EFFORT TO PREVENT AND REDUCE EMPLOYEE TURNOVER INTENTION IN THE HOSPITALITY

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ABSTRACT

Purpose: The loss of skilled workers is one of the negative effects of the high turnover rates that the hospitality sector is currently experiencing. Turnover intention refers to an employee's desire to relocate or quit their position. There are several organizational disruptions brought on by this staff turnover. The purpose of this study is to test a research model empirically by examining how job security, perceived organizational support, and transformational leadership affect the intention to leave a company.

Theoretical framework: This study employs the Social Exchange Theory, which posits that a balanced exchange occurs between two parties, with recipients typically responding positively when the giver provides something valuable. In line with this concept, the research aims to explore how factors such as job security, perceived organizational support, and transformational leadership influence individuals’ inclination to remain in their current employment.

Method/design/approach: Quota sampling, which establishes a quota depending on the percentage of each hotel, is the sample method employed. Analysis employing Partial Least Squares was used in this study. In order to ensure that the computations are spread equally, the analysis's findings determine the proportion of the demographic conditions of each employee respondent at 4-star hotels. Consequently, a total of 176 respondents were gathered from the sampling, comprising 123 male and 53 female employees, with the majority falling between the 20–25 age range.

Results and conclusion: The findings suggest a positive association between the desire to leave a company and factors such as perceived organizational support, transformational leadership, and job security. Interestingly, the results indicate that enhancing job security could potentially decrease the inclination to leave. However, the study did not uncover significant effects of transformational leadership or perceived organizational support on turnover intention.

Research implications: Provide new references in theoretical studies, especially on turnover intention behavior, especially in the hospitality sector.

Originality/value: Establish a new measurement mechanism in an effort to reduce turnover intention using different antecedent variables.

Keywords: Turnover Intention, Transformative Leadership, Perceived Organizational Support.

ESFORÇO PARA EVITAR E REDUZIR A INTENÇÃO DE ROTATIVIDADE DOS FUNCIONÁRIOS NA HOSPITALIDADE

RESUMO

Objetivo: A perda de trabalhadores qualificados é um dos efeitos negativos das elevadas taxas de rotatividade que o setor hoteleiro está a enfrentar atualmente. A intenção de rotatividade refere-se ao desejo de um funcionário de realocar ou abandonar sua posição. Esta rotatividade de pessoal provoca várias perturbações organizacionais. O
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objetivo deste estudo é testar um modelo de pesquisa empiricamente, examinando como a segurança do trabalho, o suporte organizacional percebido e a liderança transformacional afetam a intenção de deixar uma empresa.

Estrutura teórica: Este estudo emprega a Teoria do Intercâmbio Social, que postula que uma troca equilibrada ocorre entre duas partes, com os destinatários tipicamente respondendo positivamente quando o doador fornece algo valioso. Em consonância com este conceito, a pesquisa visa explorar como fatores como a segurança do emprego, a percepção do apoio organizacional e a liderança transformacional influenciam a inclinação dos indivíduos a permanecer no seu emprego atual.

Método/concepção/abordagem: A amostragem de quotas, que estabelece uma quota em função da percentagem de cada hotel, é o método de amostragem utilizado. Neste estudo foi utilizada análise empregando mínimos quadrados parciais. A fim de garantir que os cálculos sejam distribuídos igualmente, os resultados da análise determinam a proporção das condições demográficas de cada funcionário entrevistado em hotéis de 4 estrelas. Dessa forma, foram coletados na amostra um total de 176 entrevistados, sendo 123 homens e 53 mulheres, a maioria entre 20 e 25 anos.

Resultados e conclusão: As descobertas sugerem uma associação positiva entre o desejo de deixar uma empresa e fatores como a percepção de apoio organizacional, liderança transformacional e segurança no trabalho. Curiosamente, os resultados indicam que a melhoria da segurança no emprego poderia potencialmente diminuir a inclinação para sair. No entanto, o estudo não revelou efeitos significativos da liderança transformacional ou suporte organizacional percebido na intenção de rotatividade.

Implicações da pesquisa: Fornecer novas referências em estudos teóricos, especialmente sobre o comportamento intencional do volume de negócios, especialmente no setor hoteleiro.

Originalidade/valor: Estabelecer um novo mecanismo de medição em um esforço para reduzir a intenção de rotatividade usando diferentes variáveis antecedentes.

Palavras-chave: Intenção de Rotatividade, Liderança Transformadora, Suporte Organizacional Percebido.

ESFUERZO PARA PREVENIR Y REDUCIR LA INTENCIÓN DE ROTACIÓN DE EMPLEADOS EN LA HOSTELERÍA

RESUMEN

Objetivo: La pérdida de mano de obra cualificada es uno de los efectos negativos de las altas tasas de rotación a las que se enfrenta actualmente la industria hotelería. La intención de rotar se refiere al deseo de un empleado de reubicarse o abandonar su puesto. Este movimiento de personal provoca diversos trastornos organizativos. El objetivo de este estudio es probar empíricamente un modelo de investigación, examinando cómo la seguridad laboral, el apoyo organizacional percibido y el liderazgo transformacional afectan la intención de dejar una empresa.

Estructura teórica: Este estudio emplea la Teoría del Intercambio Social, que postula que un intercambio equilibrado tiene lugar entre dos partes, con los receptores generalmente respondiendo positivamente cuando el donante proporciona algo valioso. En línea con este concepto, la investigación pretende explorar cómo factores como la seguridad laboral, el apoyo organizacional percibido y el liderazgo transformacional influyen en la inclinación de las personas a permanecer en su trabajo actual.

Método/diseño/enfoque: El muestreo por cuotas, que establece un cuota en función del porcentaje de cada hotel, es el método de muestreo utilizado. En este estudio se utilizó el análisis de mínimos cuadrados parciales. Con el fin de garantizar una distribución equitativa de los cálculos, los resultados del análisis determinan la proporción de las condiciones demográficas de cada empleado entrevistado en hoteles de 4 estrellas. En consecuencia, se recolectó un total de 176 entrevistados, de los cuales 123 fueron hombres y 53 mujeres, la mayoría entre 20 y 25 años de edad.

Resultados y conclusión: Los hallazgos sugieren una asociación positiva entre el deseo de salir de una empresa y factores como la percepción de apoyo organizacional, liderazgo transformacional y seguridad laboral. Curiosamente, los resultados indican que mejorar la seguridad laboral podría disminuir la inclinación a irse. Sin
embargo, el estudio no reveló efectos significativos del liderazgo transformacional o del apoyo organizacional percibido sobre la intención de rotar.

**Implicaciones de la investigación:** Proporcionar nuevas referencias en los estudios teóricos, especialmente sobre el comportamiento intencional de la facturación, especialmente en el sector hotelero.

**Originalidad/valor:** Establecer un nuevo mecanismo de medición en un esfuerzo por reducir la intención de rotación utilizando diferentes variables precedentes.

**Palabras clave:** Intención de Rotación, Liderazgo Transformador, Apoyo Organizacional Percibido.

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1 INTRODUCTION

The hospitality industry related to the waiter industry is one of the largest industries that is growing rapidly and as a driver of the global economy (Kansakar et al., 2019). Hospitality employees must provide good service and a friendly environment to attract guests and tourists (Marimuthu & Ab. Wahab, 2022). In addition to excellent service, in order to be able to compete with competitors, a hotel must show its superiority, such as supporting facilities (Kurniawan & Sutiyanti, 2021). Human resources are one of the drivers of the hotel industry, which is the service sector. Employees are required to have the potential, expertise, knowledge, and ability to face all these challenges if they want to support the effectiveness of service realization (Bagis et al., 2019). Therefore, this industry requires sustainable Human Resource management practices (Gom et al., 2021). Because human resources are an important part of the core competitiveness of every company and are components that cannot be ignored (Jing & Yan, 2022). So the need for investment in the development and empowerment of these resources to ensure the continuity, success, and progress of the business (Maqableh et al., 2023). Bad human resources result in the desire of employees to leave their jobs or called turnover intention (Tambun et al., 2019).

Difficult working conditions in the hospitality industry can be considered a major cause of employees leaving their companies, even the industry itself, if the work does not generate the expected profits (Guzeller & Celiker, 2020). The high turnover rate of the hospitality industry sector has become an important managerial issue (Park & Min, 2020). The high frequency of employee turnover can lead to instability and poor performance in the company (Tocle, 2021). The employee turnover rate at Purwokerto 4 Star Hotel is more than 10% every year. Given the negative effects of turnover intention, organizations should look for ways to
address this problem (Suganda, 2022). In the end, the company can develop appropriate actions and prevent losses both directly and indirectly (Alkadash, 2020).

Turnover intention is the willingness of people to move or leave their current place of work (Maulidah et al., 2022). Behavioral tendencies that drive employees to leave the company and this can lead to an actual turnaround (Falahat et al., 2019). This is important that must be a concern for every company, the company must be able to minimize the turnover rate of intention that is getting higher from time to time (Surya Parwita et al., 2019). One's desire to move or leave must also be caused by things where one feels that the current job cannot meet all the needs of employees In addition, industry turnover can be a breakout response triggered by fear as employees perceive the unstable nature of the hospitality industry as the source of their fear (Popa et al., 2023). One of the main reasons for turnover or turnover intention is the lack or absence of job security (Atiq & Usmani, 2023).

Job security is critical to employee happiness and has a huge impact on exit intentions (Khawrin & Sahibzada, 2023). Organizations can improve job security by implementing fair policies and practices, providing long-term employment contracts, and providing job security guarantees (Khawrin & Sahibzada, 2023). Job security also refers to the level of assurance given to employees that their work is due unwillingly or as a result of reduction or reorganization within the organization (Khawrin & Sahibzada, 2023).

One of the factors that affect a worker's turnover intention is perceived organizational support. Perceived organizational support: a worker's beliefs about how much the organization they work for cares about the well-being of their workers (Rozana & Dwiyanti, 2022). Organizational support comes from the organizational support of employees, which includes moral support, recognition of the importance of employees, and provision of information, training, equipment, and other tools necessary to get the job done (Q. Wang & Wang, 2020). Employees will feel valued by the organization if they support it, which makes them want to reciprocate by doing their best to achieve the company's success (Islamiyati & Sahrah, 2022). If employees have a strong sense of support from the organization, employees will be more likely to show loyalty and a strong sense of belonging (Q. Wang & Wang, 2020). Employees who feel supported by the organization will work harder and better at their jobs. Conversely, if employees do not get support from the organization, they will be passive towards their work and may feel tired, which reduces efficiency in work (Q. Wang & Wang, 2020).

Transformational leaders become one of the factors that influence sales intentions. Transformational leaders can encourage, support, and inspire employees (Mañas-Rodríguez et al., 2020). If managers or leaders can implement a transformational leadership style, employee
loyalty will increase and respect will increase for leaders and subordinates. They will also be motivated to do more work than they expected (Suganda, 2022). A leader must make employees feel comfortable, they are more likely to stay in the organization. However, when a leader makes others suffer, they are more likely to quit (Badawy & Bassiouny, 2014).

This study is very interesting because it has the purpose of knowing how to prevent and reduce turnover intention and this becomes originality in this study. In addition, this study was conducted on hospitality employees who are very rare, there are studies that make efforts to examine the prevention and reduction of turnover intention.

2 THEORETICAL GROUNDS

2.1 SOCIAL EXCHANGE THEORY

Homans (1958) defines social exchange theory as an interaction that involves the exchange of actions, be they concrete or abstract, between at least two parties, that produce favorable or less favorable outcomes, often involving costs. The core principle of this theory, reciprocity, establishes that after receiving favorable treatment, a person is compelled to reciprocate with positive actions (Blau, 1964); (Gouldner, A, 1960). This implies that a person who benefits from the actions of others feels obligated to respond with positive behavior and commitment (Xuecheng et al., 2022).

Eisenberger (2002) found that employees who had strong beliefs in social exchange tended to be more willing to contribute to the organization, perceive higher levels of support from the organization, and exhibit lower levels of absenteeism (Akgunduz et al., 2018). Employee engagement and job satisfaction increase when companies value the benefits and treatment of their members and recognize their contributions and achievements. In addition, when individuals feel psychological well-being and a sense of commitment to the organization due to perceived organizational support, their intention to leave the organization decreases (Jing & Yan, 2022). This desire to move is highly undesirable because it has the potential to harm both the company and the organization. The impact of the intention to move can negatively affect the performance of the organization or company (Murdania & Fachrurrozie, 2022).
2.2 JOB SECURITY AND TURNOVER INTENTION

According to Herzberg (1968), job security is generally characterized as an individual's confidence in his or her job situation, which includes financial, social, and economic stability gained through continuous employment within a particular company or profession (Guberina & Min Wang, 2021). Job security occurs when a worker stays at the same organization without experiencing a decline in seniority, compensation, pension entitlements, and so on (Meltz, 2005). It reflects the individual's confidence in the current job. This is also reflected in daily job satisfaction. Job security seems to exist when a person has a desirable job and the necessary qualifications to run it efficiently (Sokhanvar et al., 2018).

According to Kim and Kim (2020), job security is achieved through the development and implementation of psychological safety policies by human resource management, which instills in employees a sense of belonging and satisfaction with the organization. If a person feels safe in their work environment, they will be more productive. Effective job security gives employees control over a variety of company issues, including reducing the temptation to relocate (Sokhanvar et al., 2018). To achieve long-term benefits, businesses need to assess the significance of factors that can reduce or regulate employee turnover (Srivastava & Agrawal, 2020). One of the situations in which the employee's feelings of insecurity generate a response related to the intention to quit (Atiq & Usmani, 2023) (Atiq & Usmani, 2023) (Falatah et al., 2021).

H1: Job Security has a negative and significant effect on Turnover Intention

2.3 PERCEIVED ORGANIZATIONAL SUPPORT AND TURNOVER INTENTION

Perceived organizational support is measured by the degree to which they believe that the company values their performance and cares about their well-being. Employees will feel support from the company or organization when their compensation is deemed fair, they participate in decision-making, and their boss exhibits positive behavior (Robbins & Judge, 2017). Cropanzano states that a high level of organizational support can improve employee self-identity and motivation (Jing & Yan, 2022). If an employee feels that they are getting support and benefits from their work, they will most likely exhibit positive behaviors and attitudes towards their organization (Akgunduz et al., 2018).

Employees believe that providing more support to the company can reduce burnout and the intention to resign (Q. Wang & Wang, 2020). Organizational attitudes have a direct impact
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on the treatment and performance of employees in the workplace, which in turn will affect their desire to stay with the company and contribute to its progress (Jing & Yan, 2022). Organizational attitudes have a direct impact on the treatment and performance of employees in the workplace, which in turn will affect their desire to stay with the company and contribute to its progress (Q. Wang & Wang, 2020). According to Eisenberger et al. (2002), The stronger the perception of organizational support by employees, the less likely they are to leave the company and look for a new job (Jing & Yan, 2022).

H2: Perceived Organizational Support has a negative and significant effect on Turnover Intention

2.4 TRANSFORMATIONAL LEADERSHIP AND TURNOVER INTENTION

Leadership is defined as the ability to inspire, encourage, and empower personnel so that they believe in the leader's goals and perform well. Transformational leadership requires executives who understand organizational culture and can align it with the company's vision (Xu et al., 2022). The concept of organizational commitment reflects the level of affiliation, dedication, and loyalty of an employee to his organization (Mathu & A.S., 2022) In general, organizational commitment can be defined as the degree of identification and involvement of individuals within an organization (Jufrizen et al., 2022). Transformational leadership is proven to increase organizational commitment and employee trust (Xu et al., 2022). This can happen because a transformational leader pays attention to every individual in the workplace, corrects follower behavior necessary to perform tasks, provides adequate support, and helps them achieve goals (Mathu & A.S., 2022). Leaders who implement transformational leadership practices can shape employees' organizational commitment to a shared vision (Bass & Riggio, 2006; Metaferia et al., 2023). Research by Metaferia et al. (2023) Teachers in 14 secondary schools in Addis Ababa found that transformational leadership influences organizational commitment in an affective, normative, and sustainable manner. Other research conducted by Ramadani Rachmah et al. (2022) and Waskita (2022) support that transformational leadership can increase employees' organizational commitment. However, different research by (Jufrizen et al., 2022) shows that transformational leadership has no effect on organizational commitment.

H3: Transformational leadership has a positive and significant effect on organizational commitment
3 METHODOLOGY

This research was conducted by quantitative methods. In this study, data were collected through a survey method that used questionnaires that were distributed indirectly. This research involved employees of three four-star hotels in Purwokerto, known as Hotel A, B, and C. Hotel confidentiality is protected through the use of unique identification. The study involved 276 employees, with 176 samples calculated using the slovin formula with a margin of error of 5%. Sampling techniques are used, sample quotas are set based on the proportions of each hotel (Suliyanto, 2018). This study was conducted using Square Least Part analysis.

Gender, age, employee status, last education, and last time of employment were included in the sociodemographic and occupation profiles of respondents reported by the researchers. The study used a five-point Likert scale, starting with (1) strongly disagree to (5) strongly agree. To measure transformational leadership, there are six statement items H. Wang et al., (2005) adapted from six indicators (Podsakoff et al., 1990). Next, six items of turnover intention Maulidah et al., (2022) adapted from (Mobley, 2011). Job Security is measured using seven item statements Ernes & M (2023), Perceived Organizational Support is measured using an item of ten items (Eisenberger et al., 2002).

4 ANALYSIS OF RESULTS

The respondents in this study were employees of a 4-star hotel in Purwokerto. The results of grouping the characteristics of respondents are shown in Table 1 below:
Table 1

Demographic

<table>
<thead>
<tr>
<th>Identity</th>
<th>Group</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel</td>
<td>Hotel A</td>
<td>56</td>
<td>31,8</td>
</tr>
<tr>
<td></td>
<td>Hotel B</td>
<td>93</td>
<td>52,8</td>
</tr>
<tr>
<td></td>
<td>Hotel C</td>
<td>27</td>
<td>15,3</td>
</tr>
<tr>
<td>Department</td>
<td>HRD &amp; GM</td>
<td>4</td>
<td>2,3</td>
</tr>
<tr>
<td></td>
<td>Front Office</td>
<td>22</td>
<td>12,5</td>
</tr>
<tr>
<td></td>
<td>Accounting</td>
<td>17</td>
<td>9,7</td>
</tr>
<tr>
<td></td>
<td>F&amp;B Service</td>
<td>32</td>
<td>18,2</td>
</tr>
<tr>
<td></td>
<td>F&amp;B Product</td>
<td>27</td>
<td>15,3</td>
</tr>
<tr>
<td></td>
<td>Engineering</td>
<td>20</td>
<td>11,4</td>
</tr>
<tr>
<td></td>
<td>House Keeping</td>
<td>33</td>
<td>18,8</td>
</tr>
<tr>
<td></td>
<td>Sales &amp; Marketing</td>
<td>11</td>
<td>6,3</td>
</tr>
<tr>
<td></td>
<td>Security</td>
<td>8</td>
<td>4,5</td>
</tr>
<tr>
<td></td>
<td>Purchasing</td>
<td>2</td>
<td>1,1</td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
<td>123</td>
<td>69,9</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>53</td>
<td>30,1</td>
</tr>
<tr>
<td>Age</td>
<td>20 - 25 years old</td>
<td>74</td>
<td>42,0</td>
</tr>
<tr>
<td></td>
<td>&gt;25 - 30 years old</td>
<td>37</td>
<td>21,0</td>
</tr>
<tr>
<td></td>
<td>&gt;30 - 35 years old</td>
<td>28</td>
<td>15,9</td>
</tr>
<tr>
<td></td>
<td>&gt;35 years old</td>
<td>37</td>
<td>21,0</td>
</tr>
<tr>
<td>Employee Status</td>
<td>Permanent</td>
<td>70</td>
<td>39,8</td>
</tr>
<tr>
<td></td>
<td>Contract</td>
<td>106</td>
<td>60,2</td>
</tr>
<tr>
<td>Recent Education</td>
<td>JHS</td>
<td>8</td>
<td>4,5</td>
</tr>
<tr>
<td></td>
<td>SHS</td>
<td>100</td>
<td>56,8</td>
</tr>
<tr>
<td></td>
<td>Diploma (D3)</td>
<td>46</td>
<td>26,1</td>
</tr>
<tr>
<td></td>
<td>Undergraduate (S1)</td>
<td>22</td>
<td>12,5</td>
</tr>
<tr>
<td>Length of Work</td>
<td>1 - 3 years</td>
<td>88</td>
<td>50,0</td>
</tr>
<tr>
<td></td>
<td>&gt;3 - 6 years</td>
<td>48</td>
<td>27,3</td>
</tr>
<tr>
<td></td>
<td>&gt;6 years</td>
<td>40</td>
<td>22,7</td>
</tr>
</tbody>
</table>

The respondents of this study were 176 employees from three 4-star hotels in Purwokerto. The distribution of respondents in each hotel is carried out evenly according to the quota sampling method. The gender of respondents was dominated by men. The age of respondents is dominated by employees aged 20-25 years who are in the F&B Service and Front Office departments. The education level of respondents is dominated by high school / equivalent in supporting sections such as F&B Service, House Keeping, and Engineering. The length of work of most respondents is 1-3 years in the F&B Service department.
Structural Model Analysis

The results of PLS analysis in structural model analysis show an R2 value of 0.171 which shows that the turnover intention variable is influenced by job security, perceived organizational support and transformational leadership by 17.1%.

Reliability and Validity Test

Concurrent reliability tests must score more than 0.5 according to the AVE score. The results state for AVE values on the following variables: Turnover Intention, Job Security, Perceived Organizational Support, transformational Leadership shows that all variables > 0.05. The cornbach alpha and composite reliability values are appropriate because they are greater than or equal to 0.7 so that all variables in the study are declared valid and reliable.

Table 2

<table>
<thead>
<tr>
<th>Construct</th>
<th>Cronbach's Alpha</th>
<th>rho_ A</th>
<th>Composite Reliability</th>
<th>Average Variance Extracted (AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Security</td>
<td>0.950</td>
<td>0.96</td>
<td>0.956</td>
<td>0.642</td>
</tr>
<tr>
<td>Perceived Organizational Support</td>
<td>0.938</td>
<td>0.94</td>
<td>0.947</td>
<td>0.644</td>
</tr>
<tr>
<td>Transformational Leadership</td>
<td>0.848</td>
<td>0.86</td>
<td>0.886</td>
<td>0.565</td>
</tr>
<tr>
<td>Turnover Intention</td>
<td>0.919</td>
<td>0.94</td>
<td>0.936</td>
<td>0.709</td>
</tr>
</tbody>
</table>

Furthermore, hypothesis testing is shown by (table 3)

Table 3

| Hypothesis testing                  | Original Sample (O) | T Statistics (|O/STDEV|) | P Values | Conclusion |
|-------------------------------------|---------------------|----------------|----------|-----------|
| Job Security -> Turnover Intention  | -0.295              | 2.724          | 0.007    | Accepted  |
| Perceived Organizational Support    | -0.053              | 1.446          | 0.656    | Rejected  |
| Turnover Intention                  |                      |                |          |           |
| Transformational Leadership         | -0.109              | 1.293          | 0.197    | Rejected  |
| Intention                           |                      |                |          |           |
5 DISCUSSION

5.1 JOB SECURITY ON TURNOVER INTENTION

The results showed that job security had a negative and significant effect on the turnover intention of 4-star hotels in Purwokerto. This is shown by the original sample value of -0.295 P values are 0.007 < 0.05. This proves that even with good job security, it does not make 4-star hotel employees in Purwokerto want to move to another company. The results showed that there is an effect of job security on turnover intention. That is, when the company has given the best for its employees, the response given by employees to the company is proportional to what is received. So that employees feel safe and have no intention to leave their jobs.

Employees feel secure in their jobs employees do not have the desire to leave their jobs, because there may be other factors that influence it. This is in line with Maqableh et. Al (2023), Falatah et al.,(2021) and Atiq & Usman (2023) which found a negative effect of job security on turnover intention. The results of this study are different from the research Rathakrishnan (2016) which states that job security has no effect on turnover intention in different objects which proves that job security is not in line with efforts to reduce the turnover intention rate directly.

5.2 PERCEIVED ORGANIZATIONAL SUPPORT TOWARDS TURNOVER INTENTION

The results showed that perceived organizational support on turnover intention had a negative and insignificant effect, this was shown by the original sample value of -0.053 with a P value of 0.656, this proves that although perceived organizational support can reduce turnover intention, perceived organizational support has a meaningless influence on turnover intention or is not significant. Although 4-Star hotel employees feel good organizational support, it can still make employees have the desire to leave the company. Although the company has provided positive support, the response given is not in accordance with what was received.

Although employees lack support from their organization, employees do not have the desire to leave, because there are other factors that influence it. Such as the limited educational background of its employees which is dominated by only high school graduates and the average worker aged 20-25 years, because of the difficulty of finding a job with little experience and limited educational background that makes employees still want to work in the company despite the low support provided by the company. These results are in line with research from Herianto
& Yanuar (2021) which shows that perceived organizational support is negatively and insignificantly related to turnover intention. This is different from Hasan's research et al. (2018) Rozana & Dwiyanti (2022), and islamiyati & Sahrah (2022) state that the organization's perceived support has a negative and significant effect on turnover intention.

5.3 TRANSFORMATIONAL LEADERSHIP TOWARDS TURNOVER INTENTION

The results of the analysis showed that transformational leadership had a negative but not significant effect on the turnover intention of 4-Star Hotels in Purwokerto. This is shown by the original sample value of -0.109 and p values (0.197 > 0.05) which prove that leader characteristics are not a problem that has a major influence on employee turnover intention. The results showed that there was an influence of transformational leadership style on turnover intention, but the influence was very small (not significant). Employees of 4-Star hotels in Purwokerto can still have the desire to leave the organization even though their leaders reflect a transformational spirit at work. The results of this study are in line with the research conducted Wanggi et al. (2019) and (Paramita & Hendratmoko, 2021) On different objects that prove that transformational leadership styles are not in line with efforts to mitigate turnover rates directly when there are inconsistencies in leadership roles. This study had different results with (Alkarabsheh et al., 2022; Dewi & Dewi, 2020; Waskita, 2022) which found a negative effect of transformational leadership on turnover intention

6 CONCLUSION

This study examines the effect of job security, perceived organizational support and transformational leadership on turnover intention in 4-star hotels in Purwokerto. The level of job security and organizational support that is felt to be optimal and good turns out to significantly reduce the turnover intention of 4-star hotel employees in Purwokerto. In this study also found perceived organizational support can reduce turnover intention but perceived organizational support has a meaningless influence on turnover intention or insignificant. Although 4-Star hotel employees feel good organizational support, it can still make employees have the desire to leave the company. Although the company has provided positive support, the response given is not in accordance with what was received. Although leaders have inspired, empowered, and paid attention to the needs of organizational members and employees are
satisfied with their work, it cannot significantly reduce turnover intention in 4-star hotel employees in Purwokerto.

The study was conducted on a limited sample size selected by 4-star hotels in Purwokerto. The results may not be generalizable to all 4-star hotels in other cities and other sectors. The study only examined the relationship between job security, perceived organizational support, transformational leadership and turnover intention. In addition, it allows for many other variables that more strongly affect employee turnover intention. Researchers are expected to take more samples and develop research by examining other factors that can affect Turnover Intention in addition to the variables Perceived Organizational Support and Transformational Ledership, because these variables are not significant in influencing Turnover Intention. So a new variable is needed that might be able to reduce the Turnover Intention rate significantly.

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