Understanding Employee Turnover at XYZ Hotel Yogyakarta: The Impact of Satisfaction and Environment

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Abstract. The research aimed to find out (1) the influence of job satisfaction on turnover intention among employees at XYZ Hotel Yogyakarta, (2) the influence of the work environment on turnover intention among employees at XYZ Hotel Yogyakarta, and (3) the combined influence of job satisfaction and the work environment on turnover intention among employees at XYZ Hotel Yogyakarta. The study used explanatory research with a quantitative approach. The population was all employees at XYZ Yogyakarta, using a non-probability sampling method. The data analysis techniques were classical assumption tests, descriptive analysis, hypothesis tests, and multiple linear regression analysis. In conclusion, the research found that job satisfaction has a negative and significant impact on turnover intention, the work environment has a negative and significant impact on turnover intention, and job satisfaction and the work environment have a negative and significant effect on turnover intention.

Keywords: Job Satisfaction, Work Environment, and Turnover Intention

1   INTRODUCTION

In Indonesia, the increasing service industry competition is tight due to many persons or companies, both large and small, involved. The increasing in Gross Domestic Product (GDP) is used to measure the Indonesia's economic growth. So, the role of the service industry is vital. The service sector is the largest contributor to GDP after the manufacturing sector in Indonesia. The services sectors of hotel, restaurant, and trade made the largest contribution to Indonesia's total economic growth in the third quarter of 2022, with a growth contribution of 4 percent (BPS, 2022).

Yogyakarta Special Region is a province with various tourism potentials such as nature, arts, and culture. And, it is supported by complete facilities, such as hotels, motels, resorts, and varied restaurants. Hotels are one of those facilities that are developing rapidly. A hotel is defined as an accommodation in the form of a building where part of the building or all parts of the building provide services in the form of

lodging, food, or other service [1]. It concluded that hotels are complementary facilities needed by tourists as a place to rest, both domestic and foreign tourists [2]. Then, they certainly have goals and targets to gain profits and develop and expand their company. Here, they need competent and qualified human resources to achieve these goals.

According to Law No. 13 of 2003 on Manpower explains that worker/labor is every person who has the capability to work to produce goods or services, either to meet their needs or those of the community. The number of workers in star hotels in the Special Region of Yogyakarta has decreased over the last 5 years. The peak of decreased workers in 2021 was caused by the COVID-19 pandemic as the government implemented restrictions on community activities (PPKM) in that year. The impact of PPKM on companies is reducing employee salaries, laying off, and firing employees, which aim for the survival of the company during the pandemic. The Central Statistics Agency for the Special Region of Yogyakarta provide data in Figure 2 for 2023, over the last 4 years. Based on the data, there is no increase in the workers' number in star hotels. In contrast, the number of hotel workers in the Special Region of Yogyakarta has decreased.

Table 1. Data of developing the manpower in starred hotel in DIY at 2019-2022

No	Description	Year			
		2019	2020	2021	2022
	Total of Manpower	7.781	7.021	5.710	4.524
1	Male	5.132	4.639	3.564	3.256
2	Female	2.649	2.382	2.146	1.268

An employee leaving a company to stop working or move to another company to find a better job is called turnover intention [3]. Turnover intention may occur at any time in a company, including in the hotel sector. Three-star hotels in the city of Yogyakarta are the hotels that are most booked by tourists when visiting Yogyakarta. The reason is, apart from the price being pocket-friendly, the facilities are also worth it. However, if turnover intention increases, it may disrupt the employee productivity of the company, which will lose the opportunity to get tourists who are interested in staying at the company where the employees work.

Table 2. Turnover Intention Data of Several Hotels in Yogyakarta City

No	Hotel Name	2018	2019	2020	2021	2022
1	XYZ	17,78 %	22,72 %	25%	27,03 %	30%
2	JKH	11,62 %	18,60 %	21,95 %	25,64 %	26,82 %
3	IKL	12,12 %	21,21 %	16,40 %	25%	26,22 %

4	ABC	14,29 %	15,39 %	15,39 %	23,33 %	21,53 %
5	DEF	15,21 %	15,55 %	21,69 %	24,32 %	21,69 %
6	HIJ	11,36 %	18,83 %	21,95 %	21,05 %	21,95 %

(Source: data processed by the author)

Normally, the rate of turnover is 10 percent per year for a company [4]. The higher the level of turnover intention in a company, the higher the costs incurred by the company (certification costs, recruitment process, training, etc). XYZ Hotel Urip Sumoharjo Yogyakarta is a three-star hotel, and located on Jalan Urip Sumoharjo, Yogyakarta. Previously, this hotel was called XXX Urip Sumoharjo but changed its name to XYZ Hotel Urip Sumoharjo. After observing XYZ Hotel as a three-star hotel which is one of the hospitality service providers, in 2023, researchers conducted observations and surveys at XYZ Hotel Urip Sumoharjo. It found several problems, one of which was the case of turnover intention in the company.

Table 3. Data of Employees at XYZ Hotel in 2023

Year	Total of Initial Employees	Incoming Employees	Outgoing Employees	Total of Employees	(%)
2018	45	8	8	45	17,78
2019	45	8	10	43	22,72
2020	43	4	10	37	25
2021	37	10	10	37	27,03
2022	37	18	12	43	30

(Source: HRD XYZ Hotel, 2023)

According to [5] the factors influencing turnover intention from the company to employees are individual characteristics, organizational commitment, work environment, and job satisfaction. A pre-survey was conducted on 36 people to see the turnover intention level at XYZ Hotel. The employees of XYZ Hotel play as a sample. The pre-survey was carried out by distributing a questionnaire on the factors that most influence the intention to leave the company. Figure 1 show the result of pre-survey.

Data from pre-survey results on 36 employees at XYZ Hotel show the factor of the highest turnover intention is job satisfaction with a percentage of 36%. The second factor influencing turnover intention is the work environment with a percentage of 32%. The next factor is individual characteristics with a percentage of 18%. The last factor is organizational commitment with a percentage of 14%. Job satisfaction is a feeling that describes happiness, love, or joy to something that makes employees satisfied if their services receive appropriate rewards or feedback [6]. When the worker feels satisfied at work, they make maximum efforts to complete the task. However, not all workers always get satisfaction according to their will, which causes the lower performance of XYZ Hotel employees or not to achieve maximum targets.
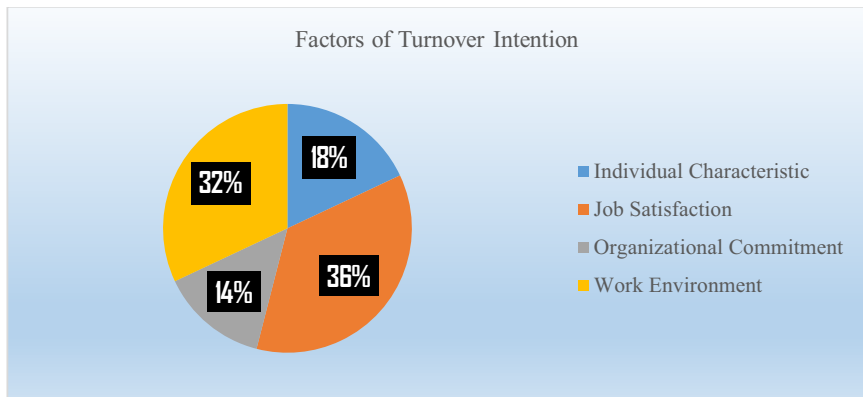
Fig. 1. Factors influence employee turnover intention at XYZ Hotel

(Source: Result of pra-survey on 36 employees at XYZ Hotel)

The results of interviews with former employees who left XYZ Hotel showed their reason is the salaries are not worth with workload. Generally, employees at XYZ Hotel work 8 hours a day. Moreover, the lack of employees in certain departments requires employees to carry out their duties and responsibilities, making these employees work overtime but with the same salary. Furthermore, former employees find it difficult to get the rights that they should get, such as holidays and leave, it makes them feel stressed and tired of working. Apart from that, the working atmosphere between superiors and company co-workers is not comfortable and the boredom felt by employees makes them want to try a new atmosphere, that, in the end, they decided to leave XYZ Hotel.

According to the Human Resources Department (HRD) of XYZ Hotel, the work environment at XYZ Hotel is not optimal. Although it is facilitated with facilities such as a canteen, prayer room, employee lockers, and bathrooms, these facilities are very worrying. For example, employee lockers do not have locks, which makes them not secure, and they rarely put items in the lockers for security reasons. The canteen and employee bathrooms are in poor condition, and the lack of maintenance makes those rooms look dirty. Moreover, the HRD of XYZ Hotel said that many complaints arose on work relations, which led to the decision of the employees to leave the company. Ahyari (in Tsani, 2015) states that work environment indicators are employee service, working conditions, and work relationships.

Various information from pre-survey data provides a general picture of work environment, job satisfaction, and turnover intention in a company. Meanwhile, information on the influence of job satisfaction and work environment on turnover intention at XYZ Hotel is not yet known. Therefore, the article tried to conduct research entitled "Understanding Employee Turnover at XYZ Hotel Yogyakarta: The Impact of Satisfaction and Environment."

2   METHOD

The particular research was explanatory research using a quantitative descriptive method. This research was conducted at XYZ Hotel, located at Jalan Urip Sumoharjo Yogyakarta. The research was conducted from February to December 2023.

It used a primary data. Meanwhile, saturated sampling of a non-probability sampling technique was used in the sampling technique. The data was a questionnaire, obtained from collecting questionnaires from 43 employees at XYZ Hotel.

2.1   Operational Definition of Variables

Dependent Variable (Y)
. The dependent variable (Y) is influenced by the independent variable. In other word, it is a variable resulting from the independent variable. In this research, turnover intention is the dependent variable (Y). According to Robbins (2006), Turnover Intention is the number of organizational members who voluntarily or non-voluntarily leave an organization within a certain time. In this research, employee turnover intention is that the employee has the intention to leave XYZ Hotel. The reason was because of several factors within the company. There are three indicators in measuring the turnover intention variable, namely thinking about leaving, looking for alternative jobs, and having the intention to leave the company, Mobley (1978).

Independent Variable (X)

. Job satisfaction
. On the definition of Job Satisfaction, Robbins (2006) define as a universal attitude of an individual towards aspects of his or her job, including cognitive, affective, and evaluative attitudes or reactions, happy or positive emotions from a person's assessment/experience of working in a company. Job satisfaction in this research was the attitude of XYZ Hotel employees towards work and the awards they received. Widodo (2015) stated six indicators of job satisfaction, namely work, salary, superiors, coworkers, work environment, and promotions.

Work environment
. On the definition of Work Environment, Affandi (2021) argues it as everything that exists within a worker and influences an employee's job satisfaction in carrying out their job to achieve the best results in a work environment where the facilities support employees in completing the tasks and job to increase employee performance. In this research, the work environment of XYZ Hotel employees are occurred when they are on duty. Nitisemito (2012) mentions four indicators of the work environment, namely relationships between co-workers, work atmosphere, the availability of work facilities, and relationships between subordinates and leaders.

3   FINDING AND DISCUSSION

3.1   Analysis of Descriptive Statistical

Table 4. Analysis of Descriptive Statistical

	N	Min	Max	Mean	Std. Deviation
Job Satisfaction	43	53	75	64,44	5,01
Work Environment	43	43	60	52,16	3,94
Turnover Intention	43	11	28	19,26	3.90

Analysis Results of Descriptive Statistical on Variables of Job satisfaction

. Based on Table 4, it shows 53 as a minimum value and 75 as maximum value. Meanwhile, the mean is 64.44. The standard deviation is 5.01. The mean score of 64.44 indicates that 43 employees had an average level of Job Satisfaction of 5.01.

Analysis Results of Descriptive Statistical on Work Environment Variables

. The analysis results of descriptive statistical on work environment variables show 43 as minimum value and 60 as maximum value. Meanwhile, the mean score is 52.16. The standard deviation is 3.940. The mean score of 52.16 indicates that 43 employees had an average level of profitability of 3.940.

Analysis Results of Descriptive Statistical on Company Size Variables (Total Assets)

. The analysis results of descriptive statistical on the variable of profitability show 11 as minimum value and 28 as maximum value. Meanwhile, the mean is 19.26. The standard deviation is 3.9. The mean score of 19.26 indicates that the 43 employees had an average level of profitability of 3.90.

Normality Test

Table 5. Result of Normality Test

One-Sample Kolmogorov- Smirnov	Asymp. Sig. (2-tailed)	Conclusion
Unstandardized Residual	0,286	Normal

The normality test used SPSS and the asymp.Sig. (2-tailed) or p-value is 0.286. This means the value is higher than 0.05. So, the data has a normal distribution.

Linearity Test

Table 6. Result of Linearity Test

Variable	*Tolerance*	Conclusion
Job Satisfaction	0,496	Found a linear relationship
Work Environment	0,279	Found a linear relationship

Table 6 showed the results of the linearity test that the variable of job satisfaction and work environment have a significance value higher than 0.05 (sig>0.05). This shows a linear relationship between the independent and the dependent variable, which means the relationship between the dependent and independent variables is a straight line.

Heterescedasticity Test

Table 7. Heterescedasticity Test

Variable	Significant	Conclusion
Job Satisfaction	0,892	Non Heteroscedasticity
Work Environment	0,807	Non Heteroscedasticity

Table 7 shows the heteroscedasticity test, that the significance value of the variable of job satisfaction is 0.892. Meanwhile, the work environment variable is 0.807. And the company size variable is 0.935. These results are above the 0.05 or 5% level. Thus, the heteroscedasticity has not found in this research's regression model.

Multicollinearity Test

Table 8. Multicollinearity Test

Variable	*Tolerance*	VIF	Conclusion
Job Satisfaction	0,765	1,308	Non Multicollinearity
Work Environment	0,765	1,308	Non Multicollinearity

Table 8 shows that the job satisfaction and work environment variables have a tolerance value of >0.1, namely 0.765 and a VIF value of <10, namely 1.308. Then, the multicollinearity does not found in this regression model because the independent variables are not correlated.

3.2   Hypothesis Test

Multiple Linear Regression Test

Table 9. Multiple Linear Regression Test

Variable	Unstandardize d Coefficients		t	Sig.
	B	Std. Error		
(Constant)	94.000	7.421	12	0,090
Leverage	0,044	0,016	2,844	0,009

Based on table 8, the analysis results was used to create a multiple linear equation, as follows:

$$Y = 94.000 \; -0,183 \; X1 – 0,771 \; X2 + e$$

Where :
Y = Turnover Intention
X1 = Job Satisfaction
X2 = Work Environment

The intrepretation of multiple linear regression equation are:
a. The constant value of Turnover Intention (Y) is 94,000. A positive constant can be interpreted as an influence between the dependent and independent variables, which shows the variables X1 and X2 have the same value of 0, namely job satisfaction and work environment. Then, the turnover Intention value is 94,000.
b. The regression coefficient value for Job Satisfaction (X1) is - 0.183 that job satisfaction has decreased by 1 point. So, the constant turnover intention has decreased by -0.183. The negative sign on the job satisfaction variable shows the influence in the opposite direction between the dependent and the independent variable.
c. The Work Environment regression coefficient value (X2) is - 0.771 that the work environment has decreased by 1 point, so constant turnover intention has decreased by -0.771. The negative sign on the work environment variable shows the influence in the opposite direction between the dependent and the independent variable.

F-Test

Table 10. F-Test

Model	F	Sig.
1	3,558	0,028

Based on Table 10, the F statistical test shows that the value of Fcount is 65,203 and the significance value is 0.001 < (α) 0.05. And, the Ftable value in the F distribution table is 3.214. So the Fcount > Ftable value is 65,203 > 3.214 and sig value. <0.001

<0.05. Then, it found a simultaneous or influence between Job Satisfaction and the Work Environment on Turnover Intention in XYZ Hotel employees. In short, Job Satisfaction and the work environment have an influence. H_o is rejected. H_a is accepted.

3.3   Coefficient of Determination (Adjusted R²)

Coefficient of Determination of Job Satisfaction

Table 11. Coefficient of Determination of Job Satisfaction

Predictors	Adjusted R Square
(Constant),	0,294

Based on Table 11, the coefficient of determination (R^2) is 0.294 that 29.4% of the variation in turnover intention is explained by the independent variables of job satisfaction. Meanwhile, 70.6% of turnover intention is explained by other factors such as the work environment and other factors in other research that are not included in this study.

Coefficient of Determination of Work Environment

Table 12. Coefficient of Determination of Work Environment

Predictors	Adjusted R Square
(Constant),	0,733

Based on Table 12, the coefficient of determination (R^2) is 0.733 that 73.3% of the variation in turnover intention is explained by the independent variables of job satisfaction. Meanwhile, 26.7% turnover intention is explained by other factors such as job satisfaction and other factors in other research that are not included in this study.

Coefficient of Determination of Job Satisfaction and Work Environment

Table 13. Coefficient of Determination of Job Satisfaction and Work Environment

Predictors	Adjusted R Square
(Constant),	0,733

Based on Table 13, the coefficient of determination (R^2) is 0.754 that 75.4% of the variation in turnover intention is explained by the independent variables of job satisfaction and work environment. Meanwhile, 24.6 percent of turnover intention is explained by other factors in other research that are not included in this study.

4   DISCUSSION

4.1   Job satisfaction (H1) has a negative and significant effect on turnover intention

Based on the analysis, the value of beta coefficient (β) is -0.183 and p=0.043. Then, job satisfaction has a negative effect on turnover intention among XYZ Hotel employees. It concluded that the first hypothesis is accepted. The contribution of the influence of job satisfaction to turnover intention is 0.294 or 29.4%. The negative regression coefficient value indicates that if turnover intention decreases, job satisfaction increases.

Job satisfaction evidently has a negative influence on employee turnover intention. When an employee feels low job satisfaction, the turnover intention may increase. This is seen of the variable of job satisfaction descriptive analysis using the dimensions of the job, salary/wages, supervision, co-workers, and promotions. Apart from that, job satisfaction can also be influenced by several factors, including unclear career paths, uncertainty of employee status, and employee salaries.

An unclear career path may also be a factor in an employee's job satisfaction. Employees feel more satisfied when they have a clear understanding of their career progress. Unclear career paths may reduce motivation and morale because employees may feel unsafe in their careers in the future.

Certainty of employee status is an important factor in job satisfaction. If employees feel uncertain about the stability of their jobs, this may create anxiety and discomfort which can reduce satisfaction levels. Employees who constantly feel uncertain about their status may experience a negative impact on psychological well-being. Then, this could lead to stress. And, uncertainty surely can reduce job satisfaction.

Apart from the two factors, finances are another factor in job satisfaction. Financial prosperity is gained through the salaries of the company. The salaries for the employees aim to provide satisfaction to employees regarding the results of their work, with the hope that this level of satisfaction will motivate employees to achieve maximum performance. A good salary rate can improve employees' ability to work. The aim, the vision and mission is achieved and implemented effectively if supported by pleasant and supporting working conditions and employees feel comfortable working at the company. As a result, they are not interested in leaving their jobs.

These findings are appropiate with [13], [14], and [15] that job satisfaction has a significant negative influence on turnover intention. When the employee's job satisfaction is good and high, the turnover intention decreases. If employees feel dissatisfied due to their gain is not commensurate with what they sacrifice, then their turnover intention level will increase.

4.2   Work Environment (H2) has a negative and significant effect on turnover intention

Based on the analysis, the beta coefficient (β) was -0.771 and p=0.001. Then, the work environment has a negative effect on turnover intention among XYZ Hotel employees.

So, the second hypothesis is accepted. The influence contribution of the work environment to turnover intention is 0.733 or 73.3%. The value of negative regression coefficient indicates that if the work environment improves, turnover intention decreases.

The second factor is the work environment. It may be explained as the forces that influence the performance of an organization or company, either through direct or indirect influence. A good work environment make employees feel content to work.

Working environment conditions are considered good if a person can perform optimally, healthily, safely, and comfortably. The work environment that are more comfortable and safe provided by the company will influence the performance of the employee and, of course, influence job satisfaction and reduce employees' intentions to leave the company. Therefore, companies must create a safe and comfortable work environment.

Previous research conducted by [16] found a negative and significant influence between the work environment on turnover intention. Also, research conducted [17] proves that the work environment has a negative and significant effect on turnover intention.

4.3   Job Satisfaction and Work Environment (H3) have a negative and significant effect on turnover intention

Based on the analysis, the beta coefficient (β) on the variable of job satisfaction is -0.183 and p=0.043. Meanwhile, the beta coefficient (β) on the work environment variable is -0.771 and p=0.001. This shows that simultaneously, job satisfaction and the work environment have a negative effect on turnover intention among employees at XYZ Hotel Yogyakarta. In short, the third hypothesis is accepted. The influence contribution of work environment and job satisfaction to turnover intention is 0.754 or 75.4%.

Turnover intention is influenced by the level of work environment and job satisfaction. If employees feel happy working in a positive work environment, they will focus on their work and reduce turnover intentions. Employees who are satisfied with their work, have good relationships with their superiors and co-workers, and receive a regular salary every month will not look for another job. These circumstances can contribute to the stability and retention of employees within the company.

The research is consistent with previous research [18] that work environment and job satisfaction simultaneously influence turnover intention. There is a significant influence with the proposed hypothesis that they have a significant negative effect on the level of turnover intention. Then, the hypothesis is accepted.

5   ONCLUSION AND SUGGESTION

5.1   Conclusions

- Job satisfaction has a significant negative effect on the turnover intention of employees in XYZ Hotel Yogyakarta. This is proven by the beta coefficient (β) of -0.183 and p=0.043. The contribution of the influence of job satisfaction to turnover intention is 29.4%. It shows that job satisfaction has a negative and significant effect on turnover intention among employees in XYZ Hotel. In short, the first hypothesis is accepted.
- The work environment has a significant negative effect on turnover intention among employees in XYZ Hotel. This is proven by the beta coefficient of (β) -0.771 and p=0.001. The contribution of the influence of the work environment to turnover intention is 73.3%. It shows that the work environment has a negative and significant effect on turnover intention among employees in XYZ Hotel. In short, the second hypothesis is accepted.
- Job satisfaction and work environment have a significant negative effect on turnover intention among employees in XYZ Hotel Yogyakarta. This is proven by the beta coefficient (β) on the variable of the beta coefficient (β) on the job satisfaction variable of -0.183 and p=0.043. And, the beta coefficient (β) on the work environment variable is -0.771 and p=0.001. The contribution of the influence of job satisfaction and work environment to turnover intention is 0.754 or 75.4%. This shows that job satisfaction and the work environment have a negative and significant effect on turnover intention among employees in XYZ Hotel. In short, the third hypothesis is accepted.

5.2   Suggestions

XYZ Hotel Yogyakarta

- . Based on the conclusion, the variable of Turnover Intention in the statement "I often think about quitting my job" obtained the lowest score (85) on the turnover intention questionnaire (85). Therefore, the leadership of XYZ Hotel Yogyakarta should always provide support and motivation and establish good communication with employees through gathering and seminar activities. The purpose is that employees do not feel bored and feel cared for by their superiors. Thus, it fosters a sense of mutual belonging between employees and the company. It is hoped these steps will make employees feel comfortable and consent at work
- Based on the conclusion, the variable of Job Satisfaction in the statement "Salary refers to employee performance and contribution" received the lowest score (175) from the job satisfaction questionnaire. Therefore, the leadership of XYZ Hotel should always provide salaries following the contribution of the employees through providing allowances/ incentives to employees or giving rewards to the best

employees every month. It is hope employees feel they are receiving attention from their superiors. Thereby fostering a sense of mutual belonging between employees and the company. It is hoped that these steps will make employees feel comfortable and content at work.

- Based on the conclusion, the variable of work environment in the statement "lighting in the company is adequate" received the lowest score (178) from the work environment questionnaire. Therefore, the leadership of XYZ Hotel should provide an adequate facilities and create a comfortable work environment and for employees to complete each job to make them feel comfortable and safe at work. These steps are expected to reduce the turnover intention that occurs at XYZ Hotel Yogyakarta.

For Further Researchers

- .Examining the impact of control variables on turnover intention, and involving other variables such as conflict between work and family and career development, because previous research has shown that these variables have an influence on turnover intention.
- Design a research framework by including conditional variables as moderating variables to find out variables that increase or decrease employee performance.

6   ACKNOWLEDGEMENT

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