

The Influence of Work Environment, Job Stress, and Job Satisfaction as *Intervening Variables* on Turnover Intention of Hotel Employees XYZ

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Abstract

This study aims to analyze the factors that influence employee turnover intention at Hotel XYZ. The population of this study is all employees at Hotel XYZ with a total sample of 184 employees with an observation period of 2019-2021. The endogenous variables used are job satisfaction and turnover intention, while the exogenous variables used are work environment and work stress. The data analysis method used Structural Equation Model-Partial Least Square (SEM-PLS). The results of the study stated that the work environment and work stress had a positive and significant effect on job satisfaction; the work environment has no effect on turnover intention; work stress has a positive and significant effect on turnover intention; job satisfaction has a significant negative effect on turnover intention; Job satisfaction is able to mediate the relationship between work environment and work stress on turnover intention.

Keywords

work environment; work stress; job satisfaction; turnover intention; intervening variables



I. Introduction

Business competition in the digital era is getting tougher, not least in the hospitality sector. Data from the Central Statistics Agency (BPS) in 2020 shows that 3,644 hotels in Indonesia of which 392 hotels (10.76%) are located in DKI Jakarta. Hotel is a business whose products are in the form of goods as well as services. Hotels must be able to retain their best employees so that the service standards that have been set can be met.

Hotel Red Planet, one of the *hotel chains* in Indonesia, stated in its *annual report* that the *turnover rate* in 2018 reached 16.83%, which is almost 3 times higher than the previous year. Hotel employee *turnover* is quite high due to the labor-intensive nature of the work but with low salaries and few promotion opportunities. Promotion strategy is a concept that is close to communication science. In the promotion, there are various forms of communication learned in communication science such as advertising, publicity, communication from mouth to mouth, personal sales, and direct marketing (Amin, 2019).

Hotel XYZ is a 4-star hotel in several big cities in Indonesia. Based on data from HRD Hotel XYZ, in the first semester of 2019 until the first semester of 2021 *turnover* at Hotel XYZ continues to increase. The three most common reasons for employees quitting work are their own desire due to better opportunities/offers from other companies (57.8%), the contract was completed and not renewed by the hotel (21.7%), and family reasons (10.8%).

Based on the results of interviews with HRD Hotel XYZ, information was obtained that employees who resigned on the grounds of *better opportunity* were due to several factors, namely job satisfaction, work motivation, work environment, company culture, job stress, career path, compensation and company location.

Employees are assets. High-risk *turnover causes companies to lose potential employees, especially turnover* caused by the wishes of the employees themselves. High employee *turnover* has the potential to negatively affect employee performance and hotel service quality. Hotels need time to recruit and train new employees until they have the ability to meet the standards that have been set. During this time *gap*, there is the potential for service quality to decline or fall below standard.

Zhang et al. argues that employee *turnover is* influenced by professional identity, job satisfaction and involvement in work. Kurniawaty et al. argues that employee *turnover is influenced by the work environment, stress and job satisfaction*. Zimmerman et al. argues that employee *turnover is* influenced by organizational influences, work environment, instrumental attachment, involvement outside the company and a sense of duty. However, there are also several other studies which state that the work environment and work stress do not affect employee *turnover*.

Based on the pre-survey of the phenomenon and several previous studies, the researcher suspects that the factors that influence *turnover intention* are the work environment, job stress and job satisfaction.

Intervening variables or mediating variables are variables that appear among the independent variables to influence the dependent variable. In several previous studies the job satisfaction variable acted as an intervening variable.

Based on the data above, information is obtained that the *turnover* at Hotel XYZ is relatively high which has the potential to affect employee performance and service quality. Therefore, the researcher will examine the influence of the work environment, job stress and job satisfaction as an *intervening* variable on the *turnover intention* of hotel employees at XYZ.

II. Research Method

Researchers used causal quantitative research with the aim of testing hypotheses about the effect of work environment and work stress (independent variable), and job satisfaction (intervening variable) on *turnover intention* (dependent variable). Researchers conducted a survey by asking questions through interviews and questionnaires to collect information.

In this study, there are two independent variables (work environment and work stress), one *intervening variable* (job satisfaction) and one dependent variable (*turnover intention*). Each variable used in this study has dimensions and indicators:

Table 1. Variable Dimensions and Indicators

No	Variable	Dimension	Indicator	Code
1	Work environment	Physique	Place/workspace	A1
			Infrastructure	A2
			Employee facilities	A3
		Non physical	Safety and comfort	A4
			Relationship with superiors	A5
			Relationship with colleagues	A6
2	Work Stress	Work	company policy	B1
			Job demands	B2
			Resource	B3
		Non-Work	Health	B4
			Family	B5

No	Variable	Dimension	Indicator	Code
3	Job satisfaction	<i>Work Itself</i>	Economy	B6
			Wages	C1
			allowance	C2
			Interest in work	C3
			Appreciation for work	C4
			Training and development	C5
4	<i>Turnover Intention</i>	<i>Better Job</i>	Career path	C6
			Higher position/position	D1
			Location (transport)	D2
			Location (family)	D3

For variable measurement, the researcher uses a Likert Scale where the scale is designed to test how strongly the respondents agree with a statement.

The research population is all employees of three units of Hotel XYZ with a total of 342 employees. The sample was calculated using the Slovin formula and the results were 184 people.

Primary data was obtained by distributing questionnaires to all XYZ Hotel employees. Secondary data was obtained by conducting interviews with the HR Coordinator of Hotel XYZ.

The analytical method used is *Structural Equation Modeling* (SEM) with the instrument testing method using *Partial Least Square* (PLS). SEM-PLS estimates the parameters of a series of formulas in the structural model by combining *principal components analysis* and *regression-based path analysis*. This method is widely used by researchers who want to find out about causal relationships such as job satisfaction, *turnover intention*, *affective commitment* and *expatriation behavior*. The steps of the SEM-PLS analysis can be seen in Figure 1.

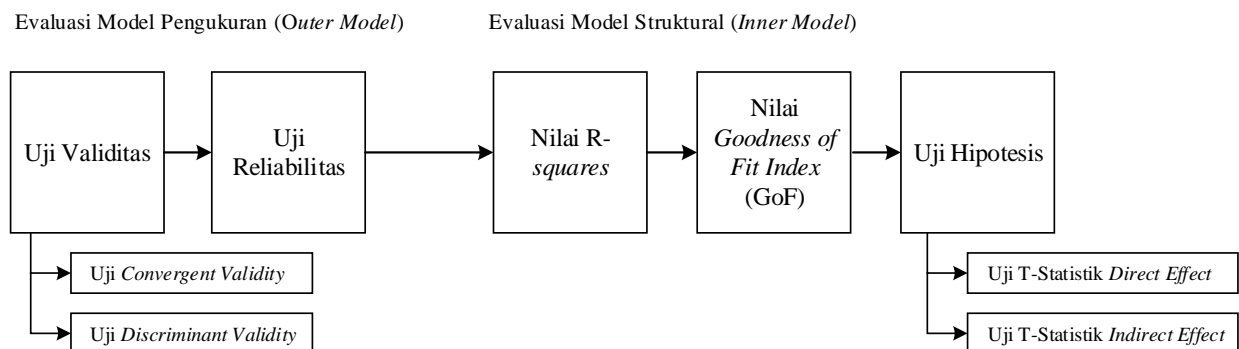


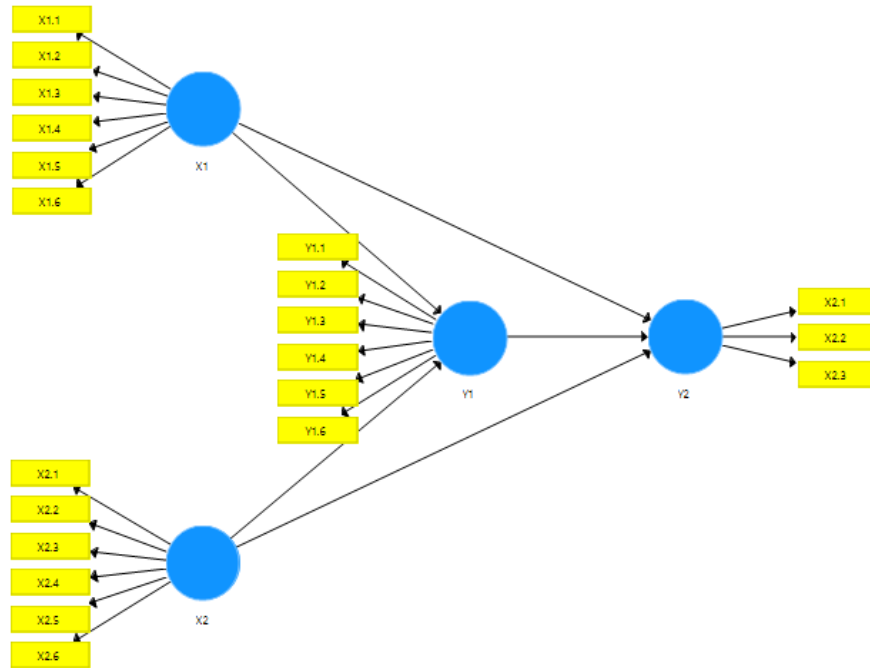
Figure 1. SEM-PLS analysis steps

III. Results and Discussion

3.1 Results

a. Test Results with Smart PLS

This study uses the method of *Structural Equation Modeling* (SEM) analysis with instrument testing using the *Partial Least Square* (PLS) method. Researchers distributed questionnaires to 184 respondents and the data was processed using SmartPLS 3.3.3. The *path analysis model* can be seen in Figure 1.



Source: Results of data processing using SmartPLS 3.3.3
Figure 1. Interconstructive Model

b. Outer Model Evaluation

Evaluation of the *outer model* is carried out with the following steps.

1. *Convergent Validity Test*

Convergent validity test can be seen in the following table:

Table 2. Outer Loading Value of Convergent Validity Test

Indicator	Outer Loading	Parameter	Results	Indicator	Outer Loading	Parameter	Results
<i>Work Environment (X1)</i>				<i>Work Stress (X2)</i>			
X1.1	0,774	$\geq 0,70$	Valid	X2.1	0,908	$\geq 0,70$	Valid
X1.2	0,818	$\geq 0,70$	Valid	X2.2	0,748	$\geq 0,70$	Valid
X1.3	0,794	$\geq 0,70$	Valid	X2.3	0,768	$\geq 0,70$	Valid
X1.4	0,832	$\geq 0,70$	Valid	X2.4	0,872	$\geq 0,70$	Valid
X1.5	0,860	$\geq 0,70$	Valid	X2.5	0,891	$\geq 0,70$	Valid
X1.6	0,828	$\geq 0,70$	Valid	X2.6	0,919	$\geq 0,70$	Valid
<i>Kepuasan Kerja (Y1)</i>				<i>Turnover Intention (Y2)</i>			
Y1.1	0,773	$\geq 0,70$	Valid	Y2.1	0,826	$\geq 0,70$	Valid
Y1.2	0,726	0,70	Valid	Y2.2	0,903	0,70	Valid
Y1.3	0,702	0,70	Valid	Y2.3	0,908	0,70	Valid
Y1.4	0,748	0,70	Valid				
Y1.5	0,753	0,70	Valid				
Y1.6	0,702	0,70	Valid				

Source: Research data processed 2022

2. *Discriminant Validity Test*

The results of the first stage of discriminant validity testing with a value of AVE can be seen in the following table:

Table 3. AVE Value of Discriminant Validity Test

Variable	AVE	Criteria	Results
X1	0.669	0.50	fulfilled
X2	0.729	0.50	fulfilled
Y1	0.507	0.50	fulfilled
Y2	0.774	0.50	fulfilled

Source: Research data processed 2022

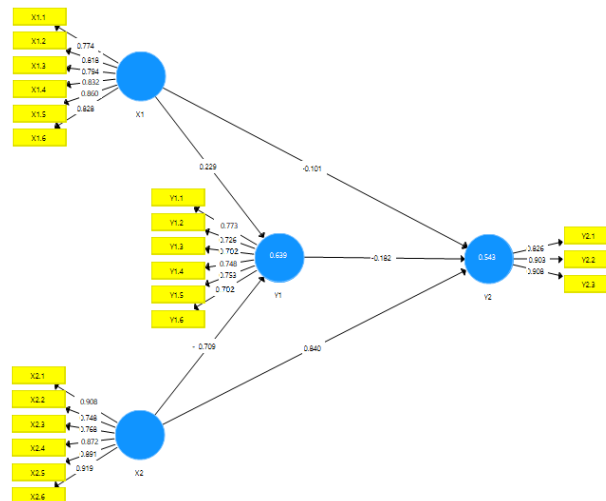
3. Reliability Test

The results of reliability testing are as follows:

Table 4. Cronbach's Alpha Value and Composite Reliability Test Validity Reliability

Variable	Cronbach's Alpha	Composite Reliability	Criteria	Results
X1	0.903	0.924	0.70	Reliable
X2	0.924	0.941	0.70	Reliable
Y1	0.804	0.860	0.70	Reliable
Y2	0.859	0.911	0.70	Reliable

Source: Research data processed 2022



Source: Results of data processing using SmartPLS 3.3.3

Figure 2. Path Coefficient

c. Structural Model Evaluation (*Inner Model*)

In the evaluation of the structural model (*inner model*) the test statistics used were the coefficient of determination (*R-Square*) test, *Goodness of Fit Index* and the test of the influence between variables (partial hypothesis).

1. *R-Square*

The following are the results of testing the coefficient of determination:

Table 5. Coefficient of Determination Test Results (*R-Square*)

Dependent Variable	<i>R-square</i>	Results
Y1	0.639	Strong (Good)
Y2	0.543	Moderate (Enough)

Source: Research data processed 2022

2. *Goodness of Fit Index*

Goodness of Fit Index test was carried out on the dependent variables Y1 and Y2. The results of the calculation of the *Goodness of Fit Index* are as follows:

Table 6. Results of *Goodness of Index*

Dependent Variable	<i>AVE</i>	<i>R-square</i>	<i>GoF Index</i>
Y1	0.507	0.639	0.573
Y2	0.774	0.543	0.658

Source: Research data processed 2022

3. Hypothesis testing

The statistical T test on the structural model (*inner model*) is divided into 2 (two) types, namely the *direct effect* test and the *indirect effect test*. The results of the *direct effect* test are as follows:

Table 7. Results of *T-Statistics of Direct Effects*

Hypothesis	<i>Original Sample</i>	<i>p-values</i>
H1: X1 → Y1	0.229	0.000
H2: X1 → Y2	-0.101	0.101
H3: X2 → Y1	-0.709	0.000
H4: X2 → Y2	0.840	0.000
H5: Y1 → Y2	-0.182	0.000

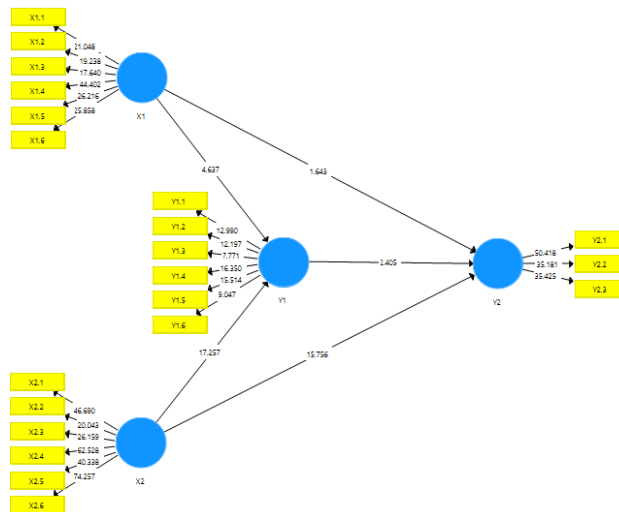
Source: Research data processed 2022

Meanwhile, the results of the *indirect effect test* can be seen in the following table:

Table 8. T-Statistic Test Results *Indirect Effect*

Hypothesis	<i>Original Sample</i>	<i>p-values</i>
H6: Work Environment Job → Satisfaction → Turnover Intention	-0.129	0.020
H7: Job Stress Job → Satisfaction → Turnover Intention	0.042	0.041

Source: Research data processed 2022



Source: Results of data processing using SmartPLS 3.3.3

Figure 3. T-Statistics Test Results

3.2 Discussion

a. Direct Effect of X1 on Y1

It can be concluded from the hypothesis testing that has been done that H0 is rejected and H1 is accepted. These results are supported by previous research which states that the work environment has a positive effect on job satisfaction. The better the work environment, the higher the job satisfaction employee. Based on the *loading factor value* in Table 2, it is known that the relationship indicator with superiors on the work environment variable and the salary indicator on the job satisfaction variable has the highest value. From these results it can be concluded that the condition of the relationship between employees and their superiors is not good enough.

b. Direct Effect of X1 on Y2

It can be concluded from the hypothesis testing that has been done that H0 is accepted and H2 is rejected. This result is supported by previous research which states that the work environment has no effect on *turnover intention*.

c. Direct Effect of X2 on Y1

It can be concluded from the hypothesis testing that has been done that H0 is rejected and H3 is accepted. These results are in accordance with previous research which states that work stress has a negative effect on job satisfaction. Based on the *loading factor value* in Table 2, it is known that the company's policy indicators on the work stress variable and the salary indicator on the job satisfaction variable have the highest value. From these results it can be concluded that there are company policies that result in dissatisfaction by employees. This is reinforced by information from the HR Department that there are indeed policies issued regarding salaries, *benefits* and work schedules in an effort to be efficient during the pandemic.

d. Direct Effect of X2 on Y2

It can be concluded from the hypothesis testing that has been done that H0 is rejected and H4 is accepted. This result is supported by previous research which states that work stress has a positive effect on *turnover intention*. The higher the work stress, the higher the employee's *turnover intention*. Based on the *loading factor value* in Table 2, it is known

that the company's policy indicators on the work stress variable and the workplace location indicator with family on the *turnover intention variable* have the highest value. From these results it can be concluded that there are company policies that result in the emergence of *turnover intention*. This is reinforced by information from the HR Department that quite a number of employees live outside the Greater Jakarta area. These employees have to reduce their frequency of going home to see their families due to regulations related to the pandemic, such as isolation, mandatory antigen or PCR tests and quarantine.

e. Direct Effect of Y1 on Y2

It can be concluded from the hypothesis testing that has been done that H_0 is rejected and H_5 is accepted. This result is in accordance with previous research which states that job satisfaction has a negative effect on *turnover intention*. The higher the job satisfaction, the lower the employee's *turnover intention*. Based on the *loading factor value* in Table 2, it is known that the salary indicator on the job satisfaction variable and the workplace location indicator with family on the *turnover intention variable* have the highest value. From these results, it can be concluded that the current salary received by employees results in the emergence of *turnover intention*. This is reinforced by information from the HR Department that there are indeed policies issued regarding salaries, *benefits* and work schedules in an effort to be efficient during the pandemic.

d. Indirect Effect of X1 on Y2 with Y1 as the Intervening Variable

It can be concluded from the hypothesis testing that has been done that H_0 is rejected and H_6 is accepted. In Table 8 it is known that the sample value is -0.129 and the p-value is 0.020, these data indicate that job satisfaction is able to mediate the relationship between the work environment and *turnover intention* negatively by 20%. The better the work environment causes the lower employee *turnover intention* through job satisfaction.

e. Indirect Effect of X2 on Y2 with Y1 as the Intervening Variable

It can be concluded from the hypothesis testing that has been done that H_0 is rejected and H_7 is accepted. In Table 8 it is known that the sample value is 0.182 and the p-value is 0.041, these data indicate that job satisfaction is able to positively mediate the relationship between job stress and *turnover intention* of 41%. The lower the work stress, the lower the employee's *turnover intention* through job satisfaction.

IV. Conclusion

The conclusion that can be obtained from this study is that the work environment and work stress have a significant positive effect on job satisfaction, the work environment has no effect on *turnover intention*, job stress has a significant positive effect on *turnover intention*, job satisfaction has a significant negative effect on *turnover intention*, job satisfaction is able to mediate negatively the relationship between work environment and *turnover intention*, and job satisfaction can positively mediate the relationship between job stress and *turnover intention*.

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