

Analysis of Effect Work Satisfaction on Turnover Intentions With Organizational Commitments as A Mediation Variable

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Abstract

This study aims to analyze the effect of job satisfaction on turnover intentions mediated by organizational commitment in employees of the Java Heritage Hotel Purwokerto. The population in this study are all employees who work at the Java Heritage Hotel Purwokerto. The sampling technique in this study uses a cluster proportional random sampling method. The sample used was 94 samples and the data obtained were analyzed using the causal step method in mediation regression analysis. The results of this study indicate that job satisfaction directly has a significant negative effect on turnover intentions, job satisfaction has a significant positive effect on affective commitment, job satisfaction has a significant positive effect on continuance commitment, job satisfaction has a significant positive effect on normative commitment. All three commitments have a significant negative effect on turnover intentions. Continuance commitments and normative commitments each partially mediate the effect of job satisfaction on turnover intentions, while affective commitments cannot mediate the effect of job satisfaction on turnover intentions because most employees of the Java Heritage Hotel are still low on the length of work.

Keywords

Job Satisfaction, Organizational Commitment, Turnover Intentions

INTRODUCTION

Turnover is a workforce rotation that may be common in all organizations. This rotation occurs due to various factors. Starting from employees who complain about work, work environment to complain about policies made by the organization or even organizations that complain about the work of their employees.

Turnover has a positive and negative impact. The positive is that in the work environment new ideas will emerge from new employees, and the organization can replace employees who have a poor performance by including more competent employees. But there are negative things to remember. The negative impact that can occur in the form of expenses such as recruitment costs, training costs, and even reduced income, this transition period which causes production in the organization to be reduced. Another negative impact is that sometimes organizations can lose the employees they want to retain (Robbins and Judge: 2007). The existence of employees that is in accordance with the wishes of the organization is certainly

very beneficial, but the opposite occurs when the required employees actually leave the organization. The collaboration that may have been fully developed can sometimes collapse because of the loss of just one person.

Organizational commitment becomes very important to overcome the work rotation of employees. Some researchers such as Clugston (2000), Mehmood et al. (2015), and Yasmin and Najib (2015) revealed that increased organizational commitment can reduce the level of desire to leave employees. Although turnover has positive impacts, negative impacts can also occur if turnover rates in an organization are high. Increasing organizational commitment is one way to reduce the desire to move, turnover intentions.

Meyer and Allen (1991), suggested that there are 3 components in organizational commitment. The 3 components are affective commitment, normative commitment, and continuance commitment. And all three commitments have a negative relationship with turnover.

To increase organizational commitment requires a policy from the organization. Clugston (2000) and Purnomo & Zulaikha (2007) state that job satisfaction has a positive effect on organizational commitment. This provides information that increasing employee job satisfaction will have an impact on increasing organizational commitment. Increasing organizational commitment will reduce the level of employee turnover intentions in an organization.

According to Hasibuan (2012), the employee turnover rate can be calculated with the following formula:

$$TO = \frac{\text{Number of Incoming Employees} - \text{Number of Outgoing Employees}}{\text{Number of Initial Employees} - \text{Number of End Employees}} \times 100\%$$

A number of employees entering means the amount of the number of employees entering or new workers during the month. While employees who leave are employees who stop working both voluntary and involuntary. The number of initial employees is the number of employees at the beginning of the month and the number of final employees is the number of employees who are still working at the end of the month. The following are the data of employees entering and leaving the Java Heritage Hotel in 2018. Employees in this data are middle-end employees.

Table 1. Java Heritage Hotel Employee Data for the period January - December 2018.

| Month | Number of Employees leaving | Number of employees entering | Number of employees | Percentage of TO |
|-----------------------|-----------------------------|------------------------------|---------------------|------------------|
| January | 0 | 0 | 113 | 0 % |
| February | 3 | 0 | 110 | 2,7 % |
| March | 1 | 0 | 109 | 0,9 % |
| April | 4 | 0 | 105 | 3,7 % |
| May | 2 | 0 | 103 | 1,9 % |
| June | 0 | 2 | 105 | 1,9 % |
| July | 1 | 0 | 104 | 0,9 % |
| August | 0 | 7 | 111 | 6,5 % |
| September | 0 | 0 | 111 | 0 % |
| October | 1 | 1 | 111 | 0 % |
| November | 0 | 0 | 111 | 0 % |
| December | 1 | 1 | 111 | 0 % |
| January-December 2018 | 13 | 10 | 111 | 18,5 % |

From the data above, the results show that the turnover ratio that occurred was 18.5%. According to Gillies (1989) the normal rate at a company's employee turnover rate is 5-10% per year. Gillies (1989) and Sakinah (2008) suggest that if the turnover rate is above 10% then the level can be said to be high. Then the

turnover rate obtained by the Java Heritage Hotel during the 2018 period is high.

In the case of the Java Heritage Hotel, there are indications that job satisfaction affects the desire to move from employees. Decreased satisfaction will increase the desire to move employees. Then employee satisfaction needs to be considered in order to reduce the level of desire to move employees. Organizational commitment is also an important factor to reduce the desire to move. Employees who leave one organization and then move to another must have low commitment. This needs to be considered if the organization wants to reduce the level of desire to move employees. Organizational commitment is used as a mediating variable because organizational commitment can indirectly affect the relationship between job satisfaction and turnover intentions. Clugston (2000) in his research also places organizational commitment on mediating variables for the relationship of influence between job satisfaction and turnover intentions. To prove the phenomenon that has been explained, the researcher intends to conduct research on the effect of job satisfaction on turnover intentions with organizational commitment as a mediating variable.

This study aims to analyze the effect of job satisfaction on turnover intentions mediated by organizational commitment. This research can be used as a reference for future research and can be used as literature in learning.

FORMULATION OF HYPOTHESES

Job satisfaction is a positive feeling about one's work that is the result of evaluating the characteristics of the work (Robbins and Judge: 2007). The above opinion explains that the attitude of a worker will be based on feeling happy or unhappy with his work. This is usually based on the fulfillment or non-fulfillment of the needs of a worker from his job. According to the theory of the fulfillment of needs shows that a worker will feel satisfied with his work if his needs are met, and vice versa. Robbins and Judge (2009) suggest that dissatisfaction leads to negative attitudes. One of them is an action to leave the organization. The higher the satisfaction of a worker will certainly reduce the level of intention to leave. As in the research conducted by. Mobley (1978) states that there is a negative relationship between job satisfaction with intense exit. And Andini (2006), Pawesti and Rindanita (2016) show

job satisfaction has a negative influence on the intention to leave the company. So, job satisfaction will affect the level of intense turnover. Increasing job satisfaction of employees will reduce the level of turnover intentions. So the employment rate will decrease. Then the hypothesis to be made is:

H1: Job Satisfaction has a Negative Effect on Turnover Intentions

Job satisfaction has an impact on one's personal feelings of employees. If an employee is satisfied with his job, then the employee will be more attached to his feelings with his organization and do his work with a happy feeling. The opposite also happens if an employee has low job satisfaction, the attachment to a job and his organization is also low. This suggests that increasing job satisfaction from an employee increases the employee's affective commitment. As in research conducted by Clugston (2000) proves that job satisfaction has a positive effect on affective commitment. The same thing in the study of Purnomo & Zulaikha (2007) also revealed that a positive influence occurred on the relationship between job satisfaction and affective commitment. So increasing employee job satisfaction will also increase affective commitment to employees. This is because of the positive relationship between the two. Then the hypothesis that will be made is

H2: Job Satisfaction Has a Positive Impact on Affective Commitments

Contingency Commitments have a materialistic relationship with money or position. In a company, the employee is certainly associated with salary payments that are paid daily, weekly, or even monthly. And this can affect the level of employee satisfaction on payments. The same thing in the position or career path of an employee at his company. Companies that provide opportunities for employees regarding their career paths will certainly be able to increase job satisfaction. Job satisfaction obtained from things like this can certainly increase an employee's Commitment Continuation. The higher job satisfaction for an employee on this matter will certainly increase an employee's Commitment Commitment.

Many studies have been conducted to examine the effect of job satisfaction on Continuous Commitment. Clugston (2000) suggests that job satisfaction has a negative effect on commitment commitment. Which

means that increasing job satisfaction will decrease one's level of Commitment Commitment. However, different things were revealed in research conducted by Munir (2014) and Purnomo & Zulaikha (2007) which stated that job satisfaction has a positive effect on Continuous Commitment. Previous studies have explained that increasing job satisfaction with an employee will reinforce his Continuous Commitment. Then the hypothesis to be made is:

H3: Job Satisfaction has a Positive Influence on Continuous Commitment

Clugston (2000) proved in his research that job satisfaction has a positive influence on normative commitment. Job satisfaction is obtained from several things while working. One of them is the work environment. A good work environment fosters the work spirit among employees. So that employees feel comfortable when working and achieving satisfaction at work. Research from Munir et al. (2014) provides an explanation of job satisfaction which has a positive influence on normative commitment. The same thing from Purnomo & Zulaikha's research (2007) revealed the positive effect of job satisfaction on normative commitment. The thing about the relationship of job satisfaction with normative commitment implies that job satisfaction with employees has an influence on normative commitment. So with job satisfaction, an employee will commit to something that is normative. Then the hypothesis to be made is:

H4: Job Satisfaction Has a Positive Impact on Normative Commitments

An employee who has an affective commitment to the organization must have felt bound to the organization. This affective commitment is shown by feeling happy about his work. A person who has been effectively committed will maintain membership in the organization where he works. Then this will reduce the level of desire to move from an employee,

Becker (1960) states that effective commitment is one predictor of several variables, and one of them is turnover. Clugston (2000) proves that affective commitment negatively influences intense turnover. Research conducted by Mehmood et al. (2015) stated the same thing, affective commitment, which had a negative effect on intense turnover. The discussion that has been discussed above states that the higher the affective commitment of a person, the level

of intense turnover decreases. Then the hypothesis to be made is:

H5: Affective Commitments Have Negative Effects on Turnover Intentions

Clugston's (2000) research proves that Continuous Commitment has a negative effect on intense turnover. This explains that the higher the level of commitment to an employee, the level of employee's intense turnover will decrease. Continuous Commitment is a commitment that persists in someone's self because of several considerations. This is a consideration made by comparing what he gets when he lives with what he releases when he leaves his organization. Someone who is quite comfortable and satisfied with what they get while in the organization then he will remain in the organization and will reduce the level of desire to leave the organization. Then the hypothesis to be made is:

H6: Continuous Commitment has a Negative Impact on Turnover Intentions

The normative commitment that has been created from the work environment has its own strength in maintaining its membership in the organization. An employee who has been trusted by superiors or coworkers certainly has a feeling of excitement as well as not feeling good in rejecting a request or responsibility given. Things like this that will make an employee will stay in the organization by looking at existing norms. Which of course will reduce the level of intense turnover of an employee from his organization.

Normative commitment negatively influences intense turnover (Clugston: 2000). The same thing started by Zopiatis (2014) has a negative influence on intense turnover. Normative commitment is also evidenced by research Yasmin and Najib (2015), in their research saying that increased normative commitment will reduce the level of desire to move. This proves that increasing normative commitment will reduce one's level of intense turnover. Then the hypothesis to be made is:

H7: Normative Commitments Have Negative Effects on Turnover Intentions

Research conducted by Clugston (2000) through several research models found that organizational commitment can be a variable that mediates fully between job satisfaction and intense employee exit. But Clugston (2000) also proved in other research models that organizational commitment partially

moderates. In this study Clugston, using affective, normative, and contingent commitment as a mediation.

Organizational commitment has been widely used as a mediator of various relationships. Research conducted by Clugston (2000) places the organizational community as a mediation between job satisfaction and intense exit. Whereas Kebriaei et. Al (2016) who places organizational commitment as a mediation between psychological empowerment and turnover intention. And research conducted by Purnomo & Zulaikha (2007) makes commitment a mediating relationship between job satisfaction and performance.

Organizational commitment becomes the path between job satisfaction and intense exit. Increased job satisfaction will also increase organizational commitment, whereby increasing organizational commitment, a person will be more loyal to the organization, and this will certainly reduce the level of turnover in an organization. Then the hypothesis to be made is:

H8: Affective Commitment Mediates the Relationship of Job Satisfaction to Turnover Intentions

H9: Continuous Commitment Mediates the Relationship of Job Satisfaction to Turnover Intentions

H10: Normative Commitment Mediates the Relationship of Job Satisfaction to Turnover Intentions

RESEARCH METHODS

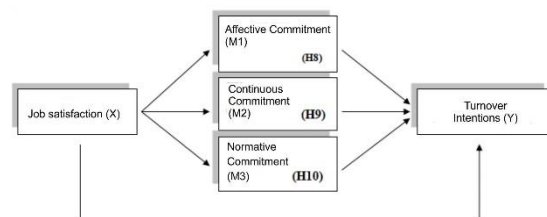


Figure 1: Research Model

Types of research

This type of research is quantitative research using survey methods where information is obtained from employees who work in the hotel sector in the Purwokerto area. This survey has the aim to collect information factually and be able to describe the phenomena that exist.

Research sites

Sampling for this study was conducted at employees of the Java Heritage Hotel Purwokerto. This sample is determined based on the chosen study limitations.

Research Objectives

The objectives of this study are job satisfaction, organizational commitment, and turnover intentions for workers / employees working at Java Heritage hotels

Method of collecting data Questionnaire

The research data was obtained by means of a survey through a questionnaire. This questionnaire will be distributed to employees who work at the Java Heritage Hotel. This questionnaire contains questions relating to research variables namely job satisfaction, organizational commitment, and turnover intentions. The job satisfaction questionnaire adopted the question instrument from Robbins and Judge's research (2007) while the organizational commitment adopted from Mayer and Allen (1993) as well as the questionnaire of the turnover variable adopted from the study of Mobley, Horner, & Hollingsworth (1978).

LITERATURE REVIEW

Collecting data obtained by reading and studying references or similar research results that have been carried out by other researchers. This reference is found in the library, agency documents, or web pages that provide articles and related journals.

Research time.

Timing of the study will be carried out in September 2019.

Data source

This data source is primary data obtained from respondents' answers through questionnaires regarding job satisfaction in its effect on turnover intentions mediated by organizational commitment to employees of the Java Heritage Hotel.

Population and Sample

Determination of the number of research samples using a formula developed by Slovin in 1960 (Suliyanto, 2018). In a population of 122 employees with a fault tolerance of 5%, a sample of 94 employees was obtained. The sampling method used is Proportional Rdanom sampling cluster. This is done

because the organizational structure of the Java Heritage Hotel has employees who are placed in 9 divisions. This division includes Front Office, HRD, Sales & Marketing, Housekeeping, Engineering, Administration and General, Food and Beverage Service, Food and Product Leverage and Accounting. Each division will take a sample of 77% of the total population in each division. Whose response will be obtained through a questionnaire.

Data analysis technique

Several data analysis tests will be conducted:

Validity Test, Validity Test is used to see the extent of the accuracy and accuracy of a measuring instrument in carrying out its measurement function (Suliyanto, 2006).

Reliability Test, the reliability of an instrument shows that the measuring instrument is capable of producing reliable measurement results (Suliyanto, 2018).

Classical Assumption Test

Normality Test, normality test aims to test whether the residual value that has been standardized in the regression model is normally distributed or not (Suliyanto, 2011). The normality test in this study uses the Kolmogorov-Smirnov test.

Heterokedastisitas Test, heterokedastisitas test aims to determine whether the residual value has a relatively constant variation or not (Suliyanto, 2011).

Linearity Test, Linearity testing needs to be done to find out which model is proved to be a linear model or not (Suliyanto, 2011). Linearity test in this study using the Ramsey method.

Regression Analysis Test, Simple regression analysis is used to analyze the causal relationship of one dependent variable to one dependent variable (Suliyanto, 2011).

Determination Coefficient Test (R²), the coefficient of determination is the amount of contribution of the independent variable to the dependent variable. The higher the coefficient of determination, the higher the independent variable in explaining changes in the dependent variable (Suliyanto, 2011).

F test, the calculated F value is used to test the accuracy of the model (Suliyanto, 2011).

T test, the calculated t value is used to test whether the variable significantly influences the dependent variable or not (Suliyanto, 2011).

Regression Analysis of Mediation Variables with the Causal Step Method, Mediation variables are intermediate or mediating variables, which function to mediate the relationship between predictor variables and predictive variables (Suliyanto, 2011). The analysis used is the Causal Step method developed by Baron and Kenny (1986 in Suliyanto, 2011).

VAF test, VAF test is carried out to see the mediating effect

RESULTS AND ANALYSIS

Validity test :

Job Satisfaction Variable

Table 2: Test Results for Job Satisfaction Validity

| No. | Job Satisfaction | R Calculate | R table | Information |
|-----|------------------|-------------|---------|-------------|
| 1. | KK1 | 0,719 | 0,202 | VALID |
| 2. | KK2 | 0,650 | 0,202 | VALID |
| 3. | KK3 | 0,593 | 0,202 | VALID |
| 4. | KK4 | 0,620 | 0,202 | VALID |
| 5. | KK5 | 0,485 | 0,202 | VALID |
| 6. | KK6 | 0,556 | 0,202 | VALID |
| 7. | KK7 | 0,621 | 0,202 | VALID |
| 8. | KK8 | 0,113 | 0,202 | INVALID |

Based on the table above shows that the calculated value of product-moment correlation or Pearson for question items 1-7 questionnaire is greater than $r_{table} = 0.202$. Whereas for item question number 8 it is declared invalid because of $r_{count} < r_{table}$. Therefore, item question number 8 will not be included in the data processing.

Affective Commitment Variable

Table 3: Test Results for Affective Commitment Validity

| NO. | Affective Commitment | R Calculate | R table | Information |
|-----|----------------------|-------------|---------|-------------|
| 1. | AC1 | 0,499 | 0,202 | VALID |
| 2. | AC2 | 0,601 | 0,202 | VALID |
| 3. | AC3 | 0,734 | 0,202 | VALID |
| 4. | AC4 | 0,567 | 0,202 | VALID |
| 5. | AC5 | 0,681 | 0,202 | VALID |
| 6. | AC6 | 0,719 | 0,202 | VALID |

| | | | | |
|----|-----|-------|-------|-------|
| 7. | AC7 | 0,804 | 0,202 | VALID |
| 8. | AC8 | 0,696 | 0,202 | VALID |

From the table above, the results show that all items for affective commitments are declared valid because the calculated value of each question item is greater than the r_{table} value of 0.202. So that all data from the affective commitment question items will be included in data processing.

Variable Commitment Variables

Table 4: Test Results for Continuous Commitment Validity

| NO. | Continuous Commitment | R Calculate | R table | Information |
|-----|-----------------------|-------------|---------|-------------|
| 1. | KC1 | 0,725 | 0,202 | VALID |
| 2. | KC2 | 0,685 | 0,202 | VALID |
| 3. | KC3 | 0,713 | 0,202 | VALID |
| 4. | KC4 | 0,717 | 0,202 | VALID |
| 5. | KC5 | 0,513 | 0,202 | VALID |
| 6. | KC6 | 0,630 | 0,202 | VALID |
| 7. | KC7 | 0,597 | 0,202 | VALID |
| 8. | KC8 | 0,615 | 0,202 | VALID |

Based on the table above shows that the value of the product moment correlation Pearson for all questionnaire questions is greater than $r_{table} = 0.202$. Therefore, the contingency commitment variable questionnaire items in this study proved to be valid and all data from these items will be included in the data processing.

Normative Commitment Variable

Table 5: Test Results for Normative Commitment Validity

| NO. | Normative Commitment | R Calculate | R table | Information |
|-----|----------------------|-------------|---------|-------------|
| 1. | NC1 | 0,254 | 0,202 | VALID |
| 2. | NC2 | 0,569 | 0,202 | VALID |
| 3. | NC3 | 0,498 | 0,202 | VALID |
| 4. | NC4 | 0,589 | 0,202 | VALID |
| 5. | NC5 | 0,637 | 0,202 | VALID |
| 6. | NC6 | 0,695 | 0,202 | VALID |
| 7. | NC7 | 0,634 | 0,202 | VALID |
| 8. | NC8 | 0,394 | 0,202 | VALID |

From the table above we get the results that all the questions for normative commitments are declared valid because the calculated value of each question item is greater than the

rtable value of 0.202. So that all data from the normative commitment question items will be included in data processing.

Turnover Intentions Variable

Table 6: Turnover Intentions Validity Test Results

| NO. | Turnover Intentions | R Calculate | R table | Information |
|-----|---------------------|-------------|---------|-------------|
| 1. | TOI1 | 0,874 | 0,202 | VALID |
| 2. | TOI2 | 0,887 | 0,202 | VALID |
| 3. | TOI3 | 0,851 | 0,202 | VALID |

From the table above, the results show that all items for turnover intentions are declared valid because the calculated value of each question item is greater than the rtable value of 0.202. So that all data from the normative commitment question items will be included in data processing.

Reliability Test

Table 7: Reliability Test Results

| NO. | Reliability | R Calculate | R table | Information |
|-----|-----------------------|-------------|---------|-------------|
| 1. | Job satisfaction | 0,674 | 0,600 | REALIBEL |
| 2. | Affective Commitment | 0,816 | 0,600 | REALIBEL |
| 3. | Continuous Commitment | 0,807 | 0,600 | REALIBEL |
| 4. | Normative Commitment | 0,639 | 0,600 | REALIBEL |
| 5. | Turnover Intentions | 0,839 | 0,600 | REALIBEL |

Based on the data in the table above, it can be seen that the Cronbach alpha coefficient values of job satisfaction, affective commitment, continuous commitment, normative commitment, and turnover intentions are each greater than the Cut of Value (0.600) so that all question items for each variable in this study can be declared reliable.

Classic assumption test

Normality test

Table 8: Normality Test Results

| Information | Asymp. Sig. (2-tailed) | Sig 0,05 | Results |
|-------------|------------------------|----------|---------|
|-------------|------------------------|----------|---------|

| | | | |
|------------------------------------|-------|------|--------|
| Affective Commitments as Mediation | 0,934 | 0,05 | Normal |
| Continuous Commitment as Mediation | 0,773 | 0,05 | Normal |
| Normative Commitments as Mediation | 0,697 | 0,05 | Normal |

Based on the output generated from the data analysis process using the Kolmogorov-Smirnov method, it was found that the standardized residual value of Asymp. Sig. (2-tailed) is greater than the value of α (0.05). Then it can be concluded that the data used in this study are normally distributed.

Heteroscedasticity Test

Table 9: Heteroscedasticity Test Results

| Information | Sig. Satisfaction | Sig. Commitment | Sig 0,05 | Results |
|------------------------------------|-------------------|-----------------|----------|-----------------------------------|
| Affective Commitments as Mediation | 0,916 | 0,328 | 0,05 | Heteroscedasticity does not occur |
| Continuous Commitment as Mediation | 0,710 | 0,683 | 0,05 | Heteroscedasticity does not occur |
| Normative Commitments as Mediation | 0,161 | 0,08 | 0,05 | Heteroscedasticity does not occur |

Each of these variables has a significance value greater than α 0.05. Then it can be concluded that the regression model does not occur symptoms of heterokedasticity

Linearity Test

Table 10: Linearity Test Results

| Information | F count | F tabel | Results |
|------------------------------------|---------|---------|---------|
| Affective Commitments as Mediation | 335,158 | 3,098 | Linier |
| Continuous Commitment as Mediation | 103,887 | 3,098 | Linier |
| Normative Commitments as Mediation | 213,624 | 3,098 | Linier |

The manual calculation result of arithmetic shows that the value of $f_{arithmetic} > F_{table}$ (3.098), it can be concluded that this regression equation is linear.

Determination Coefficient Test (R2)

Table 11: Determination Coefficient Test Results (R2)

| Information | R ² |
|------------------------------------|----------------|
| Affective Commitments as Mediation | 0,143 |
| Continuous Commitment as Mediation | 0,259 |
| Normative Commitments as Mediation | 0,528 |

The determinant coefficient or R2 in the summary table model of substructure analysis in a simple regression test with mediation is 0.143. This value explains that 14.3% of the variation of turnover intentions is explained by the variables of job satisfaction and affective commitment, while the remaining 85.7% is explained by other variables not included in the study. Whereas for R2 in the contingency commitment model as mediation, the result is 0.259, which means that 25.9% of the variation in turnover intentions is explained by work satisfaction and commitment variables, while the remaining 74.1% is explained by other variables not included in the study. And R2 in the contingency commitment model as mediation obtained 0.528 results, which means 52.8% of the variation in turnover intentions explained by the variable job satisfaction and commitment commitment, while the remaining 47.2% is explained by other variables not included in the study.

F test (Goodness of Fit)

Table 11: F (Goodness of Fit) Test Results

| Information | F count | F tabel | Sig | Result |
|------------------------------------|---------|---------|-------|--------|
| Affective Commitments as Mediation | 7,573 | 3,100 | 0,001 | Fit |
| Continuous Commitment as Mediation | 15,915 | 3,100 | 0,000 | Fit |
| Normative Commitments as Mediation | 50,905 | 3,100 | 0,000 | Fit |

Based on the output of simple regression analysis with Causal Step mediation, the f count value of the three models is greater than f table with df (k-1) and (n-k) which is 3,100.

These results indicate that the three models of job satisfaction and organizational commitment simultaneously explain the variable turnover intentions. With this result also the regression model formed can be stated precisely or in accordance with the research data.

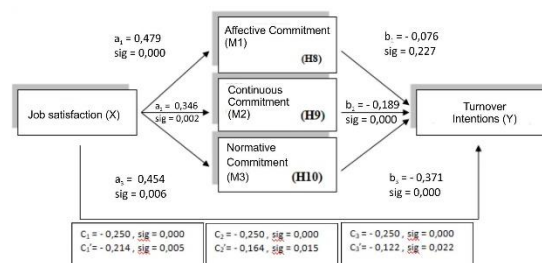
T test

The t test on the simple regression model of mediating variables Causal Step method is done by finding the t table values compared to the t count, with the condition $\alpha = 0.05$ with degrees of freedom $n - k$ in the 1-tailed test, the t table value is 1,662. In the data processing output, it is obtained t arithmetic on the Affective Commitment as Mediation of job satisfaction variables of 2.889 and t arithmetic of the affective commitment variable of 1.218. Only t counts job satisfaction received and rejects t counts from affective commitments. In the Contingency Commitment as Mediation obtained t count on the variable work satisfaction of 2.471 and t count the variable commitment on the basis of 4.002. In this model all t arithmetic for each variable exceeds t table then all t arithmetic variables in this model are accepted. In Normative Commitments as Mediation obtained t count on the variable job satisfaction of 2.328 and t count normative commitment variable of 8.774. In this model all t arithmetic for each variable exceeds t table then all t arithmetic variables in this model are accepted.

Analysis of Variable Regression with the Causal Step Method

The following are the results of mediating regression data processing with the causal step method for the three models.

Figure 2: Research Model



In hypothesis 1 job satisfaction has a significant negative effect on turnover intentions, in hypotheses 2-4 it is found that job satisfaction has a significant positive effect on each dimension of organizational commitment. In hypotheses 5-7, the results of each dimension of organizational commitment

have a significant negative effect on the direct relationship to turnover intentions.

In hypothesis 8 it is seen that C1 shows a negative result between the effect of satisfaction on turnover intentions. This result is seen from the unstandardized coefficient of -0,250 with a significance of 0,000. And after entering the affective commitment variable it turns out that the result of b1 is declared insignificant because the significance is greater than 0.05 while C1 'remains significant. Then it can be concluded that affective commitment cannot mediate the effect of job satisfaction on turnover intentions or in other words the affective commitment hypothesis mediates the effect of job satisfaction on turnover intentions is rejected. In hypothesis 9, it is seen that C2 shows a negative result between the effect of satisfaction on turnover intentions. This result is seen from the unstandardized coefficient of -0,250 with a significance of 0,000. And after entering the variable commitment, the results of b2 are declared significant because the significance is less than 0.05 while C2 'remains significant but the significant value decreases from the previous to 0.015. Then it can be concluded that the contingency commitment can partially mediate the effect of job satisfaction on turnover intentions or in other words the hypothesis of the contingency commitment mediates the effect of job satisfaction on turnover intentions received. In hypothesis 10 it is seen that C3 shows a negative result between the effect of satisfaction on turnover intentions. This result is seen from the unstandardized coefficient of -0,250 with a significance of 0,000. And after entering the normative commitment variable, the result of b3 is declared significant because the significance is less than 0.05 while C3 'remains significant but the significant value decreases from the previous to 0.022. Then it can be concluded that normative commitment can partially mediate the effect of job satisfaction on turnover intentions or in other words the normative commitment hypothesis mediates the effect of job satisfaction on turnover intentions received.

VAF Test (Variance Accounted For)

To get the percentage of the VAF test the following formula is used:

$$VAF = \frac{\text{Indirect influence}}{\text{Direct influence} + \text{Indirect influence}} \times 100\%$$

Table 12: VAF (Variance Accounted For) Test Results

| Information | Direct influence | Indirect influence | Percentage of VAF |
|------------------------------------|------------------|--------------------|-------------------|
| Mediated by Affective Commitments | -0,250 | -0,0364 | 12,7% |
| Mediated by Continuous Commitments | -0,250 | -0,0858 | 25,5% |
| Mediated by Normative Commitments | -0,250 | -0,1284 | 33,9% |

From the calculation above it can be concluded that for the eighth hypothesis namely affective commitment mediating the effect of job satisfaction on turnover intentions is rejected or cannot mediate. This is seen from the percentage of VAF that is under 20% which means that affective commitment does not mediate.

From the results of the above calculations it can be concluded that for the ninth hypothesis, that is, the commitment of the continuous commitment mediates the effect of job satisfaction on turnover intentions received or can mediate. This can be seen from the percentage of VAF that is at intervals of 20% - 80% which means that the partial commitment mediates partially.

From the results of the above calculations it can be concluded that for the tenth hypothesis namely normative commitment mediates the effect of job satisfaction on turnover intentions accepted or can mediate. This can be seen from the percentage of VAF at intervals of 20% - 80% which means that normative commitments mediate partially.

CONCLUSION

Table 13: Hypothesis Testing Results

| No | Information | Result |
|-----|--------------|----------|
| 1. | Hipotesis 1 | Accepted |
| 2. | Hipotesis 2 | Accepted |
| 3. | Hipotesis 3 | Accepted |
| 4. | Hipotesis 4 | Accepted |
| 5. | Hipotesis 5 | Accepted |
| 6. | Hipotesis 6 | Accepted |
| 7. | Hipotesis 7 | Accepted |
| 8. | Hipotesis 8 | Rejected |
| 9. | Hipotesis 9 | Accepted |
| 10. | Hipotesis 10 | Accepted |

Based on the results of the research described in the previous chapter, it can be concluded that; (1) Job satisfaction has a negative influence on the desire to move from

employees. Increased employee satisfaction results in a reduced level of desire to switch employees; (2) Employee job satisfaction has a positive effect on organizational commitment. With the increase in employee job satisfaction, organizational commitment of employees has also increased; (3) Affective commitment negatively affects the level of desire to move from employees. Increased affective commitment reduces the level of desire to move. Although affective commitment has the least influence in reducing desire to move than other organizational commitments; (4) Continuous commitment negatively influences the desire to move. With increasing commitment, this will reduce the desire to move. Continuous commitment has the strongest influence on the desire to move. This is seen from the coefficient of the influence of continuous commitment on the level of desire to move; (5) Normative commitment negatively influences the desire to move. Increased normative commitment will result in decreased employee desire to change; (6) Affective commitment cannot mediate the effect of job satisfaction on turnover intentions. Job satisfaction can reduce the desire to move but it cannot be strengthened by affective commitment; (7) Continuous commitment can mediate in the effect of job satisfaction on turnover intentions. The effect of job satisfaction on moving desires can also be strengthened by increasing continuous commitment; (8) Normative commitment can mediate the effect of job satisfaction on turnover intentions. Normative commitment is the variable that mediates the most among other organizational commitments in the effect of job satisfaction on turnover intentions. So normative commitment can be used to further reduce the level of desire to move together with job satisfaction.

The limitations of this study are only limited by turnover intentions, organizational commitment and job satisfaction. In future studies, it is expected to be able to use other independent variables that influence turnover intentions such as work stress, workload or other related variables because these variables can potentially greatly influence the desirability of employees working in the service sector. The subjects in this study did not focus on specific work hours such as morning, afternoon, or night shifts. Future studies are suggested to be able to focus again on certain working hours to see which hours cause the greatest desire to move

because each shift has a different workload from one another. Limitations in this study only focus on hotel service sector employees who work at the Java Heritage Hotel Purwokerto. Future studies are recommended to conduct research in the hotel sector in other organizations or choose other service sectors such as hospitals or other service sectors. This is intended because the service sector should minimize work turnover, employees in the service sector are required to have special expertise and good socializing ethics and that is what sometimes is not owned by everyone.

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