

The effect of job stress, job satisfaction, and organizational commitment on employee turnover intention at Maya Ubud Resort & SPA

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ABSTRACT

Turnover intention has become a critical issue in contemporary organizations, as it is closely linked to employee retention and organizational performance. The aims of this study is to investigate and gather empirical data regarding the impact of organizational commitment, job stress, and job satisfaction on intention to leave the company. The 264 employees of Maya Ubud Resort & SPA made up the study's population. Using the Slovin formula method, 73 employees made up the study's sample. Multiple linear regression analysis, validity testing, and reliability testing are the analysis techniques used. The findings demonstrated that organizational commitment had a negative and substantial impact on turnover intention, job stress had a positive and significant effect, and job satisfaction had a negative and significant effect.

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1. Introduction

One challenge that businesses frequently have in managing potential human resources (HR) is the desire to change employment (turnover intention), which ultimately resulted in the employee's decision to resign. Businesses have an obligation to effectively manage and oversee their human resources to prevent major issues from arising from employee turnover [1]. As per reference [2], turnover intention refers to the degree of propensity that workers have to hunt for a new job elsewhere or intend to depart from the organization within the next two years and three months. Change in Value Numerous elements, including work environment, organizational commitment, job stress, and job happiness, contribute to intention [3].

Job stress is the one of the influencing factors of turnover intention. Job stress is the pressure felt by employees due to job demands that cannot be met [4]. That is, stress arises when job demands cannot be met by employees [5]. Besides job stress, job satisfaction is also another factor that causes turnover intention among employees. According to [6] and [4], job satisfaction, specifically people's optimistic attitudes toward things pertaining to their jobs, which encourages workers to support the company in all endeavors. Organizational commitment is another element influencing intention to leave. Organizational commitment is a mindset that displays staff members' devotion to the company and shows concern for the growth and success of the company over the long term. [7] Indicative phenomenon turnover now happening at Maya Ubud Resort & SPA. Based on data turnover obtained directly from HRD Maya Ubud Resort & SPA, researchers found problems with turnover intention fluctuating as shown in the following Table 1:

Table 1. Maya Ubud Resort & SPA Employee Turnover Data 2018 – 2021

Year	Employees Beginning of the Year	Employees Leaving	Entered Employees	Employees End of Year
2018	296	10	9	295
2019	295	11	9	293
2020	293	23	5	275
2021	275	17	6	264

Source: Maya Ubud Resort & SPA (2022)

Table 1. Shows there is an indication that the level of turnover fluctuates employee turnover but tends to increase every year. This will have a bad impact on Maya Ubud Resort & SPA, where turnover high employees will very likely occur due to work pressure that can cause job stress to employees will increase [8]. The intention of employees at Maya Ubud Resort & SPA to leave will depend on their level of fulfilment and the extent to which an individual is dedicated to and feels a sense of loyalty towards their organization [9]. based on the findings of discussions about job stress, job happiness, and organizational commitment conducted with Maya Ubud Resort & SPA staff members, it was found that some employees complained because they were still status as contract employees even though the employee had worked for the company for a long time [10].

Some employees argue that job responsibilities are high, which requires them to carry out roles beyond their capabilities [11]. In addition, some employees are not satisfied as a result of the placement of employees in the same section or field of work, it can be said to be monotonous over a long period so it indirectly affects the job satisfaction of the employees themselves at work [12]. Monotonous work routines every day, at one time or situation will reach a saturation phase which can result in employees not being optimal in releasing their abilities and potential for the progress of the company it affects job stress, job satisfaction, and organizational commitment [13].

A research gap was identified regarding the impact of organizational commitment, job stress, and job satisfaction on turnover intention. Previous studies by [14] and [15] indicated that high levels of job stress are found to have a direct and meaningful impact on the intention of employees to leave their jobs, suggesting that as job stress increases, employees' intentions to leave their jobs also increase. Additionally, [16] found a positive and significant relationship between job satisfaction and turnover intention, implying that higher job satisfaction is associated with a greater desire to leave a position. In contrast, [17] discovered that job satisfaction and turnover intention are negatively correlated, indicating that higher job satisfaction leads to lower rates of employee turnover. The researcher aims to investigate "The Influence of Job Stress, Job Satisfaction, and Organizational Commitment on Employee Turnover Intention at Maya Ubud Resort & SPA" to demonstrate low levels of job satisfaction are strongly and inversely associated with turnover intention.

2. Theoretical Framework

2.1. Job Stress affects on Turnover Intention

[15] state that tension from one's job can have an impact on one's emotions, cognitive functions, and financial circumstances. Although job stress is frequently associated with bad outcomes, it can also have positive effects on motivation, performance, and the intention to leave your job if you are still there. The degree of job stress is positively and strongly correlated with employee turnover intention, meaning that higher levels of job stress are associated with significantly higher employee turnover intentions. This conclusion is supported by both current theory and the results of past investigations, specifically those by [14],[18], and [15].

H1: Job Stress has a positive and significant effect on Turnover Intention.

2.2. Job Satisfaction affects on Turnover Intention

Job satisfaction negatively influences the intention to quit [17]. This implies that a decrease in the intention of staff turnover will occur if work satisfaction rises. The results of earlier studies, particularly those by [17] and [19], along with current theory, indicate that job satisfaction is found to have a strong negative influence on employees' intention to leave their current position. In other words, the more satisfied an employee is with their work, the less likely they are to plan to leave

their position. Drawing from the theoretical framework and a study of prior research findings, the following hypothesis can be formulated:

H2: Job Satisfaction has a negative and significant effect on Turnover Intention.

2.3. Organizational Commitment affects on Turnover Intention

It is anticipated that an employee's intentions and aspirations to leave the company will decline as organizational commitment increases. According to current theory and the findings of earlier studies, particularly those by [20] and [21], organizational commitment significantly and negatively affects turnover intention. Management of the company must raise organizational commitment in line with the perks and workload of the business. Management must also offer suitable incentives in order to lower the intentions of turnover. Drawing from the theoretical framework and a study of prior research findings, the following hypothesis can be formulated:

H3: Organizational Commitment has a negative and significant effect on Turnover Intention.

3. Method

This study is carried out at the Maya Ubud Resort & Spa in Gianyar, Bali. Its objective is to assess employee satisfaction levels in job completion, the occurrence of work-related stress, and employees' intentions to seek alternative employment and leave the organization. Both quantitative and qualitative data are collected for this study. Primary and secondary data sources are utilized. The population for this investigation comprises 264 employees of the Maya Ubud Resort & SPA, with a sample size of 73 employees determined using the Slovin formula method.

Simple Random Sampling is employed, ensuring that every employee has an equal chance of being selected as a sample without stratification. This study used questionnaires, observations, interviews, and documentation as data gathering methods. All of the study's instruments were deemed legitimate as their Pearson correlation values were greater than 0.30. Reliability was also examined in order to gauge how consistently respondents answered questions about the statement on the questionnaire. The Cronbach alpha in this investigation was higher than 0.60.

4. Results and Discussion

4.1. Results

4.1.1. Characteristics of Respondents

There were 73 respondents in total, with 58,9% of the respondents being men and 41,1% being women. 41.1% of respondents were between the ages of 26 and 35, while 6.8% of respondents were between the ages of 17 and 25. In terms of education, respondents with SMA/SMK (high school education) made up the largest group of respondents (49.3%), while respondents with undergraduate degree made up the lowest group (12.3%). 42,5% of respondents have worked for more than ten years, while 26% have worked for one to five years. These are the largest and lowest numbers of respondents, respectively.

4.1.2. Instrument Validity Test

The validity test is conducted to assess the precision and accuracy of the instrument as a measurement tool. The level of validity is determined by comparing the Pearson Correlation value of the instrument. An instrument item is considered valid if its Pearson Correlation value is > 0.30 . The results are presented in Table 2 below.

Table 2. Validity Test

Variable	Indicator	Pearson Correlation	Standard	Conclusion
Job Stress	JS1	0.979	0.30	Valid
	JS2	0.984		
	JS3	0.984		
	JS4	0.984		
Job Satisfaction	JST1	0.775	0.30	Valid
	JST2	0.786		
	JST3	0.781		

	JST4	0.785		
Organizational Commitment	OC1	0.828	0.30	Valid
	OC2	0.917		
	OC3	0.886		
Turnover Intention	TI1	0.974	0.30	Valid
	TI2	0.982		
	TI3	0.955		

Source: Research data processing

Table 2's analysis findings demonstrate that every instrument's Pearson Correlation value is more than 0.30. This indicates that any tool utilized to get information through surveys is legitimate.

4.1.3. Instrument Reliability Test

Reliability testing seeks to assess the degree to which a measurement can produce consistent outcomes when applied multiple times to the same individual or subject. It assesses the consistency of a measuring device. Results are deemed reliable if the Cronbach's Alpha score exceeds 0.60. The findings are presented in Table 3 below.

Table 3. Instrument Reliability Test Results

Variable	Number of Instruments	Cronbach's Alpha	Standard	Conclusion
Job Stress	4	0.988	0.60	Reliable
Job Satisfaction	4	0.788	0.60	Reliable
Organizational Commitment	3	0.850	0.60	Reliable
Turnover Intention	3	0.968	0.60	Reliable

Source: Research data processing

The analysis results in Table 3 indicate that the Cronbach's Alpha value for each variable exceeds 0.60. This indicates that the research can proceed and that all the instruments are reliable.

4.1.4. Hypothesis Test

The results of the Hypothesis Test can be seen in Table 4 below:

Table 4. Research Hypothesis Test

	Hypothesis	Path Coefficients	t-value	Results
H1	Job Stress → Turnover Intention	0.918	28.863	Support
H2	Job Satisfaction → Turnover	-0.162	-4.221	Unsupported
H3	Organizational Commitment → Turnover	-0.082	-2.513	Support

Source: Research data processing

The findings presented in Table 4 offer valuable insights into the relationship between work stress, job satisfaction, organizational commitment, and turnover intention. The analysis indicates a significant and positive association between work stress and the intention to leave. The t-count value for work stress is 28.863, with a beta coefficient of 0.918 and a significance level of 0.000, which is below 0.05. Therefore, based on the data, the first hypothesis (H1), which suggests that work stress positively and significantly affects turnover intention, is supported.

Secondly, the analysis shows that the intention to leave a job is highly and negatively influenced by job satisfaction. With a beta coefficient of -0.162 and a significance level of 0.000, the work satisfaction t-count value is -4.221, suggesting a negative correlation. This lends credence to the second hypothesis (H2), according to which turnover intention is significantly and negatively impacted by job satisfaction.

Lastly, according to the investigation, organizational commitment significantly and negatively affects turnover intention as well. With a beta coefficient of -0.082 and a significance level of 0.014, the organizational commitment t-count value is -2.513. This suggests that employees who have a higher level of organizational commitment are less likely to plan to leave. As a result, the third hypothesis (H3), which holds that it has been confirmed that there is a negative relationship between organizational commitment and turnover intention. In conclusion, these findings underscore the importance of addressing workplace stress, enhancing job satisfaction, and fostering organizational commitment to reduce employees' intentions to quit. Strategies aimed at reducing

work-related stress, improving job satisfaction, and strengthening organizational commitment can lead to higher employee retention rates and improved organizational performance.

4.2. Discussion

The impact of job stress on turnover intention at Maya Ubud Resort & SPA is both positive and significant. Stress at work is one factor that contributes to employees' desire to quit the organization. Workers frequently deal with a variety of issues both within and outside the organization. Additionally, there are unreasonable expectations at work that put pressure on workers to perform at a high level, which stresses them out [22]. It will be challenging to prevent excessive stress because each employee totally loses his ability to regulate himself [23].

Their behavior becomes erratic and they are unable to make wise decisions as a result. Physical illness, hopelessness, absence frequently, and other effects are also experienced [24]. In the event that stress is not managed, productivity and performance at work typically decline sharply, which makes employees want to quit the organization. research by [14] indicates that job stress has a favorable and significant impact on the intention to leave the company, which lends support to this.

At Maya Ubud Resort & SPA, job satisfaction significantly reduces turnover intention. Employee retention is also affected by variables like job satisfaction. Workers are able to evaluate their level of satisfaction or dissatisfaction with their jobs. The more a person feels that the activity is in line with their preferences, the more satisfied they are with it. Naturally, a satisfied worker will use every effort to the fullest extent of his ability to finish the task at hand [25]. But not every worker always experiences the level of job happiness they desire [26]. Workers will experience unease, anxiety, lack of enthusiasm, and discomfort with their current employment, according to study by [17], which indicates that job satisfaction has a negative impact on the intention to leave.

At Maya Ubud Resort & SPA, organizational commitment has a negative and significant impact on turnover intention. Low organizational commitment among employees is another element that contributes to turnover. There will be a rise in the number of workers quitting or stopping their employment at the company due to low organizational commitment. As a value orientation toward the organization, commitment is seen to indicate that people value and prioritize their work and organization. people are guided toward goals by a bond found in commitments; in this situation, organizational goals motivate people to perform at their highest level.

High levels of employee loyalty to the company will translate into high levels of involvement with the organization and success in subsequent studies [20],[27], which demonstrates that employees who have pride in the company and high commitment will stay with the company and are less likely to have the intention to leave or seek other jobs.

5. Conclusion

The survey conducted at Maya Ubud Resort & SPA offers valuable insights into employee turnover intentions. The findings reveal that job stress significantly influences the intention to leave, with increased stress correlating with a higher likelihood of considering leaving the job. Conversely, job satisfaction plays a crucial role in reducing turnover intention, indicating that employees who are more satisfied with their roles are less inclined to leave the organization. Furthermore, organizational commitment is shown to negatively affect turnover intention, implying that employees with stronger commitment to the organization are less likely to leave.

In light of these findings, several recommendations are proposed to address turnover intention and enhance overall employee satisfaction and commitment. Firstly, it is suggested that organizational leaders carefully assess and manage employee workloads to ensure they align with individual roles and responsibilities. By avoiding excessive workloads, employees can focus more effectively on their tasks and experience reduced stress levels. Secondly, management should prioritize initiatives aimed at enhancing employee satisfaction, such as providing fair compensation, recognizing employee achievements, and fostering a positive work environment. These efforts can contribute to improving job satisfaction levels and reducing turnover intention among employees.

Leaders are also urged to involve staff members more in corporate planning and decision-making procedures in order to foster a sense of accountability and belonging. Employee engagement and commitment to the organization's objectives are increased when their opinions are sought out and

valued. Additionally, providing opportunities for professional development and career advancement can further strengthen employees' ties to the organization and reduce turnover intention.

In conclusion, addressing turnover intention requires a multifaceted approach that encompasses managing job stress, enhancing job satisfaction, and fostering organizational commitment. By implementing these recommendations, Maya Ubud Resort & SPA can create a more supportive and fulfilling work environment, ultimately leading to greater employee retention and organizational success.

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