THE INFLUENCES OF JOB SATISFACTION AND JOB PERFORMANCE TO EMPLOYEE TURNOVER INTENTION AT HOTEL YUTA MANADO

PENGARUH KEPUASAN KERJA DAN PERFORMA KINERJA DENGAN NIAT PINDAH KARYAWAN PADA HOTEL YUTA MANADO

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Abstract: *This research purposing to know the influence of job satisfaction and job performance to employee turnover intention and was to find out whether there is significance influence between job satisfaction and job performance to employee turnover intention in Manado Yuta Hotel. The method of this research is saturated sampling and the data is obtained from questionnaire that distributed to the employee of manado yuta hotel. The analysis method are multiple regression analysis, statistical f test, statistical t test and test of the classical assumption. This research collects data from 21 respondents and the results show that job satisfaction significantly influence to turnover intention with Adjusted R Square 0,355 or 35,5%, while 64,5% from other factors. This research make conclusion that the result showed that job satisfaction have positive influence on turnover intention. However, job performance is showed not significantly on turnover intention. Therefore, the company should attempt to increase job performance to improving employee skills with supervision.*

Keywords: *job satisfaction, job performance, turnover intention*

Abstrak: *Tujuan penelitian ini untuk mengetahui pengaruh kepuasan kerja dan performa kinerja kepada niat pindah karyawan dan untuk mengetahui apakah ada pengaruh signifikan antara kepuasan kerja dan performa kinerja dengan niat pindah karyawan di Hotel Yuta Manado. Metode penelitian ini adalah saturated sampling method dan data yang diperoleh dari kuesioner yang dibagikan kepada karyawan hotel yuta manado. Metode analisis yang digunakan adalah analisis regresi berganda, uji f statistik, uji t statistik dan uji asumsi klasik. Penelitian ini mengumpulkan data dari 21 responden dan hasilnya menunjukkan bahwa kepuasan kerja berpengaruh signifikan terhadap niat pindah dengan Adjusted R Square 0.355 atau 35,5%, sedangkan 64,5% dari faktor-faktor lain. Penelitian ini membuat kesimpulan bahwa hasil menunjukkan bahwa kepuasan kerja berpengaruh positif terhadap niat omset. Namun, performa kinerja yang menunjukkan tidak signifikan pada niat pindah karyawan. Oleh karena itu, perusahaan harus berusaha untuk meningkatkan performa kinerja untuk meningkatkan keterampilan karyawan dengan pengawasan.*

Kata kunci: *kepuasan kerja, performa kinerja, niat pindah karyawan*

INTRODUCTION

Research Background

The success or fail of an organization always be associated with a manager or leader of the organization. In other words, leadership is a key element in determining the effectiveness and the level of productivity of an organization. Job satisfaction and work performance of the employees within an organization is becoming vital concern for the organizational management and thus to achieve goals and objectives. In recent times, due to changes in organizational management approaches such as changes in organizational structures and cultures because of competitiveness in the market in which they are operating its business, leading to focus on the job satisfaction and performance of the employees within the organization.so what the managers do is a making employees have spirit work. Managers play an important role in improving job satisfaction. They must understand working system, know how to plan, organize, solve problems, and make decisions. Therefore a manager should be able to increase productivity to achieve job satisfaction of employees.

Employees who are satisfied with what they have learned from the manager or the company will give more than what is expected and it will continue trying to improve their performance. The other way employee work satisfaction low, tend to see the work as boring job, so he was forced to work with. For it is the necessity for managers and companies to identify any factors which makes a disgruntled employee working in the company, With the achievement employee satisfaction, productivity will increase. Low job satisfaction can be seen from the increase in turnover. Job satisfaction can be attributed to high turnover low employee. While employees are less satisfied tend to be turnover. Such as unexpected salary, cannot adapt to work environment, job offers from other hotels and was wrong a cause because the manager unable to understand the condition employees who make mistakes in their work that often occurs conflict, it is caused also by not good managers in fostering good relations with its employees. Not as good as a result of the relationship between the employee and the manager eventually decreased employee satisfaction, thus impacting resigned employees from job, there are still non-technical problems of managers often be moody that sometimes when the mood The manager was not good, managers often behave poorly in work such as looking for faults to its employees, tend to impose his will, and love to much orders.

The manager also sometimes difficult interact with employees as well, indicating a relationship with employees are still not good. It certainly will affect the performance of employees, relationships with employees is also the company's productivity and of course his leadership became ineffective. Employee satisfaction can be influenced by a fair remuneration and decent, proper placement in accordance with the expertise, severity jobs, atmosphere and work environment and is influenced also by the attitude leadership and relationship with the leader. In the research object is in Yuta hotel employee satisfaction still main problem.

Research Objectives

The objectives of this research are to know:
1. Do job satisfaction and Job performance influence employee turnover intention in hotel Yuta Manado, simultaneously?
2. Does job performances, influence employee turnover intention of Hotel Yuta Manado, partially?
3. Does Job Satisfaction influence employee turnover intention, Hotel Yuta Manado partially?

THEORETICAL FRAMEWORK

Job Satisfaction

When employees are hired, they will have a set of needs, wishes and previous experiences which make totally the job expectations. Organization's reactions and responses to these needs will produce negative or positive attitude among personnel toward their job. Actually job satisfaction shows the relation between human expectations and advantages taken from job (Willem,Buelens,Jonghe 2007). According to Pestonejee, job satisfaction can be taken as a summation of employee's feelings in four important areas. These are:

1. Job - nature of work (dull, dangerous, interesting), hours of work, fellow workers, opportunities on the job for promotion and advancement (prospects), overtime regulations, interest in work, physical environment and machines and tools.
2. Management supervisory treatment, participation, rewards and punishments, praises and blames, leaves policy and favoritism.
3. Social relations – friends and associates, neighbor, attitudes towards people in community, participation in social activity, sociability and caste barrier.
4. Personal adjustment - health and emotionality.

Job Performance

The most vital problem in a company is its Job Performance. This made researchers to research more and more (Shokrkon et al 2001). They believe that performance is total expectation of organization from separate behavior samples of each person during specific period of time (Motowidlo, 2003). Job performance is a set of behavior which person show in relation to his job or, in other word, amount of efficiency gained due to the person job type training, producing or servicing (Rashidpoor, 2000)

Turnover Intention

Aside the cost of investment in employees, with globalization, which is heightening competition, organizations must continue to develop tangible products and provide services, which are based on strategies created by employees (Ongori, 2007).

Human Resource Management

(Flippo 2007), human resource management is the planning, organizing, directing and controlling of the procurement, development, resources to the end that individual and societal objectives are accomplished. This definition reveals that human resource (HR) management is that aspect of management, which deals with the planning, organizing, directing and controlling the personnel functions of the enterprise. Lindmark & Önnevik (2006) gives the most recent definition stating that HRM is about developing the employees' abilities on the basis of each and everyone of their unique conditions.

Previous Research

Iqra Saeed,Waseem and Sikander (2014) Job performance is an individual's ability to perform certain tasks. Employees feeling of pleasure with his/her job is job satisfaction. Job satisfaction is the difference between the employees expected benefit and the benefit which he/she actually receive. Higher the difference between expected benefits and actual benefits will result in higher turnover intention. The organizations should work to minimize this difference to make their employees more satisfied to reduce their turnover intention. Our study is that when the employees are more satisfied they retain their entity but if they are not satisfied they leave the organization. There is a significant negative relationship between leader membership exchange and the turnover intention. If the flow of information between leader and members are more fluent they will be more satisfied with their job and their intention of turnover will be lower. High information exchange between leader and follower generates loyal relations and the employees with effective relationships with seniors are also treated on preferential basis. The organizations should work to increase relationship between the leader and members so that they may understand each other and the result in lower turnover intention of employees. If the relationship between leader and members is poor the employee's turnover intention will be motivated.

Research Hypothesis

The hypotheses of this research are:

H_1 : Job Satisfaction and Job Performance have significant influence on Employee Turnover in Hotel Yuta Manado, simultaneously.

H_2 : Job Satisfaction has significant influence on Employee Turnover in Hotel Yuta Manado, partially.

H_3 : Job Performance has significant influence on Employee Turnover in Hotel Yuta Manado, partially.

RESEARCH METHOD

Type of Research

This research uses causal research because it will determine and investigate the influences of job satisfaction and job performance on employee turnover intention, this research methodology utilized in this study was survey research and the Multiple Regression was used to analyse the data.

Place and Time of Research

This research will be held in Manado City between two months, from October to November 2015. The researcher will take respondents in Hotel Yuta Manado located in santu joseph street.

Conceptual Framework
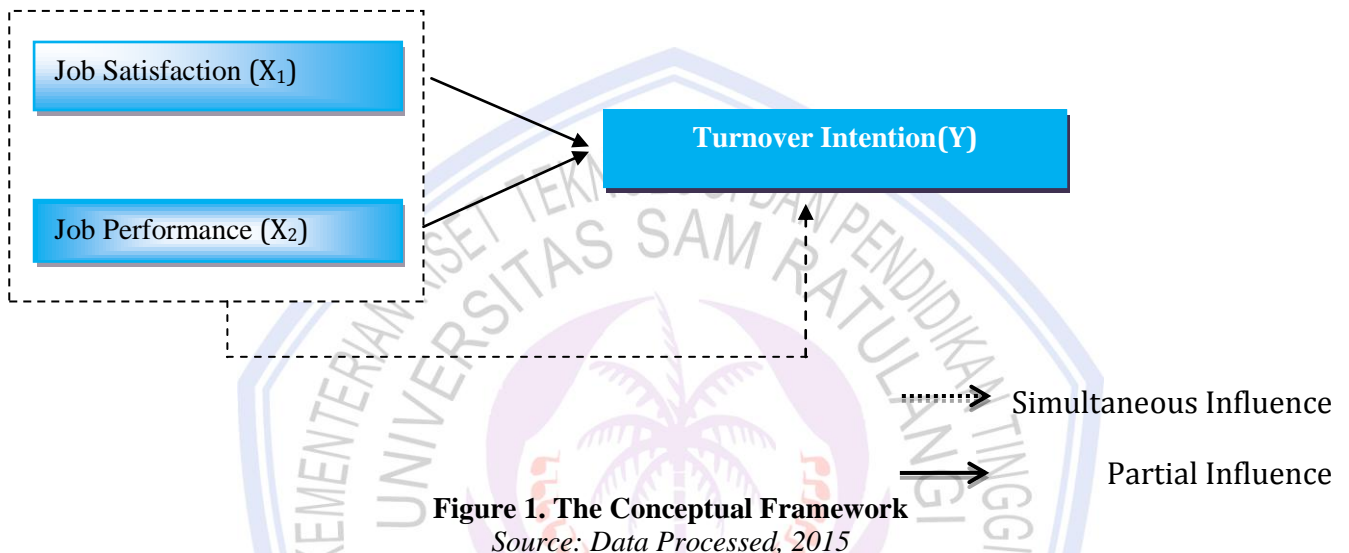
Figure 1. The Conceptual Framework
Source: Data Processed, 2015

Population and Sample

Sekaran & Boogie (2009:262), Defined that sample is a part of population. The sampling technique of this research is Saturated sampling technique that is determine the sample based on the research choice and saturated sampling technique that determine the sample based on the criteria. Therefore, researcher chooses 21 respondents from employees at Hotel Yuta Manado.

Data Collection Method

The source of data can be from primary and secondary sources. Primary data is data originated by the researcher specifically to address the research problem. The researcher obtains primary data from results of survey and questionnaires.

Operational Definition and Measurement of Research Variables

1. Job Satisfaction (X_1)

   The intention of investigating employee job satisfaction is therefore a step toward creating a healthy psychological contract for people at work (Schermerholn JR, 1996, who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304)

2. Job Performance (X_2)

   John P. Campbell describes job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables.

3. Turnover Intention (Y)

When the employees are not satisfied with their jobs and organizations do have not trust in their employees the employees intention towards turn over will be greater, they will leave the organization and the duration of their job will be smaller (Jeffrey, 2007).

Data Analysis Method
Validity and Reliability Test

The reliability of a measure is established by testing for both consistency and stability. Consistency indicates how well the items measuring a concept hang together as a set,Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran and Bougie 2009). The validity test is the degree to which a test procedure accurately measures what it was designed to measure. Zikmund (2003) Stated that validity is the ability of a measure to measure what it is supposed to measure. If it does not measure what it is designated to measure, there will be problems. Constructing validity is the assesment of validity (truth that an item is measuring something that actually measurement) based on the pattern of linkages between items that measure the questions.

Multiple Regression Analysis Model

Sekaran and Bougie, (2009:350), stated that multiple regression is a statistical technique that simultaneously develops a mathematical relationship between two or more independent variables and an interval - scaled dependent variable. Once gathered the data from the field, the next step to analysis the data and solving the problem using Multiple Regression Method, it also to test the hypotheses that have been stated. The data then inserted into the statistical tools SPSS 23. This method has been chosen to measure the influences of job satisfaction and job performance to employee turnover intention (Case Study: Hotel Yuta Manado)

RESULT AND DISCUSSION

Result
Validity and Reliability

The value of Corrected Item - Total Correlation with SPSS 23 of the indicators are all above the acceptance limit 0.5, therefore the research instrument is valid. The Reliability test is done by looking at the *Alfa Cronbach* value, in this research the value of Alfa Cronbach is 0.715, which is above the acceptance limit of 0.6, therefore the research instrument is reliable.

Multiple Regression Analysis Model

Multiple Regression Analysis is a statistical technique that simultaneously develops a mathematical relationship between two or more independent variables and an interval - scaled dependent variable.

Classical Assumption Test

Table 1. Multicollinearity

Coefficients[a] Model

	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Women Leadership	.894	1.118
Organizational Culture	.894	1.118

a. Dependent Variable: Turnover Intention

Source: SPSS 23, 2015

The tolerance value of job satisfaction 0.894 and job performance is 0.894, which are more than 0.02. The VIF value of job satisfaction is 1.118, and job performance is 1.118, which are less than 10 show that the model concluded to be free from multicollinearity.

Heteroscedasticity

Heteroscedasticity occurs of the dots form certain patterns. In this research the dots spreading above and below of zero point in ordinate. This is proved that there is no heteroscedasticity in this regression.

Normality

Normality test can be identifying by using graph of P-P Plot. The data will distribute normally if the value of P-P Plot is near diagonal line of the graph. The dots are spreading near the diagonal line and follow the direction of the diagonal line. Therefore the normality test is completed.

Multiple Regression Analysis

Table 2. Multiple Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,036	1,566		.662	,517
Job_Satisfaction_X_1	,488	,190	,488	2,569	,019
Job _Performance_X_2	,301	,193	,296	1,557	,137

Source: SPSS 23, 2015

The result on R with the result of 0.648 indicates that there is a relationship between all of the variables with Turnover Intention and with R^2 of 0.419 which means that 41% influenced from the whole variables while the rest 59% is influenced by other factors that are not included into this research.

Hypothesis Testing

Table 3. F – Test Result

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.035	2	2.017	6.502	.007[b]
	Residual	5.584	18	.310		
	Total	9.619	20			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Job Performance, Job Satisfaction
Source: SPSS 23, 2015

At the level of significant of 0.05 (α=0.05) the F_{table} from F distribution table is = 3.550, while the value of F_{count} from the table 4.12 is 6.502. Since f_{count} =6.502 > f_{table} = 3.550 then H_0 is rejected and H_a is accepted. It means all the independent variables which are Job Satisfaction (X1) and Job Performance (X2) simultaneously influence the dependent variable Turnover Intention (Y) significantly. Thus, hypothesis 1 is accepted.

Table 4. T test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.036	1.566		.662	.517		
	Job Satisfaction	.488	.190	.488	2.569	.019	.894	1.118
	Job Performance	.301	.193	.296	1.557	.137	.894	1.118

a. Dependent Variable: Turnover Intention
   Source: Data Processed, 2015

Table 4, also shows that t_{count} value for X2 is 1.557 and the value of t_{table} ($\alpha = 0.05$) is 1.734. Thus $t_{count} = 1.557 < t_{table} = 1.734$, then H_0 is accepted and H_a is rejected. It means that the variable Job Performance has not a significant influence partially on turnover intention.

Discussion

The influence of job satisfaction on turnover intention is match to the hypothesis testing result (H_1). The hypothesis result of Job Satisfaction shows that t value 2.569 is more than t table 1.734 means that Ho is rejected and Ha is accepted. It means that hypothesis H_1 Job Satisfaction has a significant influence partially on Turnover Intention. This result statistically proves that Job Satisfaction has positive influence on Turnover Intention partially. Job satisfaction as a variable has influence on turnover intention at Hotel Yuta Manado because as a company on tourism sector, the company really depends on job satisfaction through motivation so the employee can working more effectively, they stressed that money is not the only motivator as there are other incentive which can serve as motivators.

The outcome of this study supports that of Adeyinka et al 2007 who stated that one way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. The hypothesis result of job performance shows that t value 1.557 is below than t table 1.734 means that Ho is accepted and Ha is rejected. It means that hypothesis H_2 Job Performance has not a significant influence partially on Turnover Intention. Job Performance H_2 has a positive influence but it has not a significant influence partially on Turnover Intention. As a symbolic figure employee already aware with the company through job performance. This result support previous research conducted by (Iqra Saeed et al 2014) if job performance of the employee is not better it will increase the intention of employees to leave the organization and dissatisfaction decreases.

CONCLUSION AND RECOMMENDATION

Conclusion

The conclusion of this research are:
1. Job Satisfaction have significant influence simultaneously on turnover intention.
2. Job Performance positively but not significantly on turnover intention at Hotel Yuta Manado.
3. Job Satisfaction has significant influence partially on turnover intention at Hotel Yuta Manado.

Recommendation

The recommendations that can be given in this research are:
1. In order to decrease Turnover Intention, the company should take more focused in improving employee motivation. Because based on the questionnaires data that filled out by the employees of Hotel Yuta Manado, employees had no motivation to the work that they are doing. For example with the reward motivation or promotion, it will decrease the employee turnover intention much better.

2. The result of R^2 shows that there are any other variables that have to be considered in this research. Further research should add other variables that can influence the employee employee turnover intention, because the better the employee performance will influence the company productivity.

3. It is better for company to improve the job satisfaction and job performance activities because both of variables have significant influence on turnover intention at Hotel Yuta Manado. But it is better for company to look again the job performance even the result is not significant because of the possibility of errors in the distribution of job performance.

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