

The Effect of Job Satisfaction on Turnover Intention of Food and Beverage Service Employees at Alila Seminyak Bali

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Abstract: This study aims to examine the effect of job satisfaction on turnover intention of food and beverage service employees and to investigate possible areas of improvement to establish job satisfaction on overcoming turnover intention. The job satisfaction is measured with a simplified JDI Model, and the turnover intention is measured with Mobley et al.'s Turnover Intention Heuristic Model. The research used quantitative and qualitative methods with a questionnaire and semi-structured interview as the instrument. The analysis includes a correlation test, the classic assumption test, and a simple linear regression test. The result shows that job satisfaction has a significant negative effect on employee turnover intention. The ability of job satisfaction variables to explain the variance of turnover intention variable was moderate. Demographic factors such as age and academic education are among the most significant factors to influence turnover intention. Three areas of improvement to establish job satisfaction on overcoming turnover intention were addressed. Job satisfaction is significantly and negatively affecting the turnover intention of Food and Beverage Service Employees at Alila Seminyak Bali.

Keywords: Job satisfaction, turnover intention, human resources

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Introduction

The rapid development of the hospitality industry in Bali, especially the hotel, expects the industry to see more job opportunities are entering the job market. From an organisation point of view, this condition would leave many establishments to be concerned with their rates of turnover rising exponentially. The variety of new jobs opportunity makes the organisation worry that they might lose their high performers to other jobs in a different company that the employees deem as more desirable (Jacobs, 2012). The characteristics of the hospitality industry such as rush hour stress, long working hours and frequent changes in work shifts have also marked this industry to have high turnover rate compared to other industries (Tesone, 2008).

Addressing the factors that cause turnover is vital to retain potential and talented employees as well as to reduce excess expenditure associated with turnover. Upadhayay and Vrat (2016) noted that turnover expenses might cost businesses with more than 100% of a single employee's annual wages or salary. Turnover also discourages other employee's morale leading to work instability and disruptions (Pertiwi, 2018).

Alila Seminyak is one of the hotels in Bali that implements its strategy by cultivating the best talent and evolving the culture that focuses upon attracting, developing, rewarding, and retaining employees. The hotel believed employee is the most significant assets and the core to its strategy. However, in its implementation, Alila Seminyak is still inseparable from the issue of turnover. From the initial fact-finding, it was identified that in 2019; the hotel's Food and Beverage Service (FBS) Department is facing an unhealthy turnover rate of 12%. The number exceeded

the ideal limit recommended by a study from LinkedIn in 2017, which shows that the standard turnover rate in all industries is considered high if it exceeds the 10.9% rate per year.

Although turnover is quite a natural event that is difficult to be avoided by the property, it would affect the business activity financially and non-financially (L&D Manager of Alila Seminyak, 2020; Rucika, 2020). Similar reasoning also implied by Boella and Goss-Turner (2006), who states that turnover is detrimental once it happens in large numbers during a short period.

Turnover is affected by the attitude of workers, where it begins through a condition called turnover intention, which refers to the employee's behavioural attitude to leave an organisation (Aydogdu and Asikgil, 2011). The intention to quit unveil the beginning of employee turnover which mark turnover intention to be the best predictor of employees' actual turnover behaviour (Nicholas, Mensah, and Owusu, 2016; Tüzün, Çetin, and Basim, 2014).

Prior empirical studies revealed turnover intention is heavily influenced by job satisfaction. There is a significant negative influence on job satisfaction toward turnover intention (Jang and George, 2012; Lee, Yang, and Li, 2017; Putri and Prasetio; 2017). Employees who are not satisfied with their job is characterised by behaviour such as increased absentee, laziness in the workplace, behaviour that is quite different than usual, dare to violate work order or oppose the superior (Sutanto and Kurniawan, 2016). The implication of job dissatisfaction in FBS Department of Alila Seminyak can be identified through the fluctuations of pattern in employee's absences rate, and lateness which shows increment throughout the year.

It is undeniably vital for the hotel to urgently address turnover intention behaviour with job satisfaction as the predictor. As it is identified, the gap between the ideal turnover rates with the phenomenon occurs in the FBS department of Alila Seminyak, including the shortcoming of job satisfaction related to increasing of absentees and late attendances. It is done in order to retain potential and talented employees as well as to reduce excess expenditure associated with turnover.

This research was aimed to analyse the effect of job satisfaction on the turnover intention and to investigate possible areas of improvement to overcome turnover intention. The research was delimited to focus on the effect of job satisfaction on the turnover intention of Food & Beverage Service employees at Alila Seminyak. The findings of this research are limited only within FBS department. They do not apply universally to the department with different nature and timeline or the industry as a whole. The results of this research are expected to contribute with concrete recommendations to the Alila Seminyak to manage employee turnover that occurs in the company.

Methodology

This research used a mixed method approach which combines and draws the strengths of both quantitative and qualitative research components. This method allows researcher to uncover and explore diverse perspectives between the relationships of job satisfaction and turnover intention variables. Thus, a mixed-method approach can give a deeper and better understanding of the problem and enrich the evidence discovered.

Furthermore, primary and secondary data were collected in this research. The primary data was acquired in the form of a survey questionnaire and interview. The secondary data was acquired from the hotel in the form of the employee data bank and employee absenteeism-lateness discrepancy summary. Other supporting secondary data include the publication of independent tourism hospitality body, Indonesia government, including publication of industry-standard turnover rate by LinkedIn.

The population of this research are 79 employees in Food & Beverage Service Department at Alila Seminyak. Furthermore, the samples in this research are 66 respondents using probability sampling of Cochran finite sampling method. The proposed level of certainty is 95 percent to within 5 percent margin of error, which is considered an industry-standard in business and management research (Saunders et al., 2016).

Job satisfaction is measured with 15-questions of simplified Job Descriptive Index (JDI) Model. Turnover intention was measured with 6-questions of turnover intent process derived from Mobley et al. Both variables are combined in a five-point Likert's scale (1= strongly disagree/dissatisfied; 2 = disagree/dissatisfied; 3 = neutral; 4 = agree/satisfied; 5 = strongly

agree/satisfied) on respondent's negative or positive experience. The survey is distributed with a self-administered questionnaire accessible through Google Form®.

A pilot surveys for the validity and reliability of the instrument was tested to a convenience sample of 34 FBS employees. The instrument was tested for validity with Bivariate Pearson Correlation by which r count higher than r table (Sugiyono, 2015). The results have shown that r is higher than 0.338, meaning all questions are valid and can be used in this research. The reliability was also tested with Cronbach Alpha value above 0.60 as a parameter that is considered consistent (Siregar, 2015). Reliability testing results indicate that Cronbach Alpha score proportion for job satisfaction of 0.861 and turnover intention of 0.657.

The data analysis technique used in this research includes (1) descriptive analysis using the mean score, (2) Pearson correlation analysis. (3) Classic assumption test (normality and heteroscedasticity) and (4) simple linear regression analysis. Since the data generated from Likert-type rating scales are represented by ordinal data and might not represent equal intervals in parametric statistical analysis (Meyers et al., 2013; Ningsih and Dukalang, 2019). Hence, this research includes Method of Successive Interval (MSI) to transform ordinal data into interval data by changing the cumulative proportion of each variable in the category to its normal curve value (Asdar dan Badrullah, 2016).

Results and Discussions

Results

The data collected from the online survey reaches the desired number with a return rate of 100%. Further, the quantitative data were analysed using Statistical Package for the Social Sciences (SPSS) version 25.0.

Demographic Information

Table 1. Demographic Information of Survey Respondents

Demographic	Frequency (n=66)	Percentage (%)
Gender	-	-
Male	50	76%
Female	16	24%
Age Group	-	-
21-35	58	88%
36-50	9	12%
Academic Level	-	-
Senior High	5	8%
Diploma	53	80%
Bachelor	8	12%
Work Period	-	-
< 1 years	2	3%
1-3 years	20	30%
3-5 years	44	67%
Job Position	-	-
Rank and File	50	76%
Supervisor	8	12%
Manager/ Asst. Manager	8	12%
Job Status	-	-
Fixed Term Contract	20	30%
Permanent	46	70%

Table 1 shows the demographic information of respondents. In term of gender 76% is male and 24% is woman, age group 88% is 21 to 35 years old and 12 % in the age of 36 to 50., academic level, work period, job position, and job status) were examined for the sample (N = 66). The respondents consisted of 76% males and 24% females. The age range of the respondents were dominantly the 21-35 years age group (88%). The respondents had a relatively high academic background because it was dominated by Diploma graduate (80%) and Bachelor

(12%) while the high school graduate is only 8%. Majority of the respondents (67%) had worked at Alila Seminyak for 3-5 years, followed by 1-3 years (30%) and then less than one year (3%). Most of the respondents that participated were from rank and file (76%) while the supervisor and manager or assistant manager is 12% each. Furthermore, most of the respondent (70%) were employed as a permanent employee.

Discussions

The discussion should explore the significance of the results of the work, not repeat them. Comment on the data, referring to the literature (compare it to previous research) and pointing out similarities and differences, explaining these if possible. Return to the aim and research question and show how the aims have been met, and the research question answered.

In discussion, it is the most important section of your article. Here you get the chance to sell your data. What might the answer imply and why does it matter? How does it fit in with what other researchers have found? What are the perspectives for future research? Please compare to what other researchers have found.

Descriptive Statistic

Descriptive statistic of job satisfaction here is conducted to explain the behaviours of the respondents through finding from the questionnaires. Mean score is used to find categorisation of conditions of job satisfaction and turnover intention of FBS Employees at Alila Seminyak with five interval classes classified in Table 2.

Table 2. Criteria for Understanding the Mean Score

NO	Mean Score	Level of Satisfaction
1	1.00 – 1.80	Strongly Dissatisfied
2	1.81 – 2.60	Dissatisfied
3	2.61 – 3.40	Neutral
4	3.41 – 4.20	Satisfied
5	4.21 – 5.00	Strongly Satisfied

Based on the criteria of mean score in Table 2, the results of the analysis using the mean score for each dimension that measures job satisfaction and turnover intention are summarised in Table 3.

Table 3. Mean Score of Job Satisfaction and Turnover Intention

No	Dimension	Mean Score	Meaning
	Job Satisfaction	-	
1	Work Itself	3.81	Satisfied
2	Co-worker	3.60	Satisfied
3	Pay	3.38	Neutral
4	Promotion	3.54	Satisfied
5	Supervision	3.55	Satisfied
	Turnover Intention	-	
6	Thinking of leaving	1.72	Strongly Disagree
7	Intention to search alternative	1.90	Disagree
8	Intention to leave the organisation	1.67	Strongly Disagree

Table 3 shows the highest mean of job satisfaction is in the work itself dimension. Meanwhile, the lowest mean is found in the pay dimension, which implies the lowest job satisfaction, among other dimensions. Judging from the variables, job satisfaction of FBS employees at Alila Seminyak is categorised as satisfied. Furthermore, the data shows that respondents in this research have minimal turnover intention. It was explained that some respondents have a thought of leaving. These respondents tried to find work in other companies. However, in the end, the respondent chose not to quit their current job. It is evident from the

increase of the mean score related to thinking of leaving, which culminates in the dimensions of intention to search alternatives with the highest mean. Again, decreases in the dimensions of intention to leave the organisation denoted with the lowest mean.

To deeply explore the dimensions of job satisfaction and turnover intention, each indicator question that represents this variable will be presented in Table 4 and Table 5 below.

Table 4. Indicator of Other Job Satisfaction Dimension

Indicator	Mean	Meaning
Work Itself	-	
The organisation can make the individual to like their job.	3.97	Satisfied
Work environment.	3.73	Satisfied
The organisation provides an appropriate workload.	3.86	Satisfied
The work can help develop the individual.	3.67	Satisfied
Co-workers	-	
Sense of friendship with a co-worker.	3.56	Satisfied
Mutual support and motivation.	3.62	Satisfied
Excellent teamwork fostered with a co-worker.	3.62	Satisfied
Pay	-	
Salary alignment with job duties and responsibilities.	3.29	Neutral
Fair salary based on effort.	3.50	Satisfied
The organisation can give satisfactory compensation.	3.35	Neutral
Promotion	-	
Fair chance of promotion.	3.50	Satisfied
The organisation can provide a clear career path.	3.58	Satisfied
Supervision	-	
Supervisor actively provides support and motivation.	3.77	Satisfied
The way the supervisor treats the subordinates.	3.44	Satisfied
Supervisor competency on decision making.	3.44	Satisfied

Table 6. Indicator of Other Turnover Intention Dimension

Indicator	Mean	Meaning
Thinking of Leaving	-	
The thought to leave the organisation.	1.73	Strongly Disagree
Consideration of leaving the organisation.	1.71	Strongly Disagree
Intention to search alternative	-	
Actively look for vacancies.	1.70	Strongly Disagree
Weight the chance to find alternatives.	1.73	Strongly Disagree
Compare better job option and opportunity.	2.29	Disagree
Tabulation of Intention to Leave the Organisation	-	
Prefer to move to another company.	1.67	Strongly Disagree

Pearson Correlation Test

The correlation coefficient (R) of -0.362 indicates a negative relationship in this research. The strength of the relationship between variables within the intervals 0.30-0.49 is considered to have medium strength in behavioural science (Cohen, 1988). Therefore, it can be said that the strength of the relationship between job satisfaction and turnover intention through a correlation test is medium. Furthermore, the minus number of the coefficient (R) indicates that there is an inverse relationship between the variables. As a result, the increase in job satisfaction would decrease the turnover intention and vice versa.

Hypothesis Test

Classic Assumption Test (Pre-test)

Classic assumption test is prerequisite to qualify the quality of data before conducting regression analysis in cause-effect research (Ghozali, 2018). Therefore, the test of normality and heteroscedasticity were used in this research by displaying the following results.

Normality Test

The results of the normality test using Kolmogorov-Smirnov shows significance (Sig.) value of $0.2 > 0.05$, meaning the residuals of the data in this research are normally distributed.

Heteroscedasticity Test

Heteroscedasticity test is used to provide detailed figures to confirm the data processed poses any heteroscedasticity. A good regression model is indicated when homoscedasticity present in the model (Ghozali, 2018). The parameter coefficient value for the independent variable should have value sig. > 0.05 for the regression model to have homoscedasticity. The assumption of heteroscedasticity using Glejser method identified the value sig. $0.092 > 0.05$. Thus, the regression model in this research is homogenic or do not contain heteroscedasticity.

Simple Linear Regression Analysis

Simple linear regression analysis was performed to examine how well job satisfaction predicts employee turnover intention. The analysis shows a constant of 17.027 indicating that if job satisfaction is zero or eliminated, then the turnover intention will be 17.027. While the regression coefficient value of job satisfaction is -0.099 means that if job satisfaction is fixed and has increased by one-unit, then the employee turnover intention will decrease by 0.099 or 10%. For this research, a test of partial significance (t-tests) and test of the coefficient of determination (R^2) were utilised.

Partial Significance Test

The t-test was used to determine whether the independent variable and dependent variable can be significantly or partially impacted (Suprpto, 2016). The value of the regression coefficient of job satisfaction is 0.099 with a negative value. Meaning that job satisfaction has a negative effect on turnover intention. The negative effect is interpreted, in which the increment of job satisfaction will decrease the turnover intention or vice versa. Furthermore, the t-table for ($n = 66$) with confidence intervals (95%) is 1.998.

The analysis results using Minitab 19 software found the t-count 2,803 $>$ t-table 1,998 in the rejection area of H_0 ; thus, H_0 is rejected. Furthermore, the significance level is identified 0.007, meaning the model is smaller than 0,05 which indicate the job satisfaction does have an impact on the turnover intention. Through this hypothesis test, it can be concluded that the null hypothesis (H_0) is rejected and alternative hypothesis (H_a) is accepted. Therefore, it is implied that the job satisfaction has a negative and significant effect on turnover intentions of Food & Beverage Service employees at the Alila Seminyak.

The results of this research are in line with the study conducted by Skelton, Nattress and Dwyer (2019) that shows job satisfaction is significance to turnover intention, and its effect is negative. Moreover, the results also in line with Srimindarti, Oktaviani and Hardiningsih (2017) study in a similar geographical scope of Indonesia shows that job satisfaction variables had a significant negative effect on the intention to leave at consulting offices in Semarang.

Coefficient of Determination Test

The coefficient of determination is used to measure the ability of the model in explaining the diversity of dependent variables (Ghozali, 2018). The R square (R^2) between job satisfaction and turnover intention is 0.109, meaning the ability of job satisfaction explaining the variance of turnover intention (Y) is 11%. It means that roughly 89% other variances of turnover intention or other factors were not examined in this study.

According to Cohen (1988), the effect size of R^2 (11%) is within the intervals (10-25%), indicating a moderate effect size. It illustrates that turnover intention is not only determined by job satisfaction but also determined by different factors that are not examined in this study. It has a similar view toward the statement of Belete (2018) wherein addition to job satisfaction

there are several other factors such as organisational commitment, leadership styles, organisational justice organisational climate, job stress, and job embeddedness as the antecedent that can influence turnover intention.

Besides, various empirical studies indicate that individual factors of demographic characteristics are also relevant to understanding employee turnover intention (Luu et al., 2019; Mensah, Augustine and Oteng, 2017; Akova, Cetin and Cifci, 2015). Demographic factors such as age and academic education are among the most significant factors to influence turnover intention. The age group may be explained by generational differences. The younger generation might have higher turnover intention compared to its older counterpart. Millennial employees (born between 1980-2000) exhibit an attitude of finding an identity and value more purposeful job compared to the baby boomer generation (born between 1965-1978) who already in a good job position that value retirement age and insurance benefits (Mensah, Augustine and Oteng, 2017). Furthermore, employee with higher academical levels experience more intention to leave compared to employee with lower academic level (Akova, Cetin and Cifci, 2015). Employee with higher academic level have higher expectations and seek an ideal career advancement worth of their skills. They might also suffer from inferiority complex when occupying lower job position, leading to turnover intention. On the other hand, employee with lower academic level might be insecure to leave the company. They are afraid that the limitation of their academic level would become a barrier to get a decent job.

Area of Improvement

The focus of the interview was to collect data to find out the improvement needed to reduce the turnover intention of FBS employees at the Alila Seminyak. The interviewees were asked about their point of view and experiences at Alila Seminyak Bali related to dimensions of job satisfaction and turnover intention, including what should be done to improve the condition of employee's intent to leave the organisation. Three key findings can be extracted from the results of the interview analysis as follows.

Cafeteria Meal Plan as Fringe Benefit

Alila Seminyak has a cafeteria meal plan by contracting third-party foodservice providers where food is prepared and served directly in the cafeteria kitchen at the hotel. It contrasts with the food providers in general, in which the third party directly distributes meals through a lunch box. It is claimed that Alila Seminyak can better control the quality and safety of the food by bringing the contracted third-party food service providers to prepare the food on site. However, most informants felt dissatisfied with the food and service of the third-party provided at the property.

If management decides to retain good performing employees for a long time, then addressing the improvement of quality, food selection, and the standard of third-party outsourcing should be considered. Based on the informant's reference, the food quality in other hotel is better than the food in Alila Seminyak.

As the food quality, food selection, and the standard of third-party outsourcing are improved and competitive with other hotels, Alila Seminyak can begin to include the cafeteria meals plan as its fringe benefits package to retain employees longer, thus decreasing turnover rate. It is in line with research conducted by Abbey (2009), where meals plan as part of expenditure on fringe benefits is effective in contributing employee retention through increased job satisfaction. However, management needs to pay attention to the priority level of the aspects of fringe benefits. Fringe benefits such as meal plans are not always effective in reducing turnover rates if it is not perceived as employees' priority compared to other aspects of fringe benefits such as membership access, on-site health services, dependent assistance, and others (Lee, Hsu, and Lien, 2007).

Financial Wellness

The interview result shows that the majority of informants admit that they are slightly unsatisfied with the pay and benefits they receive by the hotel. The dissatisfaction is primarily identified that the informants are having difficulty coping with their financial wellness.

The need for financial wellness at work in order to improve employee financial wellbeing is evident from the implications of the informant's statements regarding employees still unable to manage their income and expenses. These mental and psychological conditions may lower job satisfaction, which eventually leads to turnover intention if not corrected.

Alila Seminyak can begin to tweak the employee activity by adding a financial wellness program. Employees can be more financially literate and wisely manages their expenses, saving, loans, investment, and tax. With employees' mental and psychology related to finances are being targeted, they can become more satisfied with the given salary and compensation without a steep salary increase.

Cross-training

According to the Learning & Development Manager, the FBS Department, has a well-laid out a training plan for its employees to advance their career for future endeavour. The current training plan is primarily conducted for skills acquisition, skills enhancement, update of product knowledge, and to standardise the procedure of operation. The implementation of this training depends on the post or section, as well as the objectives of the employee concerned. Nevertheless, the interview result shows the majority of informant showing tendencies that Alila Seminyak need to improve the training plan by adding a cross-training program to the current one.

The need for cross-training in order to improve the current training plan is evident from the implications of the informant's statements regarding employees who get bored and demotivated with monotonous and repetitive work where promotion was not available at the time, which they think it is no longer challenging. Besides, the team in FBS cannot avoid disruption whenever one or more key players are absent during operation. It happens due to a lack of capabilities for employees to take over different job section. These can be alarming as it may decrease job satisfaction, which eventually leads to turnover intention.

Alila Seminyak can begin to incorporate cross-training with job transfer and rotation as the options for management. From this cross-training, employees might find new career choices that they were never thought of before. It is an effective way for management to restore employee's job satisfaction and lower turnover intention. It is in line with research conducted by Van Wyk, Swarts, and Mukonza (2018). They say cross-training is an effective way for management to consider for employees to exhibit lower turnover intention with an increased level of job satisfaction. Employees believe that companies are genuinely concerned about their career development, which makes them stay in the company for a more extended period.

Conclusions

Given that discussion, there is a significant and negative influence of the variable of job satisfaction on turnover intention of Food and Beverage Service Employees at Alila Seminyak Bali. A high job satisfaction can reduce employee turnover intention. The job satisfaction measurement model using JDI and turnover intention as measured using the Mobley et al. Heuristic Model are proven to give the two variables a significant negative influence. Overall, the FBS employees at Alila Seminyak is considered satisfied. The highest satisfaction present in work itself dimension, while the lowest is in the pay dimension.

As explained, the hotel might be vulnerable to turnover intention due to the FBS department at Alila Seminyak Bali is dominated by millennial employees with fairly high academic background. However, this study showed that they are currently satisfied with their job and do not exhibit any significant (low) turnover intention. Some of the employees indicate they are not satisfied with their pay and might exhibit the thought of leaving and tried to find work in other companies, but in the end, the employees still choose not to leave Alila Seminyak. It might indicate that the management has been able to adjust and compensate with the needs of the

employees demographically, especially the younger generation with higher academical background.

To continue to maintain high job satisfaction, the property is suggested to address employee lack of financial literacy toward salary and benefits by incorporating financial wellness program and improve effective communication. The property is also suggested to establish job satisfaction on overcoming turnover intention by turning employee meal plan as a competitive fringe benefit through addressing the improvement of quality, food selection, and the standard of third-party outsourcing. Furthermore, the property is suggested to maintain good job satisfaction and overcome turnover intention by adding the cross-training among job section or department to refresh and restore employee's motivation including to allow the employee to find new career choices that they were never thought of before. Given the research findings, it is essential for the management of Alila Seminyak to conduct job satisfaction evaluation and to use this study as consideration for corrective action plans toward the turnover intention.

Furthermore, the sample of this research is derived from one department in a hotel located in Bali which make it difficult to generalise the findings. The result might have differed if it had been conducted in another geographical area. Future research may consider a cross-cultural comparative study to understand the influence of job satisfaction on turnover intention in a different culture.

This research also yielded a medium relationship between job satisfaction and turnover intention of FBS employees at Alila Seminyak. It indicates that job satisfaction is one variable to predict turnover intention. Job satisfaction alone is not adequate to understand the turnover intention. Thus, future research is required to examine other different antecedent of turnover intention. The antecedent suggested is the organisational commitment, leadership styles, organizational justice, organizational climate, job stress, and job embeddedness.

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