

## Analysis of The Factors that Affect Employee Turnover Intention at Travelodge Hotel Batam

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**Abstract—** The study aims to determine the analysis of factors influencing Turnover Intention employees at Hotel Travelodge Batam. This research is a quantitative descriptive type with a factor analysis method aimed at seeing the factors affecting Turnover Intention in the Hotel Travelodge Batam. The population in this study is all employees amounting to 52 people, the sample in this study is with non-probability sampling technique with a total saturated sample of 52 people. Data analysis techniques using SPSS version 16.00. The results of this study showed a simple linear regression hypothesis test obtained  $F_{5,418}$  with sig.  $0.000 < 0.05$ , then the variable factors that influence can explain the turnover variable intention employees significantly, with the value of R Square of 0.419. This means that the factors influencing the turnover of intention employees by 41.9% and 58.1% are influenced by other factors. The salary factor has no significant effect on turnover intention. Training factors and work facilities have no significant effect on turnover intention. Leadership factors have no significant effect on turnover intention. The award factor has significant effect on turnover intention. The organizational culture factor has no significant effect on turnover intention. Job satisfaction factor has no significant effect on turnover intention. Based on the results the research researchers suggested to pay more attention to factors that influence employee turnover and further improve job satisfaction, training and work facilities.

**Keywords:** Factor Analysis, Turnover Intention, Employee, Hotel

### I. INTRODUCTION

Human resources in the hotel industry are managed in an organized manner starting from recruitment, selection, placement, training, which will affect future company performance. However this is also undeniable, human resources that have been managed well are not free from various problems. The high level of turnover intention is a problem that is often encountered in organizations, especially in the hotel industry. The high turnover rate is a very important problem, because indirectly high turnover can hinder the work productivity of companies in achieving their goals. Job satisfaction of employees who still live in the company will decrease, and trigger a negative view or get a bad image about the company experiencing turnover.

The high level of turnover intention for employees leaving the Travelodge Batam Hotel per year can be seen from the annual turnover of employees who leave. The phenomenon of finding this problem is due to the desire to move to another place driven by problems encountered by employees in their work environment. This can be seen from the slow pace of the work system due to frequent employee changes. The problem that occurs here is

the high workload of employees who still live at the Travelodge Batam hotel, and it causes many employees to complain while working and employees also show lazy behavior or attitudes at work.

The higher the turnover intention, the more frequent employee turnover occurs. And this will hurt the company. If this turnover intention is allowed, it will certainly have a negative effect on the company, such as a decrease in employee performance and the transfer of employees to other companies

If an employee leaves the company, he will answer the following problems:

1. The high level of employee turnover intention at the Travelodge Batam Hotel.
2. High employee workload.
3. The presence of employees in and out of employees, which hinders hotel operations.
4. The lack of promotion opportunities for employees who have worked for a long time.

According to (Mobley, 2012) the factors that affect turnover intention are organizational culture, leadership style, compensation, job satisfaction,

career, environmental aspects. The hotel industry which is the object of this research is the Travelodge Batam Hotel. There are factors that affect employee turnover intention, it is hoped that the company can retain its employees, so that the turnover intention rate in the company decreases. The decrease in turnover intention can properly control the operation of operations. This research focuses on six variables which are the factors that influence turnover intention, namely organizational culture, leadership style, compensation, job satisfaction, career, and other job alternatives.

The formulation of the research problem is: 1) What factors cause employee turnover intention at the Travelodge Batam Hotel? 2) How much do these factors effect on employee turnover intention at the Travelodge Batam Hotel?. Whether or not the influence of these factors is significant on employee turn over intention at Travelodge Hotels based on a significant level that is smaller than 0.05

## II. METHOD

### A. Research purposes

the purpose of this research is: 1) Analyze what factors are the cause of employee turnover intention at the Travelodge Batam Hotel. 2) Analyze how much do these factors have influence on employee turnover intention at the Travelodge Batam Hotel.

### B. THEORETICAL BASIS

#### 1. Turnover Intention

According to (Rivai ,2011: 238), "Turnover intention is a desire to quit working voluntarily from one place to another". It can be concluded that turnover intention is the desire to leave a job either voluntarily or not, and an intention arises to find a job according to one's own wishes.

Turnover is the tendency or intensity of individuals to leave the organization for various reasons and among them the desire to get a better job, (Hasibuan, 2011)

#### 2. Organizational culture

The values of a strong organizational culture can create an environment that is conducive to building and improving quality in a sustainable manner. Adhesives that can unite a company to be united. Organizational culture is a set of value systems, norms that have long been valid, agreed upon and followed by organizational employees as a code of conduct and solving organizational problems (Sutrisno, 2010).

#### 3. Leadership Style

According to (Griffe and Hom, 2010), research identifies the factors that affect turnover intention, one of which is leadership style.

#### 4. Compensation

According to (Hasibuan, 2011: 118) compensation is income in the form of money and goods, either directly or indirectly, received by employees in the form of compensation for services provided to the company.

#### 5. Satisfaction Work

According to (Wibowo, 2013: 501), job satisfaction will affect the productivity expected by managers, therefore managers must understand employees to increase employee job satisfaction.

#### 6. Career

(Mathis John H. Jackson, in Setyawati, 2013) states that the definition of career is a series of positions related to the work occupied by a person throughout his life.

#### 7. Environmental Aspects

The work environment is the entire tooling and materials faced, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as a group, according to (Sedarmayanti, 2011).

## III. Methodology

This research belongs to the descriptive quantitative type with the causal associative method. The population of this study were all employees of the Travelodge Batam Hotel. Data collection through questionnaires with the help of a Likert scale, (Sugiyono 2013). The analysis technique of this research uses factor analysis and linear regression. Then the analysis requirements test is normality test, multicollinearity, heteroscedasticity and hypothesis testing using multiple linear regression to see the influence of factors that affect employees on turnover intention.

The results validity and Reliability teat of the research from 35 statement indicators were declared valid. By using the software SPSS 16. And the results of the reliability stated that the reliability is greater than 0.60 which is equal to 0.654 which means that all variables are declared reliable.

**IV. RESULT**

**1. Factor analysis**

**Table 1**

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.721
Bartlett's Test of Approx. Chi-Square	521,328
Sphericity Df	190
Sig.	0.000

The KMO and Bartlett Test numbers are 0.721, the significance level is  $0.000 < 0.05$ , so the existing variables and samples can be analyzed further. Regarding the number of factors formed after seeing the MSA, there are 20 indicators, it can be seen the number of factors formed from the following table:

**Table 2**

**Determination Number of Factors**

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative%
1	5,631	28,153	28,153
2	3,016	15,080	43,232
3	1,834	9,171	52,403
4	1,691	8,453	60,856
5	1,191	5,953	66,809
6	1,094	5,468	72,277

Extraction Method: Principal Component Analysis.

**Table 3**

**Analysis Results Matric Factor**

Name Factor	Covered Indicators	Loading Value
1. Compensation factor	X 13 Salary according to work results	0.892
	X14 Leave allowance	0.888
	X15 Health insurance	0.81
	X12 Salary meets daily needs	0.786
	X19 Job as desired	0.452
2. Training and work facilities factors	X21 Employee training	0.899
	X22 Company facilities are complete and feasible	0.795
	X23 Completeness of complete work	0.721
3. Leadership factor	X7 The leader gives direction	0.83
	X8 Joint decisions	0.721
	X6 leader provides work instructions	0.642
4. Award factor	X18 Salary on time	0.824
	X17 Achievement award	0.715
	X16 Bonus	0.553

5. Job satisfaction factor	X11 The leader appreciates subordinates	0.779
	X10 Leader provides challenging jobs	0.665
	X20 Support from colleagues	0.483
6. Organizational Culture Factors	X5 Supporting facilities	0.728
	X1 Two-way communication	0.672
	X24 Promotion is based on work experience	0.484

Based on the table above, it can be seen that there are 6 factors that influence employees in turnover intention at the Travelodge Batam Hotel. The formed factors are named based on the highest loading value in these factors and the meaning of the relationship of each indicator.

**2. Requirements Analysis**

1). Normality test

Based on the normality test with Kolmogrov-Smirnov Test obtained from the table above it can be seen that the KS probability value for all variables, both dependent and independent  $> \alpha 0.5$ , thus it can be said that all variables are normally distributed.

2). Multicollinearity test

From the Coefficient table in the Collinearity Statistics column, it can be seen that the tolerance value is close to number 1 and the VIF value  $< 10$ , this shows that there is no multicollinearity (high correlation) between the independent variables.

3). Heteroscedasticity Test

From the research results it can be seen that the significance of all variables is greater than 0.05, so it can be concluded that the regression model does not occur heteroscedasticity.

4). Hypothesis test

With ANOVA test results regarding employee soft skills and employee performance can be seen in the table below:

**Table 4**  
**ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	193,223	6	32,204	5,418	.000
Residual	267,450	45	5,943		
Total	460,673	51			

From the table above, it is obtained that the F count of the factors affecting employees is 5.418 with a significant 0.000 because the significance is smaller than 0.05, so  $H_0$  is rejected or  $H_a$  is accepted. It means that it can be concluded simultaneously that there is a significant influence

between the variable factors of salary, training and work facilities, leadership, rewards, organizational culture, job satisfaction, on employee turnover intention at the Travelodge Batam Hotel. So that the regression model is significant or acceptable.

**Table 5**  
**Coefficient Table Variable Regression**

Model	Regression Coefficient	Standard Error	The value of t count	Level Sig
Constant	20,543	8,677	2,368	.022
X1 Salary	.009	.174	.050	.960
X2 Training and Work Facilities	-.008	.240	-.035	.972
X3 Leadership	-.243	.285	-.852	.399
X4 Awards	-1,067	.242	-4,417	.000
X5 Job Satisfaction	-.348	.273	-1,277	.008
X6 Organizational culture	-.307	.463	-.664	.510
R = 0.648 F count = 5.418 R2 = 0.419 Level sig = 0.000 Adjusted R Squere = 0.342				

Based on the table above, the multiple regression equation is obtained as follows:

$$Y = 20,543 + 0,009X1 - 0,008X2 - 0,243X3 - 1,067X4 - 0,348X5 - 0,307X6$$

The salary variable (X1) shows statistically insignificant results on employee turnover intention at the Travelodge Batam Hotel. This can be seen from the insignificant salary (X1) of 0.960 > 0.05 with the t value of 0.050. So that the salary variable does not have a significant effect on employee turnover intention at the Travelodge Batam Hotel.

Training and work facilities variables (X2), statistically show insignificant results on employee turnover intention at the Travelodge Batam Hotel. This can be seen from the significant work facility training (X2) 0.972 > 0.05 with a t-score of -0.035.

The leadership variable (X3) statistically shows insignificant results on employee turnover intention at the Travelodge Batam Hotel. This can be seen from the insignificant leadership (X3) 0.399 > 0.05. With the calculated value of -0.852.

The reward variable (X4) shows statistically significant results on employee turnover intention at the Travelodge Batam Hotel. significant award (X4) 0.000 < 0.05. With the t value of -4.417. The hypothesis is accepted. The reward variable has a significant effect on employee turnover intention at the Travelodge Batam Hotel. This shows, every single act of reward given by the Travelodge Batam Hotel to employees will reduce employee turnover intention.

The job satisfaction variable (X5) has a statistically have significant effect on employee turnover intention at the Travelodge Batam Hotel. This can be seen from the significant job satisfaction (X5) 0.008 < 0.05. The t value is -1.277. This shows, any increase in job satisfaction of job satisfaction given by the Travelodge Batam Hotel to employees will reduce employee turnover intention.

The organizational culture variable (X6) has a statistically insignificant effect on employee turnover intention at the Travelodge Batam Hotel. This can be seen from the significant organizational culture (X6) 0.510 > 0.05. With the value of t count the number -0.664.

### V. DISCUSSION

Based on the results of the study, there are six (6) factors that are expected to affect employee turnover intention at Travelodge Batam Hotel, these factors are: salary factor, training and work facilities factor, leadership factor, reward factor, job satisfaction factor and organizational culture factor. This shows that external or organizational factors such as salary, training and work facilities, leadership, rewards and organizational culture are more dominant in influencing employee turnover intention at Travelodge Batam Hotel. These external factors can make employees less satisfied with their work, thus reducing employee performance (Harris, Lavelle, and McMahan 2020).

Furthermore, the results of multiple regression analysis show that among the six factors there are only two (2) factors that have a significant effect, namely the reward factor and the job satisfaction factor.

The reward factor has a regression coefficient of -1.067, so every increase of 1 unit of reward given to employees at Travelodge Batam Hotel will reduce the employee's intention to leave the organization by 1.067 units. Reducing the interest of employees to leave the organization is important for organizational continuity (Kim, N., 2014). For this reason, companies need to give more appreciation to employees who are performing well.

Giving rewards to employees that are not only in the form of material, but can also be in the form of praise, congratulations, as a form of self-actualization for the employee.

While the job satisfaction factor has a regression coefficient of -0.348, thus every 1 unit increase in job satisfaction felt by Travelodge Batam Hotel employees can reduce employee turnover intention by 0.348 units. The satisfaction felt by employees at work can improve employee performance (Sabuhari, R., Sudiro, A., Irawanto, D & Rahayu, M., 2020).

Employees who are satisfied with their work will have more loyalty to the company where they work (Swati, Tanusree, and Piyali 2020), automatically this will reduce the employee's intention to leave the organization.

While the factors of salary, training and work facilities, leadership and organizational culture do not have a significant effect on employee intention turnover at Travelodge Batam Hotel. The results of this study contradict the results of the study (Forendes, Adrian, and Fiza 2020), which states that work facilities have a significant effect on employee intention turnover.

## VI. CONCLUSION

Based on the factor analysis, the factors that influence employees are developed into 35 indicators to see their effect on turnover intention at the Travelodge Batam Hotel. These indicators are analyzed using factor analysis to reduce the data into a data structure that is simple to interpret, so there are 6 factors that influence turnover intention at the Travelodge Batam Hotel. The factors that influence employees on turnover intention at the Travelodge Batam Hotel are as follows:

- 1) The salary factor is the factor that most influences employees, because it has the greatest eigenvalue and variable variability.
- 2) The factors of training and work facilities are in the second place that affect employees.
- 3) The leadership factor is in the third place that affects employees
- 4) The reward factor is in the fourth place that affects employees
- 5) Job satisfaction factor, is in the fifth order that affects employees
- 6) Organizational culture factors are in the last order of the factors that affect employees in making turnover intention at the Travelodge Batam Hotel.

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