self. That is a positive factor of increasing organizational commitment. Chen (2007) said that the effort of human resources management in mending the employees' jobsatisfaction can increase the employees' organizational commitment. Sijabat (2011) in his study concluded that jobsatisfaction has a positive effect towards organizational commitment. Based on the analysis mentioned, it can be concluded tentatively through a study hypothesis as follows:

H₁ : A high level of jobsatisfaction can increase organizational commitment.

A research of organizational behaviour by Hom, Katerberg and Hulin (1979) in Ardiansah, Anis and Sutapa (2003) showed a negative relation between organizational commitment with both absenteeism and the level of employees' turnover. Grant et al. (2001) concluded that the higher the level of jobsatisfaction and organizational commitment, it is hoped to decrease the intention and goal of the employee to leave the organization. In other word, dissatisfied employee with their working aspects and has no commitment towards their organization, will look for another job in other organization. Other study done by Ardana and Widyantara (2015) on Hotel Kuta Paradiso Bali, which focus on only frontoffice, showed that organizational commitment has a negative effect and significance towards turnover intention. Moreover, Adi and Ratnasari (2015) in their study concluded that organizational commitment has a direct effect towards turnover intentions. Based on the explanation above, it is temporarily concluded through the hypothesis as follows:

H₂ : A high organizational commitment can reduce turnover intentions.

Job satisfaction seems to have an effect on someone decision to leave. Evaluation towards various work alternative, at the end will realize turnover because an individual who decide to leave the organization is hoping for more satisfaction from someplace else (Andini., 2006). Job satisfaction also has been negatively connected with the employees' leave. Other factors are the condition of job market; the expenses for an alternative working opportunity and the length of working period are important obstacles in taking decision to leave the job (Rivai, 2001). Saeed et al. (2014) in the study concluded that jobsatisfaction has a negative effect on turnoverintentions. In other words, the moment jobsatisfaction increase then turnoverintention will decrease. Therefore, based on the reviewed above, it is temporarily conclude through the hypothesis as follows:
H₃ : A high jobsatisfaction can reduce turnoverintentions.

From the explanation above, it is described with a research model as follows:

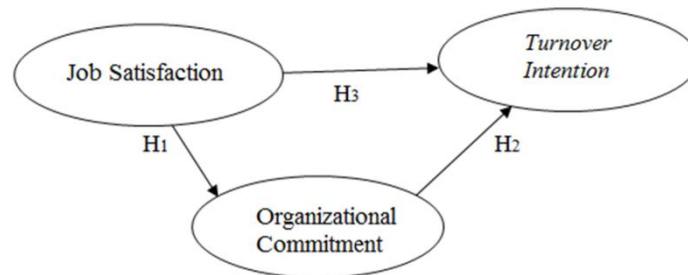


Figure 1
Research Framework

III. Methodology

A research conducted on September 2016 withdescriptive analysis methodology on causality model to look for a connection between variables. Data analysis method on this research is using Structural Equation Modeling (SEM). Sample collection process is done using the whole population and the total is eligible for SEM Method in which Ferdinand (2002) mentioned the number of sample represented to use SEM analysis technic is 100-200. The object of this study is all permanent employees of Hotel EndahParahyangan Bandung with the population of 136 respondents. The aspects researched are jobsatisfaction, organizationalcommitment, and turnoverintentions. Data measurement method is using Likert Scale with scale interval from one to five.

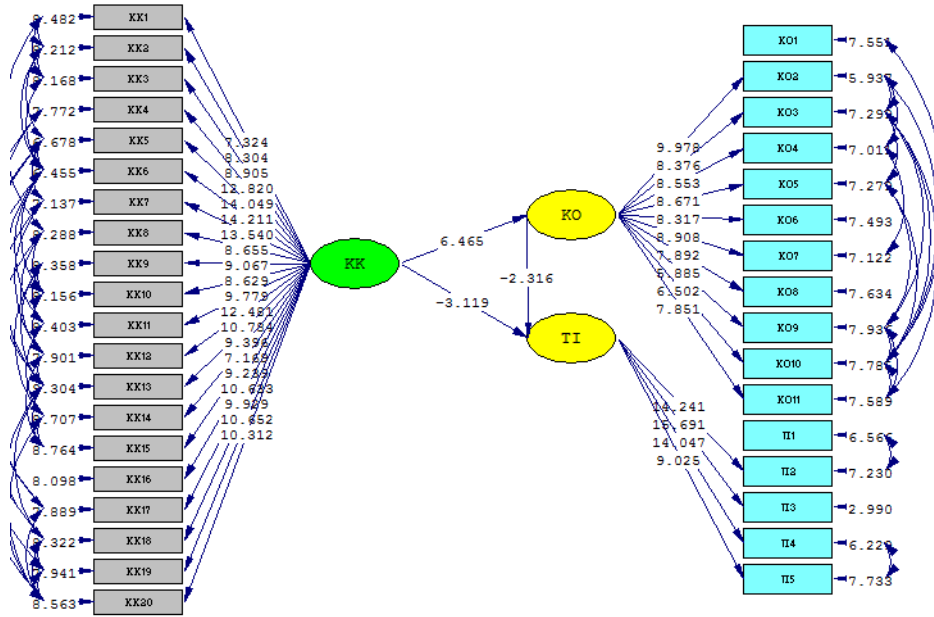
Measurement

This study is using one exogenous variable which is jobsatisfaction and twoendogenous variables which are organizationalcommitment and turnoverintentions, but organizationalcommitment also acting as moderating variable effecting turnoverintentions. The measurement of turnoverintentions variable in this study is using the model from March and Simon (1958) in Witasari (2009), in which have the following dimensions: First,the tendency of an individual to leave the organization;Second,the possibility of an individual looking for another job in other organization;Third,the possibility of an individual to leave the organization; Fourth,the possibility of an individual to leave the organization soon; Fifth, the possibility of an individual to leave the organization in the near future. Job satisfaction variables using the dimensions in which according to Luthans (2011) consist of: the work itself, salary, promotion opportunity, supervision, and colleagues. Job satisfaction variables using dimensions according to Luthans (2011) consist of: affectivecommitment, sustainablecommitment, and normativecommitment. Furthermore from the measurement dimensions shown in questionnaire form are tested for validity and reliability.

Validity test is done with confirmatoryfactor analysis by checking the Kaiser-Meyer-Olkin Measure of Sampling (KMO) values and Measures of Sampling Adequacy (MSA). In this test, the values gained have to be bigger 0.5 in which means that the factor analysis is exact or appropriate to be use, and can be processed further (Malhotra, 2004). Job satisfaction scale is consisted of 25 questions and 5 of them are not valid so it leaves 20 questions, organizationalcommitment scale is consisted of 15 questions and 4 of them are not valid which leaves 11 questions, the turnoverintentions scale is consisted of 5 questions and all of them are valid. Alpha Cronbach value in reliability test has to be bigger or equal to 0.7 which means reliable, the jobsatisfaction operational, organizationalcommitment and turnoverintentions can be trusted as data collection instruments in the study. The next phase, the data is processed using SEM analysis method.

IV. Result And Discussion

Focus of this study is jobsatisfaction, organizationalcommitment and both influence toward turnoverintentions and the role of organizationalcommitment as mediating variable between jobsatisfaction and turnoverintentions where the result showed from all three hypothesises proposed, all data obtained is supporting the hypothesises or all hypothesises are acceptable, as SEM testing is done, it is shown in Figure 2 as follows:



Chi-Square=741.05, df=527, P-value=0.00000, RMSEA=0.055

Figure 2
Path Diagram T-Value

Based on Figure 2 Path Diagram T-Value above, they are hypothesises in this study, presented in a structural equation as follows:

Table 1

Research Hypothesises Model Testing

Hypothesis	HypothesisStatement	T-Value Score	Information
H ₁	A high Job Satisfaction can increase Organizational Commitment	6.465	Hypothesis supported by Data
H ₂	A high Organizational Commitment can decrease Turnover Intentions	-2.316	Hypothesis supported by Data
H ₃	A high Job Satisfaction can decrease Turnover Intentions	-3.119	Hypothesis supported by Data

V. Discussion

On the result of hypothesis testing, it is found that the first analysis supports the first hypothesis which is jobsatisfaction has a significant effect on organizationalcommitment. Thus jobsatisfaction has a significant influence on organizationalcommitment. It is a positive effect, meaning that a high job satisfaction can increase organizationalcommitment. In addition, the result of hypothesis testing, it is found that the analysis result supports the second hypothesis which is organizationalcommitment has a significant effect on turnoverintentions. It can be concluded that organizationalcommitment has a significant effect on turnoverintentions. It is a negative influence meaning that a high organizationalcommitment can decrease turnoverintentions. It is concluded that jobsatisfaction has a significant influence on turnoverintentions. It is a negative effect which means a high jobsatisfaction can decrease turnoverintentions. In maintaining the continuity of a business company, employee has the role to maintain the business stability. Other than that, in an organization, employee has the role of planner, executor, supervisor, and also controller of the organization’s activities. In this study, it is hoped that a company can anticipate the level of turnover by referring to the jobsatisfaction and organizationalcommitment. The number of turnover itself affects the level of organizational

effectiveness; a high turnover can cause on the increase of investment cost on human resources, and also can cause instability and uncertainty on the human resources condition. Which that situation can implicate the company's performance.

Managerial Implication

The result of this study, the researcher found several things that should be the concern of the company's management to lower the turnover numbers by increasing organizational commitment and jobsatisfaction of their employees. To review from where organizational commitment and jobsatisfaction have influence on turnover intentions and that turnover intentions itself influenced the effectiveness level of the organization, managerial implication that can be suggested to increase jobsatisfaction and organizational commitment is by applying professional career path, salary increment period, and a clear KPI (Key Performances Indicator) in each duties and responsibilities imposed to the employees within the company so that the employees are more motivated to develop and it is hoped to increase their commitment towards the organization. In addition, management has to create a professional career path. With the existence of potentials resources shown by the employees' performance within certain period, it is hoped that the management has set a clear regulation as a form of career path for the employees who has great performance and considered to have contributed towards the progress of the company. Moreover, the component of employees' income in the form of salaries and allowances indeed has the functions to increase Job Satisfaction of the employees in decreasing the Turnover Intentions.

When someone is in the highest point of dissatisfaction then that individual will have the tendencies to search for other working opportunity in some other place or other company. In that process, the employee is an active worker where the individual is directly able to compare the received income from the company they work with to the proposed income from other company. In this stage, employee with medium - high income will indirectly feel that the current company has been good enough to provide salary and even the appropriate support for an employee. It is hoped that some form of satisfaction on what have been received from the current company will emerge and indirectly will respond that the company has given a better benefit compare to other companies so that it reduce the employees' intention to leave the company. With the existence of professional career path, salary increment period, KPI (Key Performance Indicator) it is hoped that the employees will adjust them self towards the opportunities, chances, constraints, and consequences related to their jobs, by performing this developments, the employee surely will feel so much better. This will affect the image and career of the company. In consequence, both employees and companies are expected to improved them self.

VI. Conclusion

Conclusion

Result concluded from this study are: First, the result of hypothesis testing showed that jobsatisfaction has a significant effect on organizational commitment. The effect has a positive influence meaning a high level of jobsatisfaction can increase organizational commitment. Second, the result of hypothesis showed organizational commitment has a significant influence towards turnover intentions. The effect is negative meaning a high organizational commitment can reduce turnover intentions. Third, the result of hypothesis showed jobsatisfaction has a significant influence on turnover intentions. The effect is negative meaning that a high jobsatisfaction can decrease turnover intentions.

Limitations

The study limitations refer to several weaknesses in the study, they are: First, the study is conducted on hotel industry, the objects are from Hotel Endah Parahyangan. Second, the study only discuss about the influence of jobsatisfaction and organizational commitment on turnover intentions. Third, inconsistent answers from the respondents in the questionnaire and work condition which causing the respondents to be inconvenient when answering the questionnaire. Fourth, digital questionnaire, several respondents above 35 years old is having difficulties in filling them out.

Suggestion for further study

Based on this study where jobsatisfaction and organizational commitment has an influence on turnover intention, and the turnover numbers itself affect the level of effectivity and efficiency of the organization, then it is important to increase employees' jobsatisfaction and organizational commitment. Therefore, several suggestion are proposed in the hope to increase jobsatisfaction and organizational commitment which are professional career path, salary increment period, and the existence of KPI on task and responsibility. In addition, there are several notes from the researcher: First, the result study specifically showed Job Satisfaction from Hotel Endah Parahyangan is not good enough. Second, even the average working period is relatively long but employees' commitment towards the organization is not yet built.

Third, management of Hotel Endah Parahyangan is expected to focus more on the employees' job satisfaction. Concern at the employees average working period which considered relatively long, it should be balanced with a better job satisfaction in order to obtain a better organizational performance. It is recommended for future studies to add other variables in order to develop the study. It is expected that the result of this study can be used to provide optimal benefit as object for the future research, this study also can be used as a comparison material for the next study and it is recommended to have a wider research objects.

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