

THE INFLUENCE OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE TURNOVER INTENTION AT ANANTARA ULUWATU BALI RESORT

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Abstract

The concept of turnover intention refers to an employee's willingness to leave a job on their own accord. In order for a company to reduce turnover intention, they must consider various factors that affect it. The purpose of the research was to examine how work satisfaction and organizational commitment impact turnover intentions at Anantara Uluwatu Bali Resort. The study involved 61 employees who were chosen through Proportionate Stratified Random Sampling. Data was collected through questionnaires with 29 statement items using a Likert scale. Data were analysed using multiple linear regression analysis, t-test, f-test also coefficient of determination test using SPSS version 26 program for Windows. The results indicate that job satisfaction has a significant negative impact on employee turnover, as does employee loyalty to the company, and they have a combined effect on employee turnover. Coefficient of determination test showed that employee satisfaction and organizational commitment accounted for 55.9% of turnover intention, with the remaining 44.1% influenced by other factors not investigated in this study. This suggests that higher levels of work satisfaction and employee loyalty to the company are associated with lower intentions to leave a job.

Keywords: Job Satisfaction, Organizational Commitment, Turnover Intention.

Introduction

Resources refers to the most important thing in the company, many resources can be used to advance the business processes of a company, one of which is human resources (Tampubolon & Sagala, 2020). Human resources (employees) are a company's most important assets as they have vastly different knowledge experience and also skills (Batarliene et al., 2017). Therefore, human resources need to be given training and develop their abilities so that the contribution made to the company can be as much as possible, the failure of the company to handle and manage the Human Resources in it can allow the formation of employee expectations to change from the current position and responsibilities (Ratnaningsih, 2021).

One form of employee behavior that often results in the failure of companies to manage their human resources is the desire to change jobs (willingness to leave) which leads to the employee's decisions for leave their jobs. Leaving intention are the propensity of an individual to leave a organization for various reasons, such as intention to get a new and more pleasant job (Sukwadi & Meliana, 2014). One of

the hotels in Bali that is developing its existence in the hospitality industry is Anantara Uluwatu Bali Resort. Although it has been operating for more than 10 years, Anantara Uluwatu Bali Resort is not free from various problems related to employees, one of which is the problem of turnover. This raises a new problem where in the last five years Anantara Uluwatu Bali Resort has experienced an increase in employee turnover. Table 1.1 describes the employee turnover data of Anantara Uluwatu Bali Resort in 2018 - 2022.

Table 1: Employee Turnover Data for All Departments at Anantara Uluwatu Bali Resort 2018 – 2022

Year	Employees at the Beginning of the Year	Total of New Hires (People)	Number of Employees Exits (People)	Number of Employees at the End of Year	Percentage of Turnover Rate
2018	165	16	17	167	10,24%
2019	167	21	14	173	8,23%
2020	176	10	20	166	11,69%
2021	166	14	19	161	11,62%
2022	161	15	21	157	13,20%
Average Percentage Turnover Rate					10,99%

Sumber: *Human Resources Department Anantara Uluwatu Bali Resort, 2023* (data processed)

Table 1. shows that the employee turnover rate at Anantara Uluwatu Bali Resort hotel during the period 2018 - 2022 tends to fluctuate. From 2018 - 2022, employees who left reached 91 people with an average percentage of 10.99%. The highest turnover rate occurred in 2022 at 13.20% with 21 employees leaving. These results show that the percentage level of employee turnover at Anantara Uluwatu Bali Resort from 2018 to 2022 is said to be high because it exceeds the standard limit tolerated by management of 10% in a year. The statement is also supported by (Satwari et al., 2016) who said that generally turnover intention expressed in one year should not exceed 10%. Job satisfaction is another reason that influences intention to leave (Sentana & Surya, 2017). There are several reasons why employee leave the workplace. Factors that influence employees leaving their company are job satisfaction, quality of work life, organizational commitment, individual characteristics and company culture (Asmara, 2018). Research conducted by (Pistariasih & Adnyani, 2022) also states that work satisfaction and organizational commitment are factors that has a significantly influence intention to leave. Employee work satisfaction is measured to the job itself, wages or salaries, promotions, supervision, and co-workers (Stephen P. Robbins, 2013). The management of Anantara Uluwatu Bali Resort has tried to improve employee job satisfaction by providing material and non-material compensation. Material compensation provided is in the form of salaries above the Badung minimum wage,

holiday allowances, transportation money, meal allowances, equitable distribution of service charges, Social Security Agency of Health and also National Security Agency for Employment, Mandiri In Health insurance, and pension fund programs. Meanwhile, non-material compensation provided is the provision of recognition for employees who have good performance (employee of the month), attending employee weddings, visiting sick employees, and also mourning if there is a close family of employees who die. Numerous studies found the result of negative impact between employee satisfaction and turnover intention. A study by (Soelton & Atnani, 2018) showed that employee satisfaction had a significant negative impact on employee turnover. Moreover, (Ibrahim, 2016) showed study results that employee satisfaction had a significant negative impact on employee turnover intentions.

Employee organization commitment is a factor that can impact employee turnover. According to research by (Tampubolon & Sagala, 2020), organizational commitment has a notable influence on turnover intention. The reason for the low organizational commitment of employees at Anantara Uluwatu Bali Resort is because employees are bored and saturated with the work given. Most employees think of looking for opportunities and chances to work in other companies with the excuse of continuing their careers. Through this, it can be seen that the affective commitment of employees can be said to be low to survive in an organization. According to studies conducted by (Widiputra & Sariyathi, 2017) and (Gde Bayu Surya Pawita, Ni Nyoman Suryani, 2019), there is a negative impact between organizational commitment and intention to quit. The study findings indicate that higher levels of organizational commitment can lead to lower turnover intention.

Problem's background description suggests that additional investigation necessary to establish how work satisfaction and organizational commitment influence turnover intention at Anantara Uluwatu Bali Resort.

Literature Review

a. Job Satisfaction

Employee job satisfaction described as a feeling of satisfaction and enjoyment at work by getting praise for work results, placement or promotion, treatment, equipment, and the atmosphere of the work environment (Berkat & Lestari, 2023). Job satisfaction refers to a collection of positive and negative emotions experienced by employees within an organization in relation to their work (Soelton et al., 2020). The following are some dimensions and indicators of job satisfaction including (Stephen P. Robbins, 2013):

1. The Nature of the Job

This is the primary factor that contributes to job satisfaction where the job provides interesting tasks, opportunities to be able to accept responsibility, and opportunities to learn that are obtained by all employees. There are several indicators in this dimension, namely:

- a) Employee satisfaction with the suitability of the job with their skills.
- b) Employee satisfaction with their assigned responsibilities.
- c) Employee satisfaction with learning opportunities.

2. Wages / Salaries

The wages/salaries received by all employees can be a reference for assessment in job satisfaction, where it can be seen as something that is considered appropriate and also feasible. There are several indicators in the dimension, namely:

- a) Work satisfaction with the adequate salary for work.
- b) Work satisfaction with the benefits provided.
- c) Satisfaction with the salary payment system and procedures
- d) Satisfaction with the provision of incentives.

3. **Promotion**

Promotion is an advancement opportunity to develop knowledge and can be used to expand expertise to advance in an organization so as to create job satisfaction. There are several indicators in the dimension, namely:

- a) Satisfaction with promotion opportunities according to employee desires.
- b) Satisfaction between the promotion given and the salary received.

4. **Supervision**

Supervision refers to the capability of superiors to offer technical expertise and moral support to their subordinates. There are several indicators in the dimension, namely:

- a) Employee satisfaction with the technical expertise and moral support provided by managers or superiors.
- b) Employee satisfaction with supervision carried out by superiors.

5. **Co-workers**

Co-worker are cooperative co-worker relationships that can be a source of job satisfaction. There are several indicators in the dimension, namely:

- a) Employee satisfaction through teamwork
- b) Employee satisfaction with the social environment at work.

b. Organizational Commitment

Organizational commitment is employee loyalty which can be shown in significant employee contributions towards accomplishing the organization's objectives (Priansa, 2018). This following are some dimensions and indicators of organizational commitment including (Jason A Colquitt, Jeffery A LePine, 2018):

1. **Affective Commitment**

Affective commitment is a commitment that becomes a bond or involvement in identifying and being involved in a company. There are several indicators in this dimension, namely:

- a) Desire to spend a career in the organization.
- b) A sense of trust in the organization.
- c) Devotion to the organization.

2. **Continuance Commitment**

Continuance commitment is an individual commitment based on considerations of what must be sacrificed if they are going to leave the company. There are several indicators in this dimension, namely:

- a) The desire to stay with his job.
- b) Willing to sacrifice personal interests.
- c) Employee attachment to work.

3. Normative Commitment

Normative commitment is a type of employee's perception regarding their responsibilities to the company and the moral obligation to maintain a relationship with the organization. There are several indicators in this dimension, namely:

- a) Loyalty to the organization
- b) Happiness at work.
- c) Pride in working for the organization.

c. Turnover Intention

Turnover intention refer to the frequency of level at which employee has an opportunity to quit the organization voluntarily or otherwise because their current job is considered less attractive and is more likely to occur in other companies (Robbin & Judge, 2015). The following are some dimensions and indicators of turnover intention including (Mobley, 2011):

1. Thinking of Quitting

Reflects individuals who will think about leaving their job or staying in the work environment. There are several indicators in this dimension, namely:

- a) Dissatisfaction with work.
- b) Thinking about leaving the company.
- c) Desire to be absent from work.

2. Intention to Quit

Reflects an employee who intends to leave the company. Employees feel that their existence in a company is not in accordance with what is expected so that this triggers employees to leave the company. There are several indicators in this dimension, namely:

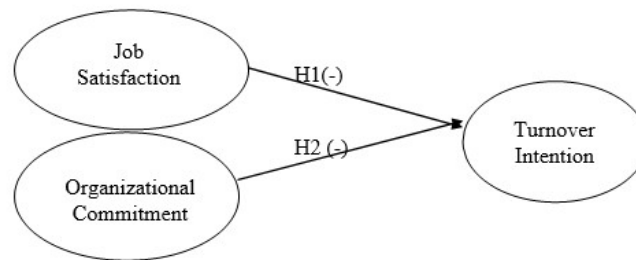
- a) Desire to leave work.
- b) Intention to leave the company soon.

3. Intention to Search for Another Job

This indicator suggests that employees are motivated to search for job opportunities in other organizations that are deemed more advantageous than their current job. There are several indicators in this dimension, namely:

- a) The inclination to explore better job opportunities.
- b) The desire to leave the current company if a better opportunity arises.

d. Frame of Mind



Source: Researcher's Processed Results, 2023

Based on the above framework, the formulation of the hypothesis in this research is formulated as follows.

H1 : Work satisfaction have negative impact on Turnover at Anantara Uluwatu Bali Resort.

H2 : Employee Commitments have a negative and significant impact employee intention to leave Anantara Uluwatu Bali Resort.

H3 : Work satisfaction and organizational commitment have a big impact on employee turnover intentions at Anantara Uluwatu Bali Resort.

Research Methodology

a. Population and Sample

1. Population

Population means the total number of individuals or entities possessing specific characteristics and qualities that are chosen by researchers for study and to draw a conclusions (Sujarweni, 2015). In this research, the population consisted of 157 employees working at Anantara Uluwatu Bali Resort.

2. Sample

A sample refers to a portion of the larger population where the sample is a reflection and determines how far the sample is useful in making conclusions of a study (Sudaryono, 2017). Population in this research were employees of Anantara Uluwatu Bali Resort, with the total 157 employees, because this research population was ≤ 1000 people, the researchers used the established proposition value of 10%. The technique that can be utilized to determine the appropriate sample size for a population is the Slovin formula according to (Siregar, 2017), which is as follows:

$$n = \frac{N}{1 + N e^2}$$

$$n = \frac{157}{1 + 157 (10)^2} = 61,08$$

Notes:

N = Sample

N = Population

e = Assuming an estimated error rate at 10% or e = 0.1)

The study utilized a sample size of 61 employees from Anantara Uluwatu Bali Resort as determined by the calculations above.

b. Data Collection Methods

The research will employ various methods for collecting data including questionnaires, interviews and documentation studies. The questionnaire is a set of writings about formulated questions for which respondents record the answers, usually openly alternative answers have been determined, and the questions in a set of questionnaires are about indicators of variables or constructs (Silalahi, 2015). The questionnaire will be distributed to 61 respondents through google forms media to obtain information about the influence of work satisfaction and employee commitment on turnover intention at Anantara Uluwatu Bali Resort. In the questionnaire, the researcher made an alternative answer using a Likert scale with ranging from strongly disagree to strongly agree. Interviews were conducted with the Human Resources Manager at Anantara Uluwatu Bali Resort to obtain information related to employee satisfaction, employee commitment, and also employee turnover. In addition, documentation study in this research examines employee turnover intention data, employee tardiness data, number of employees and the history of Anantara Uluwatu Bali Resort

Results and Discussion

a. Validity Test Results

The purpose of a validity test in a study is to determine if the questionnaire used is valid or appropriate. This test involves comparing the r_{count} value with the r_{table} value. If r_{count} value results greater than or equal to r_{table} value, then the questionnaire can be considered valid. For this study, a one-way significant level of 0.05 was used a freedom of degree of $df = n - 2$, where $n = 61$ and $df = 61 - 2 = 59$. The value of r_{table} was calculated as $r(\alpha; df)$, which for this study was $r(0.05; 59)$, resulting in a r_{table} value of 0.212 (Junaidi, 2010) according to the distribution table. The findings from the variable statement items of employee satisfaction, employee commitment, and turnover intention shows in Table 2.

Table 2: Recapitulation of Validity Test

Variables	Item	r_{count}
Job Satisfaction (X_1)	$X_{1.1}$	0,568
	$X_{1.2}$	0,697
	$X_{1.3}$	0,763
	$X_{1.4}$	0,725
	$X_{1.5}$	0,597
	$X_{1.6}$	0,531
	$X_{1.7}$	0,541
	$X_{1.8}$	0,771
	$X_{1.9}$	0,697
	$X_{1.10}$	0,697
	$X_{1.11}$	0,642

	X _{1.12}	0,761
	X _{1.13}	0,725
	X _{2.1}	0,763
	X _{2.2}	0,539
	X _{2.3}	0,834
	X _{2.3}	0,779
Organizational Commitment (X ₂)	X _{2.5}	0,736
	X _{2.6}	0,729
	X _{2.7}	0,707
	X _{2.8}	0,673
	X _{2.9}	0,674
Employee Turnover (Y)	Y ₁	0,837
	Y ₂	0,793
	Y ₃	0,789
	Y ₄	0,927
	Y ₅	0,928
	Y ₆	0,862
	Y ₇	0,862

Source: Primary data, 2023

According to Table 2, the test results indicate that the variable indicators have the smallest coefficients value is 0.531 and the largest coefficient value is 0.928. All 29 statements related to the three research variables are considered valid as they have coefficient values greater than 0.252 (Junaidi, 2010).

b. Reliability Test Results

Reliability tests are used to measure the consistency of variables in studies. A Cronbach alpha value > 0.60 indicates that the instrument is reliably measuring the variable. 0.60 indicates that the equipment is unreliable. Table 3 shows the results of the reliability tests performed for this study.

Table 3: Recapitulation of Reliability Test Results

Statement Item	Total Statement Items	Cronbach's Alpha	Description
Job Satisfaction (X1)	13	0,894	Reliable
Organizational Commitment (X2)	9	0,881	Reliable
Turnover Intention (Y)	7	0,938	Reliable

Source: Primary Data, 2023

Based on Table 3, each tool has a Cronbach alpha score greater than 0.60, with mean Cronbach alpha scores of 0.894, 0.881, and 0.938 for job satisfaction, organizational commitment, and intention to leave, respectively. All of these mean values are above 0.60, indicating that all instruments are reliable and can be used for study purposes.

c. Classical Assumption Test

1. Normality Test

The purpose of performing a normality test is to determine whether the residuals of a regression model are normally distributed. If the significance value of the normality test is above 0.05, the data can be considered normally distributed (Ghozali, 2018). The results of the normality test are shown in Table 4 below.

Table 4: Normality Test Results

	<i>Unstandardized Residual</i>
<i>N</i>	61
<i>Test Statistic</i>	0,143
<i>Monte Carlo Sig. (2-tailed)</i>	0,150

Source: Primary Data, 2023

According to Table 4, the (two-sided) Monte Carlo sig residual is 0.150, which is larger than 0.05. This indicates that the data from the regression equation model are normally distributed.

2. Multicollinearity Test

To detect multicollinearity in regression models, you can look at tolerance or variance inflation factor (VIF). VIF values less than 10 and tolerance values greater than 0.1 indicate a lack of multicollinearity in the regression model (Ghozali, 2018). The multicollinearity test results in this study show that all tolerances are above 0.1 and all his VIF values are below 10. Therefore, the regression model does not have multicollinearity.

Table 5: Multicollinearity Test Results

<i>Variabel</i>	<i>Tolerance</i>	<i>VIF</i>
<i>Job Satisfaction</i>	0,323	3,097
<i>Organization Commitment</i>	0,323	3,097

Source: Primary Data, 2023

The results of the multicollinearity test, shown in Table 5, indicate that all independent variable tolerances are greater than 0.1 and VIF values are less than 10. Therefore, we can conclude that the regression equation model is immune to multicollinearity.

3. Heteroscedasticity Test

The purpose of the heteroscedasticity test is to examine whether there are differences in variance between residuals for different observations in a regression model. In this study, the Glejser's test was used to perform the heteroskedasticity test. If the absolute residual values are not significantly influenced by the independent variables, or if the significance value is greater than 0.5, this indicates the absence of heteroscedasticity. The results of the heteroskedasticity test are shown in Table 6.

Table 6: Heteroscedasticity Test Results

<i>Variable</i>	<i>T</i>	<i>Sig.</i>
<i>Job Satisfaction</i>	-1,084	0,283
<i>Organizational Commitment</i>	0,748	0,458

Source: Primary Data, 2023

Table 6 shows the results of the heteroskedasticity test, which aims to determine whether the residuals of the regression model have equal variances. In this study, Glejser's test was used and a significance value greater than 0.5 is considered to be lack of heteroscedasticity. Table 6 shows that for each variable, job satisfaction (0.283) and organizational commitment (0.458) have significant values higher than 0.05. Therefore, we can conclude that there is no effect between the independent variables and the absolute residuals and that the study has no heteroscedasticity.

4. Multiple Linear Regression Analysis

This study uses multiple regression analysis techniques to test relationships between variables. Regression coefficients were calculated using SPSS 26.0 for Windows software and the results are shown in Table 7.

Table 7: Multiple Linear Regression Analysis Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	44.590	4.190		10.642	.000
Job Satisfaction	-.263	.128	-.316	-2.060	.044
Organizational Commitment	-.440	.145	-.465	-3.030	.004

a. Dependent Variable: Turn Over Intention

Source: Primary Data, 2023

Table 7 shows a constant value of 44.590, a regression coefficient of -0.263 for the job satisfaction variable (X_1), and a -0.440 regression coefficient for the organization involvement variable (X_2). Using these values, we can express the multiple linear regression equation as follows:

$$Y = 44.590 - 0,263 X_1 - 0,440 X_2$$

The resulting equations show that the effect pattern of employee satisfaction (X_1) and employee commitment (X_2) on intention to leave (Y) can be described as follows:

a) **Constant = 44.590**

The constant value of 44.590 indicates that when work satisfaction (X_1) and employee loyalty (X_2) are both zero, the turnover intention (Y) value is 44.590 units.

b) **Job Satisfaction (X_1) = -0,263**

The regression coefficient value of job satisfaction (X_1) for intention to quit is -0.263. In other words, if employee commitment remains constant and job satisfaction increases by 1 unit, employee turnover decreases by 0.263 units. A negative value for the coefficient indicates that intention to leave decreases as job satisfaction increases.

c) **Organizational Commitment (X_2) = -0,440**

The value of the regression coefficient for the variable of organizational commitment in relation to turnover intention is -0.440. This implies that if the level of organizational commitment increases by one unit, while the job satisfaction variable remains constant, then the employee turnover will decrease 0.440 units. The negative coefficient value suggests that increase in organizational commitment would reduce turnover intention.

5. T-test

Based on (Purnomo, 2016), t-test is utilized for establish if the independent variable has a noteworthy impact on the dependent variable to some extent. There are two factors that determine the outcome of this t-test: firstly, comparing the t_{count} value with the t_{table} , and secondly, the significance value. Table 8 shows the research results of t-test.

Table 8: T-test Results

Variable	t_{count}	Sig	Description
Job Satisfaction (X1)	-2,060	0,044	Significant
Organizational Commitment (X2)	-3.030	0,004	Significant

Alpha (α) 0,05

Source: Primary Data, 2023

Junaidi (2010) explains that this research employs a significance level of 0.05, or α (confidence level) = 5%, with freedom degree (df) of $n - k$. In this case, $n = 61$ and $k = 3$, thus $df = 61 - 2 = 59$. To find the t_{table} value, the formula $t(\alpha, df)$ is used, with the sought value being $t(0.05; 59)$, resulting in a t_{table} value of 1.671

- According to table 4.12, the obtained results for the job satisfaction variable reveal that t_{count} is greater than t_{table} ($-2.060 > 1.671$), and the significance value is less than α ($0.044 < 0.05$). Hence, H_0 is disapprove, and H_1 is obtain, signifying that work satisfaction (X_1) significantly affects turnover intention (Y) at Anantara Uluwatu Bali Resort.
- As per table 4.12, the results for the organizational commitment variable demonstrate that t_{count} is higher than t_{table} ($-3.030 > 1.671$), and the significance value is lower than α ($0.004 < 0.05$). this shows that H_0 is refused, and H_2 is approved, suggesting that organizational commitment (X_2) significantly influences turnover intention (Y) at Anantara Uluwatu Bali Resort.

6. F-test

The F-test is used to assess whether all independent variables collectively affect the dependent variable. In this study, an F-test is performed to assess the effect of two independent variables, job satisfaction (X1) and organizational commitment (X2), on the dependent variable, sales intent (Y). Table 9 shows the results of the F-test in this study.

**Tabel 9: F-test Results
ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	964.424	2	482.212	36.696	.000 ^b
	Residual	762.167	58	13.141		
	Total	1726.590	60			

a. Dependent Variable: Turn Over Intention

b. Predictors: (Constant), Organizational Commitment, Job Satisfaction

Source: Primary Data, 2023

Table 9 is used to determine the level of significance, which is α (confidence level) = 5% or 0.05, with degrees of freedom $df1 = k - 1$ (variables = 3 - 1 = 2) and $df2 = n - k$ (61 - 3 = 58). The value of f_{tabel} is calculated using the formula $t(\alpha, df)$, where the sought-after value is $f(0.05; 58)$, resulting in $f_{tabel} = 3.16$ (Junaidi, 2010). The simultaneous testing results from table 9 reveal that F_{count} is 36.696 and F_{table} is 3.16. Therefore, since $F_{count} > F_{tabel}$ (36.696 > 3.16), and the significance level is $0.000 < 0.05$, H_0 is refused, and H_3 is approved. This suggests that independent variables of work satisfaction (X_1) and employee commitment (X_2) has a significant impact on employee turnover(Y).

7. Coefficient of Determination

The R-squared analysis assesses the extent to which the independent variables job satisfaction (X_1) and organizational commitment (X_2) influence the dependent variable intention to leave (Y). The results of the certainty analysis are shown in Table 10.

**Table 10: Coefficient Determination Results
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 ^a	.559	.543	3.625

Source: Primary Data, 2023

According to Table 10, the analysis yields an R-squared value of 0.559. This indicates that 55.9% (0.559 x 100%) of the variability in the dependent variable can be explained by the independent variables, while the remaining 44.1% (100% - 55.9%) can be explained by other variables, leaving the study with Not included. A coefficient of determination between 40% and 59.9% is considered moderate (Ghozali, 2018). Based on this analysis, we can conclude that the independent variable has a moderate effect on the dependent variable.

a. Effect of Job Satisfaction on *Turnover Intention*

The findings confirm that employee satisfaction has a significant and negative impact employee turnover, as evidenced by the obtained regression coefficient of -263, $t_{count} > t_{table} = -2.060 > 1.671$, and the significance value of the t-test of $0.044 < 0.05$. This indicates the rejection of H_0 and acceptance of H_1 , indicating that higher job satisfaction leads to lower employee turnover intention. It is well-established that high job satisfaction is linked with lower employee turnover, while employee dissatisfaction may result in higher turnover rates. Therefore, companies must aim to reduce turnover intention to retain their employees. Previous research studies conducted by (Pistariasih & Adnyani, 2022), (Widiputra & Sariyathi, 2017), and (Meri Sandora, 2022) have also reported similar findings of a negative and significant relationship between work satisfaction and intention to quit.

b. Effect of Organizational Commitment on *Turnover Intention*

Research results show a significant negative correlation between organizational commitment and turnover intentions. A regression coefficient value of -440, a t_{count} value of -3.030, and a significance level of $0.004 < 0.05$ supports rejecting H_0 and accepting H_2 . Research suggests that the higher the engagement in an organization, the lower the intention to leave. This can be explained by the fact that highly engaged employees are more likely to remain loyal to the company, while less engaged employees are more likely to leave. (Elmi, 2018). The results of this study found that job satisfaction had a significant negative impact on intention to leave (Hafni & Lyana, 2016), The results of this study found that job satisfaction had a significant negative impact on intention to leave (Hafni & Lyana, 2016), and that organizational engagement negatively identified (Apriantini et al., 2021) are consistent with previous studies, including the study affects employee turnover.

c. Effect of Job Satisfaction and Organizational Commitment on *Turnover Intention*

This study also used the F-test to determine the combined effects of job satisfaction and organizational involvement on turnover intentions. The results show that both job satisfaction and organizational engagement significantly influence staff turnover intentions at Anantara Uluwatu Bali Resort. This shows an F_{count} of 36.696 with a significance value of $0.000 < 0.05$, leading to rejection of H_0 and acceptance of H_3 . The results of this study suggest that job satisfaction and organizational engagement have a significant impact on intention to leave and consistent with previous studies by (Tampubolon & Sagala, 2020) as well as (Gde Bayu Surya Pawita, Ni Nyoman Suryani, 2019).

Conclusions

The t-test results show that job satisfaction has a significant negative impact on intention to leave, as evidenced by a regression coefficient of -263, $t_{count} > t_{table} = -2.060 > 1.671$, and a significance value of $0.044 < 0.05$. Therefore, the hypothesis that employee loyalty to the company has a significant negative impact on employee

turnover intention is also supported. Furthermore, the F-test results show that both job satisfaction and organizational commitment have a significant impact on intention to leave. 0.05. This supports the hypothesis that job satisfaction and work commitment simultaneously have a large impact on intention to leave. The determined coefficient of determination was 55.9%, indicating that 55.9% of the variance in intention to leave can be explained by job satisfaction and organizational commitment, while the remaining 44.1% is due to other factors not examined in this study. It turned out to be something.

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