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Submission date: 28-Nov-2020 09:53AM (UTC+0700)

Submission ID: 1458446518

File name: 61222_Pak_Kawi05.pdf (619.85K)

Word count: 6426

Character count: 35252

THE ROLE OF ORGANIZATIONAL COMMITMENT IN 1 MEDIATING THE EFFECT OF JOB SATISFACTION ON EMPLOYEE'S INTENTION TO QUIT

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Abstract

Human resources are important factors to realize company effectiveness. In reality, not all organizations can manage their human resources efficiently and effectively. This can be proven by the many problems found regarding the attitudes and behavior of employees at work, both regarding job satisfaction, organizational commitment, and even to the problem of stopping and looking for work in other places because of limited promotional opportunities or career paths, and the characteristics of the own job. Intention to quit is the intention or desire of employees to stop working from an organization. This is the initial trigger for a turnover. To anticipate this, the organization should pay attention to the possibility of the employee's desire to leave the organization. This study aims to analyze the mediating role of organizational commitment on the effect of job satisfaction on employee exit intention. This research was conducted at The GriyaSanur Hotel by using 55 respondents by taking respondents from permanent employees and contract employees. The test was carried out using the path analysis. Based on these results, it can be concluded that organizational commitment mediates partially and significantly the effect of job satisfaction on the intention to quit at The GriyaSanur Hotel.

Keywords: Job satisfaction, organization commitment, intention to quit, work place

INTRODUCTION

Human resources are important factors to realize company effectiveness. The success and performance of a person in a field of work are largely determined by the level of job satisfaction, competence, professionalism, and also its commitment to the field of work that it is engaged in. Organizations need to manage human resources to achieve their goals effectively, by always investing in receiving, selecting and retaining potential resources so as not to have an impact on employee movement (Anis, et al., 2003). The Good organization needs to pay attention to the work design and organizational commitment to achieving effective and efficient organizational goals.

In the reality that occurs in the field, not all organizations can manage HR is efficient and effective. This can be proven by the many problems found regarding the attitudes and behavior of employees at work, both regarding job satisfaction, organizational commitment, and even to the problem of stopping and looking for work in other places because of limited promotional opportunities or career paths, and the characteristics of the job alone (Dwiarta, 2010). Koh and Boo (2004) stated that there was a significant positive relationship between job satisfaction and organizational commitment, the lower the job satisfaction the lower organizational commitment was shown. Job satisfaction perceived by employees can reduce or increase employee organizational commitment. Members of the organization who are committed to their organization may develop a more positive pattern of view towards the organization and happily without extra effort to spend extra energy on behalf of the organization (Anik and Arifuddin, 2003).

Ratnawati (2002) states that job satisfaction and organizational commitment are variables that are consistently found to be associated with the desire to move employees. Widjaja, et al. (2011) revealed that the process is turnover characterized by a condition called the intention to quit or the employee's intention to leave the company. This employee's decision to leave the company is a big problem for the company (Mahdi et al., 2012).

Mbah and Ikemefuna (2012) revealed that employee turnover that is not managed properly will lead to various potential costs for the company. The most common costs incurred are related to recruitment costs and employee training costs involving the cost of procuring interviews and selection, compensation or benefit costs, the level of performance sacrificed, and direct recruitment costs (Kumar et al., 2011). High turnover tends to be usually experienced by newly established companies or organizations and do not have an experienced management structure. The importance of knowing the reason for the intention to quit is to analyze the problems turnover that occurs within the company. Turnover can be in the form of resignation, transfer out of the company unit, dismissal or death of a member of the company. Therefore,

this high level of turnover will be a significant problem for the company, because the recruitment process that they do in the end will be in vain as the recruited staff prefers new jobs in other companies. One indicator of the employee's desire to come out is shown by the mind to come out, the desire to find a new job and activeness in finding a new job (Pareke, 2004). Factors that make individuals have a desire to change their intention to quit are job satisfaction, organizational commitment from employees, trust in the organization, job insecurity and job stress (Wijaya, 2010; Mellor et al., 2004; Moore, 2002; Arnold et al., 2010; Shields and Ward 2001). Other factors that influence are low salaries and remuneration, work schedules that are not flexible (Coomber and Barriball, 2007; Hayes et al., 2006).

Tzeng (2002) writes that job dissatisfaction is the most important factor which affects the intention to quit employees. Employees' desire to leave the organization will be lower when employees are considered both at the level of stress, work satisfaction and commitment (Robinson and Aprilia, 2005). Basically, job satisfaction is something that is individual because every individual will have different levels of satisfaction in accordance with the values that apply to each individual. Satisfaction or dissatisfaction of employees can be measured by the extent to which a company or organization can meet the needs of employees. Job satisfaction level is achieved when employee expectations and needs are in line with the perceived reality (Prabu, 2005). But on the contrary, an employee's dissatisfaction gave birth to some aggressive behavior of employees such as sabotage, intentionally doing work mistakes, strikes, truant, even the decision to stop working.

In the business world, organizational commitment is a very important issue, and therefore the company incorporates elements of organizational commitment as one person to be able to work in the company concerned. The results of Clugston's (2000) study suggest that organizational commitment can mediate the relationship between job satisfaction and exit intention. A person who has a low commitment to the company will be seen withdrawing from the company which will ultimately lead to the employee's decision to leave the company. Meyer (1993) states that increasing organizational commitment can increase employee loyalty and reduce the desire to leave the organization and low organizational commitment will have an impact on the decision to leave the organization.

This research was conducted at the company The GriyaSanur Hotel, the reason for choosing the company was because there were indications of the intention to quit with various reasons, namely career, family, and work atmosphere. The final result to be achieved is to provide advice and solutions for companies to reduce the rate turnover seen from the point of view of job satisfaction and organizational commitment.

Apart from that, the effort made by human resource management at The GriyaSanur Hotel in terms of retaining employees is always evaluating the problems experienced by employees, especially in departments that often experience problems with turnover.

The selection of this company is based on the reason that there has been a phenomenon turnover that begins with an intention to quit. Job satisfaction and organizational commitment are two factors that give rise to employee change desires (Clugston, 2000; Russ and McNally, 1995; Lee at al., 1992). So that this study makes job satisfaction and organizational commitment as a measuring variable the reason for the level of entry and exit of employees of The GriyaSanur Hotel who do not have a long working period in their careers. That phenomenon shows turnover that the fluctuating saw with the size of time per six months. This results in a disruption of service to hotel employees and even impacts on hotel customers because there is a discrepancy between employees who enter and leave. In connection with this problem, it is quite relevant if the researcher examines this problem.

Based on these problems in an effort to anticipate turnover, the role of job satisfaction in encouraging the creation of organizational commitment in employees is prolonged by holding a team building in a certain period or by providing incentives in the form of bonuses, retirement assistance, promotions, and other awards. This is done to foster a sense of loyalty which is intended to reduce the intention to quit (Ali, 2008).

From the background of the problems described above, the empirical level still leaves various questions that are still unanswered and require further investigation. Among other problems is that there is no integrated model linking organizational satisfaction and commitment and the desire to move employees. In addition to the direct influence between these variables, it is possible to have mediating roles in one variable. Specifically, this study will attempt to develop a model of employee work behavior and investigate the effect of job satisfaction on employee organizational commitment, the effect of job satisfaction on a desire to move, and the role of organizational commitment as a mediating variable of job satisfaction on a desire to move.

This study aims to determine the effect of job satisfaction on organizational commitment; the influence of job satisfaction on intention to quit; the influence of organizational commitment on the intention to quit at The GriyaSanur Hotel. In addition, the study also aims to analyze the mediating role of organizational commitment on the effect of job satisfaction on employee exit intention at The GriyaSanur Hotel.

LITERATURE REVIEW

Job Satisfaction

According to Wexley and Yukl (in As'ad, 2002) what is called job satisfaction is the feeling of someone about their work. Handoko (2001) argues that job satisfaction is a pleasant or unpleasant situation in which employees view their work. So that job satisfaction will be achieved if there is a match between the work charged with the wishes of individual employees. In organizational life, job satisfaction is often used as a basis for measuring the maturity level of an organization. One symptom that causes a lack of good working conditions in an organization is low job satisfaction. Conversely, high job satisfaction is a sign that the organization is well managed and is basically the result of effective management.

Mathis and Jackson (2001) in Rachmayani and Suyono (2007) job satisfaction is a positive emotional state of evaluating one's work experience. Dissatisfaction arises when desired expectations are not met. Job satisfaction has many dimensions. In general, the stages observed are satisfaction in the work itself such as salary, recognition, the relationship between the supervisor and the workforce, and the opportunity to progress. Each dimension produces a feeling of overall satisfaction with the work itself. Evidence of research on job satisfaction can be divided into several categories such as leadership, psychological needs, a reward for business, ideology management and values, factors of work design and workload. The theories of job satisfaction according to Rivai (2004) are:

1) The theory of discrepancy

This theory measures a person's job satisfaction by calculating the difference between what is supposed to be with the perceived reality. So that if the satisfaction is exceeded than desired, then people will be more satisfied, so there is a discrepancy, but it is discrepancy a positive. A person's job satisfaction depends on the difference between something that is considered to be obtained by what is achieved.

2) The theory of justice (equity theory)

This theory suggests that people will feel satisfied or dissatisfied, depending on the presence or absence of justice in a situation, particularly the employment situation. According to this theory, the main component in the theory of justice is input, results, justice, and injustice. Input is a valuable factor for employees who are considered to support their work, such as education, experience, skills, number of tasks and equipment or equipment used to carry out their work. The result is something that an employee deems valuable from his work, such as: wages/salaries, side benefits, symbols, status, rewards, and opportunities for success or self-actualization. Whereas people always compare can be someone in the same company, or elsewhere or it could be with him in the past.

3) The theory of two factors (two-factor theory)

Job satisfaction and job dissatisfaction are different things. Satisfaction and dissatisfaction with the job is not a continuous variable. This theory formulates job characteristics into two groups, namely satisfies or dissatisfies.

Organizational Commitment

Robbins and Judge (2001) reveal that organizational commitment is a situation when an employee is confident of the organization's goals and has a desire to survive and maintain its membership in the organization. According to Tobing (2009) employee commitment is the level of attachment that employees have towards their company and can be used as collateral to maintain the continuity of the company where the employee works. Commitments that are owned by employees can be seen from the relationship and involvement in company activities (Maryanto, 2006). Khikmah (2005) states that organizational commitment is one of the employees' personal values and is characterized by an attitude of loyalty to the company. In order to have high organizational commitment, the company must strive to fulfill employee rights so that they have high loyalty and commitment (Anis, 2003) Based on the several definitions above it can be concluded that organizational commitment is the attachment and involvement of employees to the organization which can be seen from how the employee's dedication in achieving organizational goals. Mobley et al. (1979) in Rachmayani and Suyono (2007) define organizational commitment as the level of frequency and level of individual attachment to a particular organization which is reflected by the characteristics:

- 1) the existence of strong beliefs and acceptance of the values and goals of the organization;
- 2) willingness to work for the best for the organization;
- 3) the desire what is certain to maintain participation in the organization.

Intention to Quit

Turnover is generally preceded by the intention to quit. Intention to quit is defined by Glissmeyer et al. (2007) as a desire to leave employees is a volunteer job. This desire to get out is something that is important in explaining a real action out of work froman employee (Chen, 2005). Nadiri and Tanova (2010) stated asa possibility in the future, an employee will decide to get out of work. Intention to quit has a strong influence towards *turnover* nurse so that it can reduce service quality and increase patient care costs (Tzeng, 2002).

According to Riley (2006), as for influential factors so that the intention to quit includes external factors, namely the labor market, intuition factors namely the state of the room, work skills, characteristics possessed by employees such as emotional intelligence, gender, and work

experience, interests, age, and employee attitudes in their work. The desire to quit is strongly influenced by job dissatisfaction, low levels of organizational commitment and high job stress caused by *job stressors* (Firth, 2004). Employees who resign reflect employees who feel imbalances in their work (Bunderson, 2001). It can be concluded that the intention to quit is a behavior and desire possessed by employees to leave their work. In fact, exit intention is the initial process of employee turnover direct and reflects a combination of exit from the organization (Jaros et al., 1993). Turnover leads to the ultimate reality faced by the organization in the form of the number of employees who leave the organization in a certain period, while the desire of employees to move refers to the results of individual evaluations regarding the continuation of the relationship with the organization that has not been realized in action. According to Jaros et al. (1993) when employees decide to leave the organization, there will be two fundamental considerations, namely: (1) alternative jobs available, (2) social and costs that will be incurred if leaving the organization.

Intention to quit to quit is an employee's desire membership voluntary turnover. Witasari (2009) said the variable was the *intention to quit* measured by an indicator:

- 1) The tendency of individuals to think about leaving the organization.
- 2) The possibility of individuals looking for work with other organizations.
- 3) The possibility of an individual to leave the organization
- 4) The possibility of individuals leaving the organization in the near future
- 5) The possibility of individuals leaving the organization if there is no better chance.

METHODOLOGY

The study was conducted at The GriyaSanur Hotel, so the study population was all employees of The GriyaSanur Hotel, amounting to 55 people. Given that the population is less than 100 people, the entire population is as a sample, so this study is a saturated sample. The conceptual framework of this study is as shown in Figure 1.

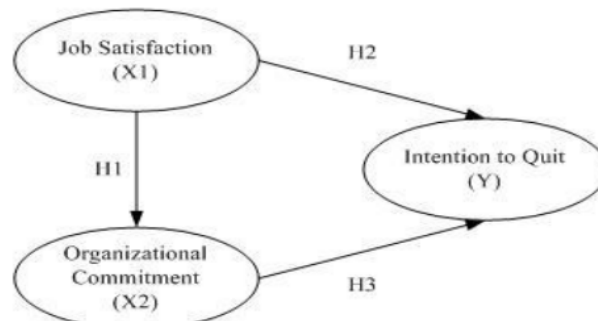


Figure 1: Conceptual Framework for Research

Data was collected through a research questionnaire that designed and had been tested for validity and also reliability. Furthermore, the data were analyzed by path analysis techniques.

The hypothesis in this study based on the conceptual framework of research are as follows:

- 1) Job satisfaction has a positive and significant effect on organizational commitment
- 2) Job satisfaction has a negative and significant effect on the intention to quit.
- 3) Organizational commitment has a negative and significant effect on intention to quit.
- 4) Organizational commitment mediates significantly the effect of job satisfaction on intention to quit.

RESULTS

Data analysis by path analysis, which tests the relationship patterns that reveal the influence of variables or a set of variables on other variables, both direct and indirect influences. This analysis is carried out in the following stages.

Designing a Model Based by Theory

The first step in path analysis is to design a model based on concepts and theories, theoretically as follows.

- 1) Work satisfaction variable (X1), towards organizational commitment (X2).
- 2) Variables influence job satisfaction (X1), on intention to quit(Y)
- 3) Variables influence job satisfaction (X1), on intention to quit employee (Y) mediated by organizational commitment (X2).

The structural equation for this research model is:

Sub-Structure 1

$$X2 = \alpha + \beta_1 X1 + e1$$

Sub-Structure 2

$$Y = \alpha + \beta_2 X1 + \beta_3 X2 + e$$

Examining Assumptions of The Path

Examining assumptions underlying the analysis of the audit path to underlying assumptions, namely the relationship between variables is linear and additive. The model used is recursive, that is a one-way causal flow system, while the reciprocal model or causal flow that is two-way (back and forth) cannot be analyzed.

Parameter Estimation or Path Coefficient Calculation

The third step in path analysis is parameter estimation or coefficient calculation *path*. For parameter estimation done regress analysis through SPSS software. The results of the equation substructure analysis can be presented as follows.

Table 1: Coefficients Substructure 1

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	20,807						
	5,916		(Constant)	3,517	.001		
	X1	.202					
		.333.013		2,572	.519	1,000	1,000

a. Dependent Variable: X2

Testing Individually Sub Structure 1

1) Job satisfaction has a significant effect on organizational commitment

Individual tests are shown by Table 1 (*Coefficients*). The research hypothesis to be tested is formulated into the following statistical hypothesis:

Ha: $\rho_{YX1} > 0$;

Ho: $\rho_{YX1} = 0$;

Hypothesis form sentence

Ha: job satisfaction has a significant effect on employee's organizational commitment.

Ho: job satisfaction does not significantly influence employee's organizational commitment.

Decision:

From the 1 table, it can be seen that the significance in the column Model 1 Coefficients can be a sig. 0,013. Then the sig value of 0.013 is smaller than the probability value of 0.05 or $0.05 > \text{sig}$, then Ho is rejected and Ha is accepted to mean significant. This means that there is a significant influence between job satisfaction and organizational commitment.

From the calculation results in Table 1, the calculation of the equation is as follows:

$$X2 = \alpha + \beta_1 X + e_1$$

$$X2 = 20,807 + 0,333 X + e_1$$

$$\begin{aligned}
 \text{Error term (e1)} &= \sqrt{1 - R^2} \\
 &= \sqrt{1 - 0.111} \\
 &= \sqrt{0.889} \\
 &= 0.943
 \end{aligned}$$

Based on the results of Table 1, obtained the value of the path coefficient X1 to X2 is 0.333 with a determinant coefficient or contribution (Rsquare = 0.111) (see appendix 10 tables summary model 1) and a large coefficient of residual $\rho_{X2} \varepsilon_1 = \sqrt{1 - 0.111} = \sqrt{0.889} = 0.943$. Thus the sub structure 1 diagram is obtained, namely:

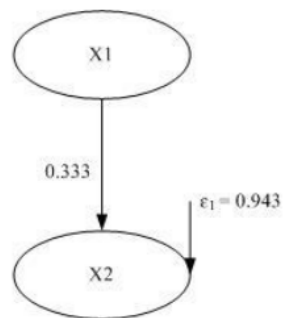


Figure 2: Empirical causal relationship Sub-structure 1 Variable X1 to X2

Table 2: Coefficients Substructure 2

Coefficients ^a		Unstandardized		Standardized		Collinearity Statistics		
		Coefficients		Coefficients				
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	30 590	1771		17 268	.000		
	X1	-.192	.058	-.397	-3333	.002	.889	1.125
	X2	-.100	.037	-.321	-2695	.009	.889	1.125

a. Dependent Variable: Y

Testing Individually Sub-Structure 2

2) Job satisfaction has a significant effect on intention to quit

The statistical hypothesis is formulated as follows:

Ha: $\rho_{YX1} > 0$;

Ho: $\rho_{YX1} = 0$;

Sentence Hypothesis:

Ha: Job satisfaction significantly influences the employee's intention to quit

Ho: job satisfaction does not significantly influence the employee's intention to quit

Decision:

From Table 2 it can be seen that the sign in the column Coefficients Model 2 can be a sig. 0.002. Then the sig value 0.002 is smaller than the probability value of 0.05 or $0.05 > 0.002$, then Ho is rejected and Ha is accepted as meaningful. This means that there is a significant influence between job satisfaction and intention to quit.

3) Organizational commitment has a significant effect on intention to quit

The statistical hypothesis is formulated as follows:

Ha : $\rho_{YX1} > 0$;

Ho: $\rho_{YX1} = 0$;

Sentence Hypothesis:

Ha: organizational commitment has a significant effect on employee's intention to quit

Ho: organizational commitment does not significantly influence employee's intention to quit

Decision:

From Table 2 it can be seen that the significance of the column Coefficients Model 2 can be a sig. 0.009. Then the sig value 0.009 is smaller than the probability value of 0.05 or $0.05 > 0.009$, then Ho is rejected and Ha is accepted as meaningful. This means that there is a significant influence between organizational commitment to intention to quit.

$$Y = \alpha + \beta_1 X_1 + \beta_3 X_2 + e_1$$

$$Y = 30.590 - 0.397 - 0.321 + e_2$$

$$\begin{aligned} \text{Error term (e}_2) &= \sqrt{1 - R^2} \\ &= \sqrt{1 - 0.345} \\ &= \sqrt{0.655} \\ &= 0.809 \end{aligned}$$

Based on the results of the analysis of Table 2 the determinant coefficient or contribution (R-square = 0.345) and the amount of the residual coefficient $\rho_{X2} \epsilon_1 = \sqrt{1 - 0.345} = \sqrt{0.655} = 0.809$. Thus the substructure 2 diagram is obtained, namely:

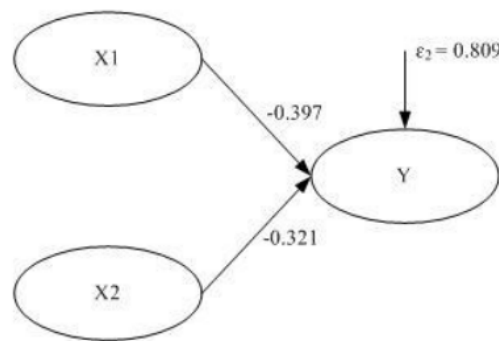


Figure 3: Empirical Causal Relations Sub-Structure 2 Variables X1 and X2 to Y

Job satisfaction with the employee's intention to quit through organizational commitment

Based on the results of the path coefficients on sub-structures 1 and sub-structure 2, it can be described as an overall empirical causal relationship between the variables X1, X2, and Y as follows:

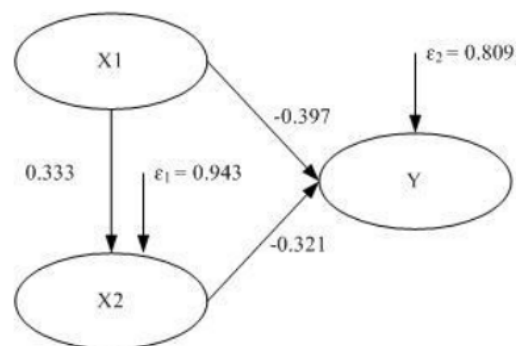


Figure 4: Overall Empirical Causal Relationships Between Variables X1, X2, and Y

Based on path coefficients 1 and 2, it can be seen the **magnitude of the direct influence, indirect effect, and the total influence between variables**. The **calculation of the influence between variables is as follows**:

1) Direct effect (DE)

(1) The direct influence of job satisfaction variables on organizational commitment variables employees can be seen from the beta or values Standardized Coefficient are:

$$X1 \rightarrow X2 = 0.333$$

(2) The direct effect of job satisfaction variables and variables intention to quit employee can be seen from the beta or values Standardized Coefficient are:

$$X1 \rightarrow Y = -0.397$$

(3) The direct effect of organizational commitment variables on variables employee's intention to quit can be seen from the beta or values *Standardized Coefficient* are:

$$X2 \rightarrow Y = -0,321$$

2) Indirect effect(IE)

The effect of job satisfaction variables on the intention to quit variable through organizational commitment variables at The GriyaSanur Hotel can be obtained by using the following formula.

$$\begin{aligned} X1 \rightarrow Y \rightarrow X2 &= (0.333 X - 0.321) \\ &= -0.107 \end{aligned}$$

The value (-0.107) meaning that the indirect effect of job satisfaction on intention to quit through a variable organizational commitment at The GriyaSanur Hotel is at -0.107.

3) Total Effect (TE)

The total effect of influence is obtained from the calculation of the total effect by using the following formula.

$$\begin{aligned} \text{Total effect} &= DE + IE \\ &= (-0.397) + (-0.107) \\ &= -0.504 \end{aligned}$$

The effect of total job satisfaction variables on the intention to quit variable through the organizational commitment variable at The GriyaSanur Hotel is -0.504

3 Examination of Model Validation

There are two indicators to examine the validity of the model, namely: (a) the total determination coefficient and (b) the trimming theory where the results can be presented as follows.

1) The result of the total determination coefficient:

$$R^2_m = 1 - (e_1)^2(e_2)^2$$

$$R^2_m = 1 - (0.943)^2(0.809)^2$$

$$R^2_m = 1 - (0.889)(0.654)$$

$$R^2_m = 1 - 0.581$$

$$R^2_m = 0.419$$

Based on the calculation of the total determination coefficient formula, it is obtained that the diversity of data that can be explained by the model is 41.9 percent or in other words the information contained in the data is 41.9 percent can be explained by the model, while the remaining 58.1 percent is explained by other variables (not in the model) and errors.

2) Trimming Theory

This approach is done by removing pathways in non-significant order to obtain a model that is truly supported by empirical data. Validity test for each direct effect is the same as regression, using the level of significant (sig). A model produces a valid form of relationship with a value of level of significant (sig) ≤ 0.05 . The level of significant (sig) of each variable is.

Substructure 1:

$$X_1 = 0.013 < 0.05$$

Substructure 2:

$$X_1 = 0.002 < 0.05$$

$$X_2 = 0.009 < 0.05$$

Based on these results it can be stated that all lines built in the previous construct model are declared valid and valid.

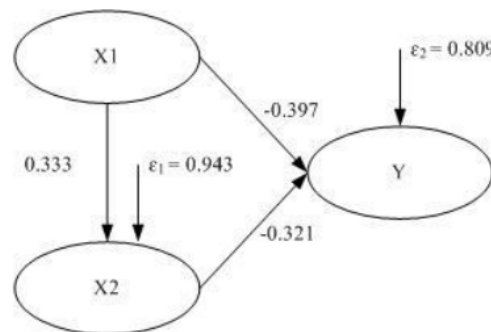


Figure 5: Validation of Image Model End Path

Hypotheses Testing

Based on the results of data analysis, the results of the hypothesis testing can be summarized as follows:

- 1) Job satisfaction has a positive and significant effect on organizational commitment, meaning that if job satisfaction increases then organizational commitment will also increase.
- 2) Job satisfaction has a negative and significant effect on intention to quit, meaning that if job satisfaction increases, the intention to quit will decrease.
- 3) Organizational commitment has a negative and significant effect on intention to quit, meaning that if organizational commitment increases, the intention to quit will decrease.

- 4) Organizational commitment mediates significantly the effect of job satisfaction on intention to quit.

DISCUSSION

Effect of Job Satisfaction on Organizational Commitment

Based on the results of research on hypothesis testing, it was found that job satisfaction has a positive and significant effect on organizational commitment. In connection with empirical data obtained through questionnaires and obtained results that in order to create high organizational commitment, the company must be able to meet employee job satisfaction. With the fulfillment of the value of employee job satisfaction, employees will feel more valued and there will be the encouragement to carry out their responsibilities better so as to cause a positive commitment from employees to the organization. This shows that job satisfaction is one of the determinants of the creation of organizational commitment. So the higher the job satisfaction, the higher the organizational commitment shown.

Effect of Job Satisfaction on Intention to Quit

Based on the results of research on hypothesis testing, it was found that job satisfaction has a negative and significant effect on *intention to quit* employee. In connection with empirical data obtained through questionnaires with the results that job satisfaction is increased, the employee's *intention to quit* will decrease. Organizations must be able to meet the needs of employees appropriately. With the satisfaction felt by the employees themselves both in terms of promotions, work groups, working conditions, wages/salaries, and supervision will create a sense of comfort in the employees so that the desire to leave the organization will tend to be low.

Effect of Organizational Commitment to Intention to Quit

Based on the results of research on hypothesis testing, it was found that organizational commitment has a negative and significant effect on intention to quit. With regard to empirical data obtained by distributing questionnaires and obtaining results that to reduce the intention to quit, the company must increase organizational commitment. The stronger organizational commitment will be able to reduce the desire of employees to leave the company. This shows that organizational commitment is one of the determinants of intention to quit. So the higher the organizational commitment, the lower the intention to quit.

The Effect of Job Satisfaction Against Intention To Quit Mediated by Organizational Commitment

Based on the results of this study indicate that the effect of job satisfaction variables on organizational commitment variables as mediating variables shows positive and significant values, the influence of organizational commitment variables as mediating variables on the variable *intention to quit* is negative and significant, the direct effect of the variable job satisfaction on the *intention to quit* on the model involving the mediating variable is negative and significant. The results of this study are in line with the results of research from Clugston, (2000) which states that organizational commitment mediates the relationship of job satisfaction with partial exit intention. This shows that an employee who feels the positive side in carrying out his job duties tends to have a sense of survival and moral obligation towards his organization, which in turn will be able to reduce the level of their desire to move from the organization. From this explanation shows the consistency of organizational commitment in predicting employee desires to leave the organization.

CONCLUSION

Based on the results of data analysis and discussion, it can be seen that: (1) job satisfaction has a positive and significant effect on organizational commitment; (2) job satisfaction has a negative and significant effect on intention to quit; and (3) organizational commitment has a negative and significant effect on the intention to quit at The GriyaSanur Hotel. Based on these results, it can be concluded that organizational commitment mediates partially and significantly the effect of job satisfaction on the intention to quit at The GriyaSanur Hotel.

The results of this study provide important implications for human resource management practices in organizations. Especially related to efforts to control and decrease rates *turnover* employee, which can be started by reducing the level of desire to move employees. For this purpose, fulfilling aspects of job satisfaction is the first step for efforts to create and foster organizational commitment and reduce the level of desire to move employees. The implication of this study is that in order to reduce the level of employee exit intention, the company should reward employees, provide opportunities for employees to be the people needed in the company, and instill a sense of care for the sustainability of the company. The limitation of this study is that it has not classified the sample in each division of work in the hotel, given that each division in the hotel has a different workload.

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