The Role of Organizational Commitment as a Mediation Variable on The Effect of Job Stress on Turnover Intention at Hotel Dafam Savvoya Seminyak Badung, Indonesia

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ABSTRACT

Dafam Group was only formed in 2010 and in 2011 changed its name to Dafam Hotel Management, but at the end of 2013 it was able to record an income of IDR 180 billion per year. This success cannot be separated from the hands of Dinigin Billy Dahan as President Director of Dafam Hotel Management in managing its business line, which is not only engaged in the hospitality sector, but also in other fields such as hotel management, entertainment, and property. The purpose of this study was to determine the role of organizational commitment on the effect of job stress on turnover intention at Dafam Savvoya Hotels, Seminyak, Badung, Bali. The sample used in this study was 50 people, using a saturated sampling technique. Data collection obtained using questionnaire. Data analysis in this study uses path analysis. The results show stress has a positive effect on turnover intention meanwhile job stress and organizational commitment have negative effect on turnover intention. Organizational commitment able mediate the effect of job stress on turnover intention.

Keywords: Job Stress, Organizational Commitment, Turnover Intention.

I. INTRODUCTION

Tourism is considered by many to have an important meaning as alternative development, especially for countries or regions that have limited natural resources. The island of Bali has traditions also strong cultures as an attraction for tourism. In addition, in Bali, some hotels can be used as a place to stop or rest by tourists when visiting Bali (Suwandi et al., 2017).

The quality of skilled and reliable human resources, especially in the field of hospitality services, is precious for tourism. According to Nyathi and Kekwaletswwe (2022) increasing the effectiveness and success of the organization, it is very dependent on quality human resources.

Every company must keep its employees from leaving the company so that employees who have a big influence on the company do not leave the company (Lestari & Mujjati, 2018). Turnover intention can also be interpreted as an employee's intention to move from a company or leave the company, either in the form of dismissal or resignation (Wulansari et al., 2017). Turnover in the world of work is a natural thing but this can be a problem for the company because if there is a high employee turnover, the company must spend more on recruiting, selecting, and training new employees which will affect financial performance.

The factor that affects turnover intention is job stress, job stress is very influential on turnover intention if the job stress felt by employees is very high, it can increase turnover intention, and vice versa if the level of employee job stress is low then it can reduce turnover intention. employees. According to the research results of Rukhivianti and Susanti (2020), Destiyana et al. (2019), Dewi and Sriath (2019), Monica and Putra (2017), and Saeka and Suana (2016) stated turnover intention positively be influenced job stress. Some of the common causes of stress include work problems, exams, household problems, illness, lack of sleep, and many others (Musradinur, 2016). Liu et al. (2019) suggest job stress has a positive relationship with turnover intention, when employees cannot overcome their anxiety due to job stress so they have thoughts of leaving the company. Ratnanginsih (2021) also found that job stress has a positive and significant effect on the turnover intention of hotel employees, thus if job stress increases, it will also increase turnover intention. Wahyuni and Hariasih (2021) found that job stress did not have significant effects on turnover intention.

Job stress in addition to affecting turnover intention can also affect organizational commitment. Organizational commitment is the feeling and attitude of employees towards their organization and has a tangible form in the form of individual decisions to continue their membership in the organization, and wholeheartedly accept the company's goals and make the best contribution to the progress of the company. Wirawan and Dewi (2020) explain that the lower the job stress, the higher the level of organizational commitment that employees have (Pranata & Netra, 2019).
Bhatti et al. (2016) show that organizational commitment is also influenced by job stress, employees who get high levels of stress will cause low organizational commitment. This is different from Wahyuni and Hariash (2021) and Dewantara (2020) who found that job stress had a significant positive effect on organizational commitment.

Based on the results of previous studies which were inconsistent regarding the effect of job stress on organizational commitments and turnover intention, this study used the mediating variable of organizational commitment in influencing the relationship of job stress variables to turnover intention. Pranata and Netra (2019) stated that organizational commitment has been shown to negatively affect turnover intention. Wahyuni and Hariash (2021), and Nasution (2017) found that organizational commitment has a negative and significant effect on turnover intention. Ratnaningsih (2021) found the results of organizational commitment did not affect employee turnover intention.

Based on interviews with 5 employees of Hotel Dafam Savvofa Seminyak, the high turnover rate is caused by several factors, one of which is the lack of opportunities for employees for promotions and employee relations with other employees in the company, this also causes employees to feel dissatisfied because there are heavy demands on their work that make employees have to work outside working hours. assigned to complete their work. Time pressure is also experienced by employees who work beyond the capacity of the employee responsibility so there are complaints from families which will reduce employee productivity. Employees whose wishes are not fulfilled will usually have the desire to leave the company (turnover intention) in the hope of getting convenience to exchange working hours with other employees at other companies.

In addition to the problem of turnover intention, there are also problems of job stress and the low commitment of employees at Hotel Dafam Savvoa. Based on the results of interviews with several employees of the Hotel Dafam Savvoya, Seminyak, Badung regarding indications of job stress, a phenomenon was found that employees accept work demands that are too large so that work is completed but not on time. This causes employees stress because they cannot fulfill their obligations as employees. In addition, job stress is caused by stressors in the Hotel Dafam Savvoya, Seminyak, Badung Bali, one of which is the result of the unfair workload received from each employee. Large workloads tend to be given to employees who have less tenure or experience. Employees will experience job stress as a result of the workload obtained from superiors that are not to their abilities of the employee. Then, based on interviews conducted with several employees of the Dafam Savvoya Hotel Company, Seminyak, Badung, it was found that there was a phenomenon regarding indications of low commitment within the company such as a lack of responsibility in completing tasks, a desire to leave the organization.

II. LITERATURE REVIEW, CONCEPTUAL FRAMEWORK, AND RESEARCH HYPOTHESES

A. Traditional Turnover Theory

Traditional turnover theory observes turnover as the main variable which then raises organizational commitment and job satisfaction as factors that can predict employee turnover behavior (Zhao & Liu, 2010). This theory states, a negative relationship between organizational commitment and employee turnover intention where the higher the employee's organizational commitment, the higher the employee's desire to leave current job.

B. Research Hypothesis

In the world of work are often faced with challenges and demands of work, which can lead to various conditions faced by employees, one of which is the emergence of job stress, the emergence of job stress can make employees lose the ability to make decisions, decreased work performance so that employees experience illness or incapacity. work again so that triggers the desire to leave or choose to resign. So that the job stress experienced by employees increases, then employee turnover intention also increases. employees who experience job stress will result in a desire to leave the company, so the higher the job stress experienced, the greater the employee's desire to leave the company. Ratnaningsih (2021) found if job stress increases, it will also increase turnover intention. Therefore, the research hypothesis is:

H1: “Job stress has a positive effect on Turnover Intention.”

Job stress has a negative effect on organizational commitment where the influence implies that if the job stress experienced by employees is high, the employee will have low organizational commitment. In the world of work, we are often faced with challenges and job demands that can lead to various conditions faced by employees, one of which is the emergence of job stress, besides that a heavy workload can be a factor causing job stress so with these conditions it can make employee organizational commitment will decrease. Wirawan and Dewi (2020) state an employee who feels high job stress does not commit to the company (Pranata & Netra, 2019). In line with Bhatti et al. (2016) which shows that organizational commitment is also influenced by job stress, employees who get high levels of stress will cause low organizational commitment. Hendriyaldi (2021) found that there was a significant negative effect of job stress on organizational commitment. Therefore, the second hypothesis of this study is:

H2: “Job stress has a negative effect on Organizational Commitment.”

Organizational commitment has a negative effect on turnover intention, with the high level of organizational commitment that employees have, the employee will not think about leaving the company. If employees can maintain their organizational commitment, it will be able to reduce the employee's intention to change places of work. This can reduce the level of employee turnover intention. Saeka and Suana (2016) also stated that organizational commitment has a negative influence on turnover intention, this indicates that high organizational commitment in each employee will reduce the level of turnover intention.

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The results of the research by Pranata and Netra (2019) stated that organizational commitment was proven to negatively affect turnover intention. Nasution (2017) found that organizational commitment has a negative and significant effect on turnover intention. This means that employees who are committed to the organization or company will want to remain in the organization, so the higher the organizational commitment of an employee, the lower the turnover intention.

H3: “Organizational commitment has a negative effect on turnover intention.”

According to Pranata and Netra (2019), organizational commitment is what mediates between job stress and turnover intention. According to Sanjaya and Sriath (2020) organizational commitment has been shown to partially mediate the effect of job stress and turnover intention. Based on previous research, the following hypotheses were obtained:

H4: “Organizational Commitment can mediate the effect of Job Stress on Turnover Intention”

III. RESEARCH METHOD

This research is classified as an associative clause quantitative research. The population in this study was 50 employees. The sample used in this study used a purposive sampling technique, namely the technique of determining the sample with certain considerations such as determining the sample by position, family status and not having a family. The sample used in this study was 33 people who were married and did not involve the General Manager. The data collection methods used were Questionnaires and Interviews. Measurement of answers from respondents was measured using a Likert Scale.

Turnover Intention is desire to leave the company, it is triggered by many things and one of them is the desire of employees to get a better job than before. Quoted from Jehanzeb et al. (2013), “there are several indicators of turnover intention, namely as follows: Thoughts to leave, desire to find other job vacancies, and the desire to leave the organization.”

Job stress is a feeling of pressure experienced by employees in dealing with work. Indicators of job stress according to Haq et al. (2014), are as follows: Workload, Leader attitude, Working time, Communication, Responsibility

Organizational commitment shows an employee's efforts in carrying out work, being loyal to agency to achieving goals, and identifying employees in meeting organizational goals. According to Meyer and Allen (1991), the dimensions of organizational commitment are as follows: Affective commitment, Continuance commitment, Normative commitment.

IV. RESEARCH RESULTS AND DISCUSSION

A. Description of Research Variables

The highest average value of job stress is 2.58 at “I feel unhappy when there is a conflict between groups when working in the company” means that employees are quite disturbed and feel less happy if there is a conflict between groups while working at the company. Within the company, the lowest value of 1.58 at “I feel emotional when I get an excessive workload” means that employees can control their emotions when they get an excessive workload. The average value for job stress at 2.02, meaning employee have low job stress.

The highest average value of organizational commitment at 4.39 on the statement “I will feel disturbed if I leave this organization” implies employees feel comfortable at work and will feel disturbed if they leave. The lowest value of 3.12 at “I feel very bad when I leave this company” means that there are some employees who have no problem and do not feel a loss when leaving the company. The total value of 3.74, meaning that employees have high organizational commitment.

The highest average value of turnover intention at 2.39 on statement “I wish to leave the company if there is an opportunity” means that there are several employees who have the desire to leave the company if there is an opportunity. While the lowest average score is 1.73 on the statement “I have the desire to find a new job in another company”. The value of turnover intention at 1.96, meaning that employees have low turnover intention.

B. Results Analysis

Data analyzed by path analysis and Sobel test as seen in Table I.

| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
|-------|-----------------------------|---------------------------|---|------|
|       | B | Std. Error | Beta |             |     |     |
|       | (Constant) | 37.926 | 40.006 | - | 9.467 | 0.000 |
| 1     | Job Stress | -0.556 | 0.045 | -0.377 | -2.268 | 0.030 |
|       | Dependent Variable: Organizational commitment | | | | | |
|       | Sig.F: 0.030 | | | | | |
|       | (Constant) | 1.301 | 1.418 | - | 3.918 | 0.366 |
| 2     | Job Stress | 0.766 | 0.287 | 0.669 | 3.577 | 0.008 |
|       | Organizational commitment | -2.199 | 0.350 | -0.754 | 6.286 | 0.000 |
|       | Dependent Variable: Turnover intention | | | | | |
|       | Sig.F: 0.000 | | | | | |
|       | Sobel Test | | | | | |
|       | Z= 2.820 | | | | | |
C. Discussion

The effect of job stress (X) on turnover intention (Y) is 0.669 with a sig.t at 0.008, which shows job stress has a positive significant effect on turnover intention. The lower the job stress felt by employees, the employee turnover intention will also decrease.

The emergence of job stress can make employees lose the ability to make decisions, and decrease work performance so that employees experience illness or are unable to work anymore, triggering the desire to leave or choose to resign (Rukhviyanti & Susanti, 2020). The effect of job stress (X) on organizational commitment (M) is -0.377 with sig.t at 0.030, job stress has a negative and significant effect on organizational commitment. The lower the job stress felt by employees, the employee organizational commitment will increase. Vice versa, the higher the job stress felt by the employee, the lower the employees’ organizational commitment. In the world of work, we are often faced with challenges and job demands that can lead to various conditions faced by employees, one of which is the emergence of job stress, besides that a heavy workload can be a factor causing job stress so with these conditions it can make employee organizational commitment will decrease (Wirawan & Dewi, 2020).

The effect of organizational commitment (M) on turnover intention (Y) is -0.754 with a sig.t at 0.000, organizational commitment has a negative and significant effect on turnover intention. The higher the employee’s organizational commitment, the lower the employee's turnover intention. Vice versa, the lower the employee's organizational commitment, the employee's turnover intention will increase. With the high level of organizational commitment that employees have, the employee will not think about leaving the company. If employees can maintain their organizational commitment, it will be able to reduce the employee’s intention to change places of work. Monica & Putra (2017) state that organizational commitment has a negative effect on turnover intention. Based on Sobel test, Z = 2.820 > 1.96, the organizational commitment mediates job stress and turnover intention. The lower the job stress felt by employees, the employee's organizational commitment will increase so employee turnover intention will decrease. This is in line with Pranata and Neta (2019) who state that organizational commitment mediates between job stress and turnover intention.

V. CONCLUSION

Hotel Dafam Savvoya Seminyak should pay attention to employee job stress by maintaining communication within the company to avoid conflicts between groups or individuals within the company, make work schedules according to procedures and avoid additional workloads outside the agreement. In addition to job stress, the management of Hotel Dafam Savvoya Seminyak can also increase employee organizational commitment by giving awards or rewards to employees who have worked well and creating a comfortable and pleasant work environment so that employees will always be eager to work and committed to staying at work, company for a long time.

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