

## EMPIRICAL EFFECTS OF WORK ENVIRONMENT, JOB SATISFACTION AND WORK ENGAGEMENT ON TURNOVER INTENTION IN HOSPITALITY INDUSTRY

Rian Andriani<sup>\*1</sup>, Disman Disman<sup>\*\*</sup>, Eeng Ahman<sup>\*\*</sup>, Budi Santoso<sup>\*\*</sup>)

<sup>\*)</sup>Universitas Adhirajasa Reswara Sanjaya

Jl. Sekolah Internasional No. 1-2 Antapani, Bandung, Indonesia

<sup>\*\*\*)</sup>Universitas Pendidikan Indonesia

Jl. Dr. Setiabudi No.229, Isola, Kec. Sukasari, Kota Bandung, West Java 40154, Indonesia

**Abstract:** This study aims to analyze the effect of the work environment on turnover intention, by employing the mediating role of job satisfaction and work engagement. A poor work environment is more likely to increase turnover intention, and our study aims to mitigate this effect by using the effects of job satisfaction and work engagement. The study was conducted on hotel employees in Bandung City, West Java, Indonesia. The analytical technique used is the partial least squares method to test the significance of the relationship between research constructs. The results showed that supportive work environment has positive effects on job satisfaction and on employee work engagement. In relation with the effect of job satisfaction, the findings demonstrated its positive and significant influence on employee work engagement. Regarding the turnover intentions, the results found a negative and significant effect of work engagement on employee turnover intention. Mediation analysis reveals the important role of job satisfaction in mediating the relationship between work environment and turnover intention. The conclusion of these findings underscores the role of supportive work environment, increased employee engagement and satisfaction as important antecedents in minimizing turnover intention in the hotel industry. The practical implication for hotel managers is to ensure the active and participatory engagement of employees while remaining focused on creating a supportive and satisfying work environment.

**Keywords:** hospitality, job satisfaction, turnover intention, work engagement, work environment

**Abstrak:** Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja terhadap turnover intention, dengan menggunakan peran mediasi kepuasan kerja dan keterlibatan kerja. Lingkungan kerja yang buruk lebih mungkin untuk meningkatkan keinginan berpindah, dan penelitian kami mencoba memitigasi efek ini dengan menggunakan efek kepuasan kerja dan keterlibatan kerja sebagai variabel mediasi. Penelitian dilakukan pada karyawan hotel di Kota Bandung, Jawa Barat, Indonesia. Teknik analisis yang digunakan adalah metode partial least squares untuk menguji signifikansi hubungan antar konstruk penelitian. Hasil penelitian menunjukkan bahwa lingkungan kerja yang mendukung berpengaruh positif terhadap kepuasan kerja dan keterlibatan kerja karyawan. Hasil penelitian menunjukkan pengaruh positif dan signifikan kepuasan kerja terhadap keterlibatan kerja karyawan. Temuan menemukan pengaruh yang negatif dan signifikan dari work engagement terhadap keinginan berpindah karyawan. Analisis mediasi mengungkapkan peran penting kepuasan kerja dalam memediasi hubungan antara lingkungan kerja dan niat berpindah. Kesimpulan dari temuan ini menggarisbawahi peran lingkungan pekerjaan yang mendukung, peningkatan keterlibatan dan kepuasan karyawan sebagai anteseden penting dalam meminimalkan niat berpindah di industri perhotelan. Implikasi praktis bagi manajer hotel adalah memastikan keterlibatan aktif dan partisipatif karyawan sambil tetap fokus pada penciptaan lingkungan kerja yang mendukung dan memuaskan.

**Kata kunci:** industri perhotelan, kepuasan kerja, niat berpindah, keterlibatan kerja, lingkungan kerja

### Article history:

Received  
7 September 2022

Revised  
10 November 2022

Accepted  
13 January 2023

Available online  
31 January 2023

This is an open access article under the CC BY license (<https://creativecommons.org/licenses/by/4.0/>)



<sup>1</sup> Corresponding author:

Email: [rianandriani.ars@gmail.com](mailto:rianandriani.ars@gmail.com)

## INTRODUCTION

High employee turnover is detrimental for company work ecosystem as it has the potential to cause losses that can affect the cost of employee hiring, decrease in work productivity, employee satisfaction and moral effect on surviving employees (Daud, 2016; Fallatah et al. 2017). Employee turnover still the highest issue in several years and Indonesia is among the countries with the largest number of voluntary turnovers. Turnover presents a dilemma for companies throughout the world. Some estimate that the cost of losing and replacing an employee can equal more than twice the salary of an employee, with costs increasing based on seniority of employees leaving (Tracey & Hinkin, 2008; Tziner & Birati, 1996). High turnover rates cause problems and have a negative impact on organizational performance. Hospitality industry along with banking industry and health industry has the highest level of voluntary turnover in 2012-2016 (Bares, 2017). Some of the specific problems encountered in the hospitality industry are the lack of professional human resources and to find the best composition of human resources. Other problems are related to problems related to the lack of continuous training, skills, knowledge and attitudes at work, as well as frequent conflicts between departments (Andriani et al. 2019; Komariah et al. 2021). HR planning in hotels which is carried out through recruiting, retaining and managing human resources has a very important meaning in hotel development to help increase organizational competitiveness and to set standards in the success of the hospitality industry. (Øgaard et al. 2008; Kalimanzila & Suryanto, 2021). The inability of companies to understand the factors that can cause turnover intention is certainly a precursor to the inability of the hotel industry to offer relevant solutions and programs and make employees more loyal. However, Indonesia is among the five countries with the highest level of voluntary turnover, with a percentage of 15.8%, ranked 4th in the world after Argentina, Venezuela and Romania (Gutmann, 2016).

There are several antecedents that are important to consider in analyzing turnover intention. Brimhall et al. (2014) found that there is a negative relationship between job satisfaction and employee turnover, which means that the lower the level of satisfaction felt by employees, the higher the likelihood they will leave their place of work (Brimhall et al. 2014). Valentine et al. (2011) also confirmed the negative relationship between job satisfaction and turnover intention. In

contrast, high job satisfaction is more likely to increase employee retention. Zhang (2015) also showed similar results, demonstrating that there is a negative and significant effect of job satisfaction on turnover intention (Zhang, 2015). By analysing hospital sector in Southern Italy, De Simone et al. (2018) found that the higher the job satisfaction is, the lower the turnover intention will be.

Previous research has also confirmed the negative relationship between work involvement and turnover intention (Jung et al. 2021). This means that the greater the employee's job involvement, the lower the probability that they will leave the organization. Conversely, employees who are low in their involvement in work tend to be more likely to leave the organization (Memon et al. 2020; Xiong, & Wen, 2020). As a consequence, organizations are required to explore a positive atmosphere at work to create a high level of involvement and prevent detrimental effect of employee turnover (Shuck & Reio, 2014). Previous research have revealed the relationship between work engagement and turnover intention in various business sector. Erdil & Müceldili (2014) provided empirical evidence that showed work engagement is negatively related with employee turnover intention (Erdil & Müceldili, 2014). Shahpouri et al. (2016) found that the high level of employee work engagement will be more likely to significantly decrease turnover intention. Likewise, De Simone et al. (2018) found that there is a negative and significant relationship between engagement on turnover intention.

A work environment in terms of communication, environment, behavior of coworkers was also considered as an important antecedent for turnover, job satisfaction and employee engagement in the workplace. Mano-Negrin & Tzafrir (2004) found that bad work situation is negatively related to turnover intention. Similarly, Diyanti et al. (2017) empirically proven that work situation significantly affects the likelihood of employees to resigning. Polii (2015) revealed that work environment has negative and significant effects on turnover intention. By analyzing telecommunications industry in Indonesia, Irvianti & Verina (2015) showed there is a negative and significant relationships between the work environment and turnover intention (Irvianti & Verina, 2015). Karatepe (2011) stated that employees who are dissatisfied with their work can direct behavior to leave the organization, including finding new positions or resigning. To sum, it

can be stated that there is a positive influence between a supportive work environment on job satisfaction and employee work engagement. On the other hand, a good work environment is negatively related to turnover intention. This means, the better the work environment, the lower the turnover intention. Furthermore, the research framework also presents the formulation of a positive relationship between job satisfaction and work engagement. Based on the literature review, the framework built also presents the negative influence of job satisfaction and work engagement on turnover intention. This means, increasing employee satisfaction and engagement can minimize turnover intentions (Figure 1). In this regard, this study aims to provide empirical evidence regarding the effect of the work environment on turnover intention, by employing the mediating role of job satisfaction and work engagement in hospitality industries in Bandung City, West Java, Indonesia.

## METHODS

The study was conducted in West Java, Indonesia, with a focus of research on front office department employees. Through the explanatory survey method, it can find and analyze the influence of the work environment, job satisfaction, work engagement on turnover intention. The research was conducted in December 2021 to February 2022. According to data from BPS Bandung City in 2017, there are 308 hotels in Bandung with various class variations. The number of employees is estimated at 3.273. By taking the population according to these data, Slovin formula with an alpha level of 5 percent was used to determine the number of samples in this study (Sevilla, 2007).

$$n = \frac{N}{N(d^2) + 1}$$

$$= \frac{3.273}{3273 (0.05^2) + 1} = 356.25 \text{ (rounded to 356)}$$

Information: n (sample); N (population); d<sup>2</sup> (error percentage tolerance)

This research employed a simple random sampling technique. As to collect the data, the distribution of questionnaire was used. This study distributed questionnaire directly to the respondents. The research distributed the questionnaires to 356 employees. It was found out that 201 questionnaires were returned. The response rate obtained thus was 56.46 percent. Further checking found that 13 questionnaires were incomplete. Thus, the final questionnaires eligible in the next testing were 188.

Work environment refers to the atmosphere of an organization where employees do their works. To succeed, organization should design their work environments, for instance. A good working environment in one that comprises all the factors about a job such as the facilities to do the work task, comfortable workplace, safety and absence of noise (Khuong & Vu, 2014). Companies must improve aspects of the work environment to ensure the welfare of their employees (Coomber & Barriball 2007; Wibowo, 2021). Good work environment consists of all factors about work such as facilities for doing work assignments, a comfortable workplace, safety, and the absence of noise (Danish et al. 2013). One of the factors of turnover intention in the workplace is the work environment of the organization which consists of communication in the workplace, the working environment, coworkers and managerial behavior (Mano-Negrin & Tzafrir, 2004; Mufti et al. 2019).

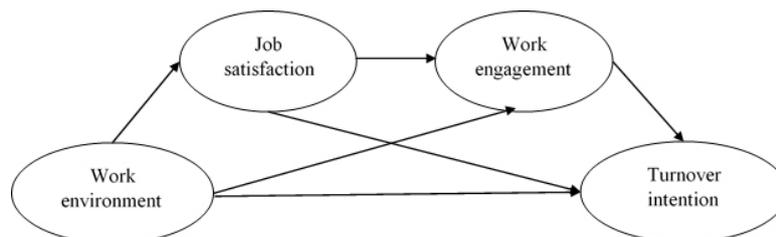


Figure 1. Conceptual Model

Job satisfaction as a pleasant emotional state of employee about supervision, work situations, work assignments, and the conditions of organization as a whole (Yeh, 2014). Someone with a high level of job satisfaction holds positive feelings about their work, while people with low levels hold negative feelings. Employee job satisfaction can be understood as the ability of employees to give opinions about general emotions and forms of their thinking about work and their workplace as a result of comparison with others (Khuong & Vu, 2014). Job satisfaction affects the extent to which an employee intends to leave an organization (Brimhall et al. 2014).

Work involvement is defined as the extent to which the employees are willing to involve their role and concern for work both physically, knowledge and emotionally. This construct is also related with the employee perception on the importance of work and their belief to complete task (Schiemann, 2014; Ayu et al. 2015). Employee engagement means being psychologically present when occupying and performing an organizational role (Kahn, 1990; Fabio et al. 2016). Organizations with high levels of employee engagement are found to perform better financially, reduce their cost bases and increase profits, compared to organizations that have benchmarks with lower engagement rates (Lebledici, 2012; Nurheni et al. 2019). Shuck & Reio (2014) stated that the level of involvement determines employee retention, where employees who are more involved will be more likely to survive. Meanwhile, employees with low engagement levels are more likely to resign. Erdil & Müceldili (2014), Shahpouri et al. (2016), job and personal resources were considered as the predictors of job turnover and work engagement was considered as the mediator variable among predictive and criterion variables. Method: The data of the present study were collected from 208 female nurses who were selected by systematic random sampling. As for the analysis of the collected data, structural equations model, normal distribution method, and Bootstrap method in Macro, Preacher and Hayes (2004); De Simone et al. (2018) stated that a negative relationship was estimated from the effect of work involvement on turnover intention. The employees involved can provide the things that are important for the organization to navigate the turbulent business environment, and in the performance of the organization the best performing employees go beyond HR initiatives and become a key feature of the prevailing culture. In short, engagement is seen as a strategic approach for business that is supported

by policies to drive organizational improvement and change (Beardwel & Thompson, 2017). Schaufeli et al. (2002) provided the engagement dimensions in three items, namely vigor, dedication and absorption. Based on empirical evidence obtained from previous literature, the following hypotheses were proposed:

- H1. Supportive work environment has a positive and significant effect on employee job satisfaction
- H2. There is a positive and significant effect of supportive work environment on employee work engagement
- H3. Supportive work environment has a negative effect on employee turnover intention
- H4. There is a positive and significant effect of job satisfaction on employee work engagement
- H5. Employee job satisfaction has a negative effect on employee turnover intention
- H6. There is a negative and significant effect of work engagement on employee turnover intention

The dimensions of the work environment was adopted from Griffin and Hoyle (2009) consisting of five items that are physical condition, work atmosphere, reward system, sense of safety and the relationships between employees. Job satisfaction has five dimensions by adopting the items from Yeh (2014). The items include the jobs that match the background and abilities, salary, promotion opportunities, supervision and support from colleagues. Moreover, the dimensions include employee engagement include three items of vigorous, dedication and good use of time. The items were adopted with modification from Schaufeli et al. (2002). Lastly, the dimensions of turnover intention was adopted from Mano-Negrin & Tzafirir (2004) only few studies have focused on how occupational health and safety and turnover intentions in the mines. Method The study using a cross-sectional survey design collected quantitative data from the 255 mine workers that were conveniently sampled from the Ghanaian mining industry. The data collection tools were standardized questionnaires that measured occupational health and safety management and turnover intentions. These scales were also pretested before their usage in actual data collection. Results the correlation coefficient showed that a negative relationship existed between dimensions of occupational health and safety management and turnover intention; safety leadership ( $r = -0.33, p < 0.01$  with three items, namely thinking of quitting, intent to search other jobs and intent to quit. The variable measurement was elaborated in Table 1.

Table 1. Variable measurement and questionnaire items

Variable	Reference	Operational Definition	No of items	Items	Scale
Work Environment (ENV)	Griffin & Hoyle (2009)	A set of conditions in the hotel industry in which employees can operate and includes the physical environment, social and psychological factors	5	Physical condition Work atmosphere Reward System Sense of safety Relationships between employees	5-point Likert scale
Job Satisfaction (SAT)	Yeh (2014)	An emotional (pleasant) state of a person, regarding the work situation, supervisor, job duties, and the organization as a whole	5	Jobs that match the background and abilities Salary promotion opportunities supervision support from colleagues	5-point Likert scale
Work Engagement (ENG)	Schaufeli, Salanova, Gon Alez-ro, & Bakker (2002)	A positive and satisfying state of mind related to work in a hotel with the characteristics of strength, dedication, absorption by each employee	3	Vigorous Dedication Good use of time	5-point Likert scale
Turnover Intention (TUR)	Mano-Negrin & Tzafrir (2004)	The tendency of employees to leave the hotel where they work	3	Thinking of quitting Intent to search other jobs Intent to quit	5-point Likert scale

All measures used a 5-point Likert-type scale that ranged from 5 = strongly agree to 1= strongly disagree. To analyze the hypothesis, partial Least Squares (PLS) is used to analyze the data in this study. The PLS method is used to test the significance of the research construct relationship.

## RESULTS

The first analysis is to analyze the loading factor value of each variable item. The results as shown in Table 2 showed that each item in this study has loading factor more than 0.6. The results revealed that the loading factor in this study can be further processed in the next test.

Next, the results described the overall value obtained both inner model and outer model from the overall direction of the influence of research either directly or indirectly from the variable of work environment to turnover intention through the mediating variables of job satisfaction and work engagement. The affirmation for hypothesis testing is by using the value of T-value and the level of significance (p-value) of 0.05. The results can be seen in Table 3.

The first analysis in hypothesis testing is to examine the direct effects among constructs. The results showed that work environment (X) on has a positive effect on job satisfaction (Y1). This is indicated by T-Statistics ( $|O/STDEV|$ ) of 7.611 with p-value of 0.000 (<0.05). This means that the increase in the quality of work environment will be more likely to enhance employee satisfaction. Thus, the hypothesis stating that supportive work environment has a positive and significant effect on employee job satisfaction is empirically supported. Thus, the first hypothesis is accepted. It means that a good and comfortable work environment will increase satisfaction in work (Kurniawaty et al. 2019). Employees who feel comfortable with their work environment tend to work more effectively and enjoy the work process compared to those who feel uncomfortable. This is in line with Khuong & Vu (2014) stating that the work environment aspects have a positive relationship with employee wellbeing. Coomber & Louise Barriball (2007) also showed that work environment is influential in measuring employee job satisfaction.

The next testing is to examine the hypothesis stating a positive and significant effect of supportive work environment (X) on employee work engagement (Y2). The results showed T-Statistics ( $|O/STDEV|$ ) of 3.281 with p-value of 0.001 <0.05. Thus, the second

hypothesis is accepted. This means that the higher the quality of work environment, the higher the work engagement of employee. This is in line with Beardwel & Thompson (2017) showing that high levels of employee engagement are found to improve organizational financial performance, reduce cost base and increase profits, compared to organizations that have benchmarks with lower levels of employee engagement. The findings are also consistent with Turkyilmaz et al. (2011) stating that work environment is significantly related with employee work effectiveness. In addition, providing ergonomically designed workspaces are more likely to enhance thorough wellbeing in work

environment. Work environment also supports the work completion as the places provided higher adaptability to work processes. Moreover, flexible, moveable, and adaptable workspaces, a well-designed work environment also enhances communication and collaboration between employees and departments (Afroz et al. 2021) in developing countries such as Turkey. Design/methodology/approach \u2013 Based on theoretical considerations, a model was proposed linking the employee satisfaction and loyalty (ESL). This is considered effective in improving employee work engagement (Teo et al. 2020; Bhatia & Arora, 2021).

Table 2. Loading Factor of the variable items

Items	Work Environment (ENV)	Job Satisfaction (SAT)	Work Engagement (ENG)	Turnover Intention (TUR)
ENV_1	0.658	-	-	-
ENV_2	0.750	-	-	-
ENV_3	0.697	-	-	-
ENV_4	0.608	-	-	-
ENV_5	0.614	-	-	-
SAT_1	-	0.785	-	-
SAT_2	-	0.610	-	-
SAT_3	-	0.701	-	-
SAT_4	-	0.841	-	-
SAT_5	-	0.603	-	-
ENG_1	-	-	0.655	-
ENG_2	-	-	0.673	-
ENG_3	-	-	0.763	-
ENG_4	-	-	0.824	-
ENG_5	-	-	0.717	-
TUR_1	-	-	-	0.819
TUR_2	-	-	-	0.795
TUR_3	-	-	-	0.675

Table 3. Direct effects

Hypothesis	Original sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Environment (ENV) → Job Satisfaction (SAT)	0.465	0.487	0.061	7.611	0.000*
Work Environment (ENV) → Work Engagement (ENG)	0.321	0.341	0.098	3.281	0.001*
Work Environment (ENV) → Turnover Intention (TUR)	0.155	0.171	0.116	1.341	0.180
Job Satisfaction (SAT) → Work Engagement (ENG)	0.245	0.243	0.087	2.807	0.005*
Job Satisfaction (SAT) → Turnover Intention (TUR)	0.149	0.142	0.121	1.238	0.216
Work Engagement (ENG) → Turnover Intention (TUR)	0.268	0.315	0.095	2.836	0.005*

Note: \*p-value <0.05

The third hypothesis stated that supportive work environment (X) has a negative effect on employee turnover intention (Z). The findings have not been able to empirically prove the hypothesis, indicated by T-Statistics ( $|O/STDEV|$ ) of 3.281 with  $p$ -value of 0.180. As the significance value is higher than 0.05, thus the third hypothesis is rejected. Direct effect showed that there is no significant influence of work environment to turnover intention. This result occurs because of the extent to which employees can feel satisfaction from their workplace and the influence of the work environment on their work tasks. This means that the work environment is considered less influential on employee turnover intentions if it is not accompanied by an attitude of being satisfied or dissatisfied with the environment, and how their work environment can have an impact on lightening or aggravating the workload.

In terms of the effects of job satisfaction (Y1) on work engagement (Y2), empirical findings showed T-Statistics ( $|O/STDEV|$ ) of 2.807 with  $p$ -value of  $0.005 < 0.05$ . This means that the increase in the job satisfaction of employees will be more likely to enhance their engagement in work. Thus, the hypothesis stating a positive and significant effect of job satisfaction on employee work engagement is empirically supported. Thus, the fourth hypothesis is accepted. This means that the more satisfied the employees in their workplace, the higher the engagement is. This result is in line with previous studies. Previous studies have affirmed that work engagement was indicated by a positive, satisfying, and work-related state of mind characterized by strength, dedication and absorption (Sari et al. 2020). Park & Johnson (2019) found that there is a positive relationship between employee satisfaction and work engagement. Karanika-Murray et al. (2015) found that employees who are satisfied with their jobs show energy and dedication to their work and tend to be strongly and positively engaged in their work. Garg et al. (2018) found empirical evidence regarding the positive and significant effect of job satisfaction and work engagement.

Moreover, in examining the fifth hypothesis stating that employee job satisfaction (Y1) has a negative effect on employee turnover intention (Z), the hypothesis testing as shown in Table 2 revealed T-Statistics ( $|O/STDEV|$ ) of 1.238 with  $p$ -value of 0.216. The significance value is higher than 0.05. Thus, the fifth hypothesis is not empirically supported. In terms of the relationship between job satisfaction on turnover intention in hotel

employees, this study empirically found no significant effect of job satisfaction on employee turnover intention. Uhl-Bien et al. (2014) show that dissatisfaction will make employees uncomfortable so that it often appears as a bad attitude, increased absenteeism, intention to leave work and actual employee turnover and will eventually trigger out of work. However, the extent to which dissatisfaction affects turnover is also contextualized by their involvement in the job.

In terms of the effects of a negative and significant effect of work engagement (Y2) on employee turnover intention (Z), empirical findings showed T-Statistics ( $|O/STDEV|$ ) of 2.836 with  $p$ -value of  $0.005 < 0.05$ . This means that the increase in the work engagement of employees will be more likely to reduce their intention to quit. Thus, the hypothesis stating a negative and significant effect of work engagement on employee turnover intention is empirically supported. Thus, the sixth hypothesis is accepted. This finding is consistent with previous research. Beardwell & Thompson (2017) employees who have a tendency to be loyal to their company and are actively involved in the company where they work tend to have no intention of leaving the company (Shuck & Reio, 2014). Erdil & Muceldili (2014) found empirical results that negative and significant effect is revealed from work engagement on turnover intention. De Simone et al. (2018) also found a negative and significant effect of work engagement on turnover intention.

Furthermore, the second analysis in the hypothesis testing to examine the mediating role of intervening variables of job satisfaction (Y1) and work engagement (Y2) was also conducted (Table 4). The results showed that job satisfaction (Y1) is able to strengthen the positive effect of work environment (X) on work engagement (Y2). This is indicated by  $p$ -value of 0.012. However, job satisfaction (Y1) is not able to mediate the relationship between work environment (X) on turnover intention, indicated by  $p$ -value of  $0.248 > 0.05$ . Further analysis also showed the mediating role of work engagement in mediating the relationships between work environment (X) and turnover intention (Z), and between job satisfaction (Y1) and turnover intention (Z) (Table 5).

Further analysis is to present the calculation of the path coefficients obtained in direct, indirect and total effects. The results of the analysis are shown in Table 6 and Figure 2. The findings showed that the path coefficient

value of exogenous variable of work environment (X) and job satisfaction (Y1) will be higher with the additional value obtained from mediating variable testing of both job satisfaction (Y1) and work engagement (Y2).

### Managerial Implications

As the managerial implication, the research findings indicate the creation of a good work environment which in turn is more likely to have an impact on the satisfaction of the workforce with the workplace. Furthermore, the workplace needs to evaluate and follow up on the terms of the employment agreement to encourage employees to always commit to the company where they work. With this commitment, it will minimize the occurrence of turnover intention, with the foundation of a strong work environment and increased satisfaction among employees. Moreover, this finding has several important managerial implications that can be useful for classifying turnover

rates in the hospitality industry. With its relative high level of turnover, this situation should encourages managers of hospitality industry to pay more attention to aspects related to job satisfaction such as salary, promotion, superior characteristics, benefits, rewards, work procedures, co-workers, nature of work and communication style. In addition, elements that affect work engagement also need attention, such as employee psychological feelings, security, fulfillment and use of organizational resources, employee authority and sufficient information. Furthermore, hotel managers also need to classify job classes in turnover in their work environment, for example at which level turnover occurs relatively higher than other levels, whether at the employee level, low management, middle management or top management. In addition, the classification also needs to be extended to the department. The kind of classification can be useful managerially to find solutions that need to be related to aspects related to employee satisfaction and engagement and various levels of managers in the workplace.

Table 4. Mean, STDEV, T-Values, P-Values (Indirect effects)

Hypothesis	Original sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
ENV → SAT → ENG	0.114	0.118	0.045	2.510	0.012
ENV → SAT → TUR	0.069	0.069	0.060	1.156	0.248
ENV → ENG → TUR	0.086	0.107	0.045	1.934	0.054
SAT → ENG → TUR	0.066	0.077	0.038	1.714	0.087
ENV → SAT → ENG → TUR	0.030	0.038	0.020	1.533	0.126

Note: ENV= work environment; SAT= job satisfaction; ENG= work engagement; TUR= turnover intention

Table 5. Path coefficients in direct, indirect and total effects

		Y1	Y2	Z
Direct effect	X	0.465	0.321	0.155
	Y1	-	0.245	0.149
	Y2	-	-	0.268
Indirect effect	X	-	0.114	0.186
	Y1	-	-	0.066
Total effect	X	0.465	0.435	0.341
	Y1	-	0.245	0.215
	Y2	-	-	0.268

Table 6. Confirmation of hypothesis testing results

Hypotheses	p-values	Confirmation
Work environment → Job satisfaction	0.000	accepted
Work environment → Work engagement	0.001	accepted
Work environment → Turnover intention	0.180	rejected
Job satisfaction → Work engagement	0.005	accepted
Job satisfaction → Turnover intention	0.216	rejected
Work engagement → Turnover intention	0.005	accepted

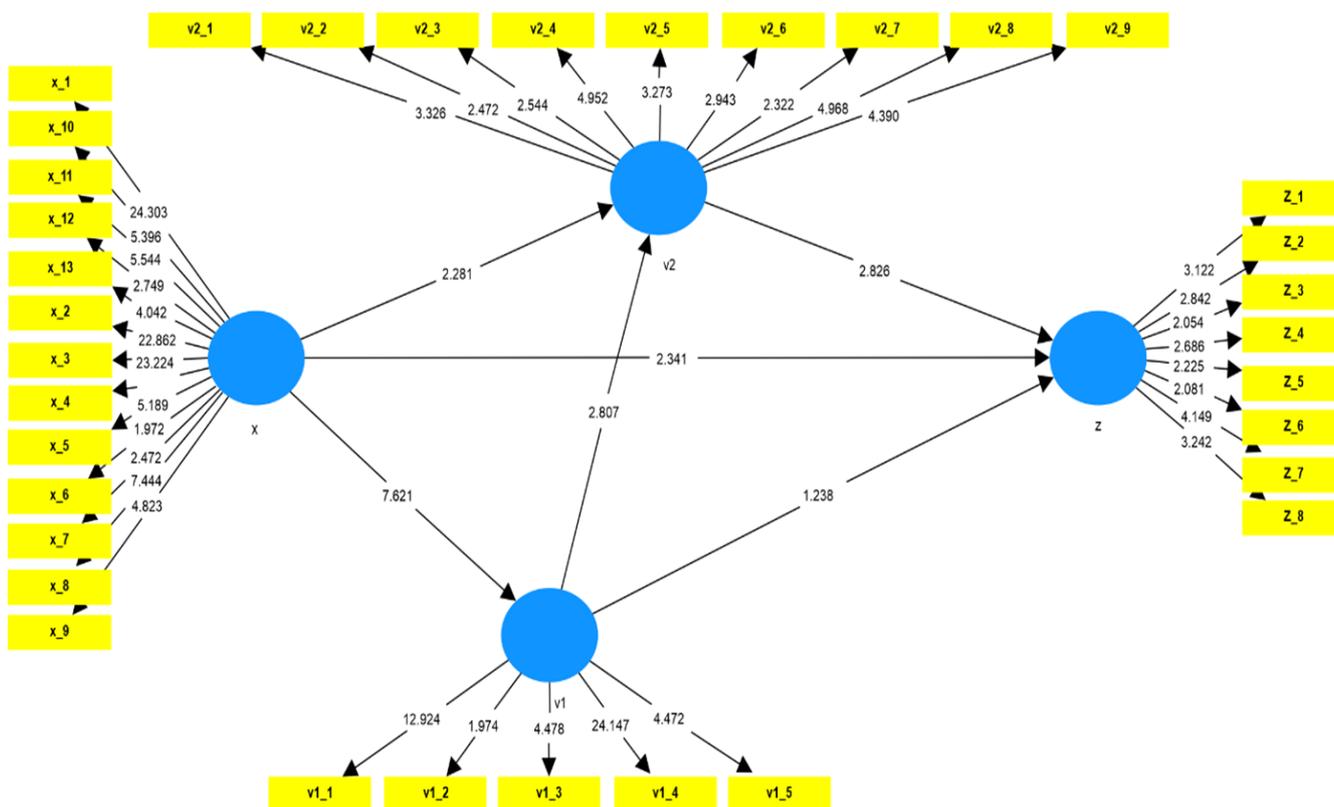


Figure 2. Full Model

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

The results showed that work environment has a positive effect on job satisfaction. The next test to examine the hypothesis found a positive and significant effect of supportive work environment on employee work engagement. There is a positive and significant effect obtained from the empirical examination of job satisfaction on employee work engagement. The relationship between work engagement and employee turnover intention is also found to be negative and significant. This means that the higher the employee engagement, the lower the employee turnover rates. The conclusion of these findings theoretically underscores the role of supportive work, increased employee engagement and satisfaction as important antecedents in minimizing turnover intention in the hotel industry. The practical implication for hotel managers is to ensure the active and participatory engagement of employees while remaining focused on creating a supportive and satisfying work environment.

### Recommendations

The limitation of this study is the results of the analysis which empirically did not find the effect of the work environment on turnover intention and the effect of job satisfaction on turnover intention. In addition, several roles of mediating variables such as work engagement have been empirically proven unable to mediate some direct relationships. For this reason, further studies are expected to be able to investigate more deeply about these matters in the hospitality industry, as well as form a broader framework and model formulation by involving variables not examined in this study such as work motivation, organizational citizenship behavior, organizational commitment and organizational justice. In addition, as the target sample of this study is only in Bandung, so it is hoped that future studies can expand the research sample to wider area.

## REFERENCES

- Afroz S, Haque MI. 2021. Ergonomics in the workplace for a better quality of work life. In *Ergonomics for Improved Productivity* (pp. 503-511). Springer: Singapore.

- Andriani R, Disman, Ahman E, Yuniarsih T, Santoso B. 2019. Polychronic behaviors: the role of job residency and education level. *International Journal of Entrepreneurship* 23(3) : 1–5.
- Ayu DR, Maarif MS, Sukmawati A. 2015. Pengaruh job demands job resources dan personal resources terhadap work engagement. *Jurnal Aplikasi Bisnis dan Manajemen* 1(1) : 12-21.
- Bares A. 2017. *2016 Turnover Rates by Industry. Compensation Force*. Retrieved from <https://www.compensationforce.com/2017/04/2016-turnover-rates-by-industry.html>
- Beardwell J, Thompson A. 2017. *Human Resource Management: A Contemporary Approach*. London: Pearson.
- Bhatia S, Arora A. 2021. A Study on Effect of Job Design and Ergonomics on Employee Performance in Indian Automotive Sector. *Metamorphosis* 20(2): 65-76.
- Brimhall KC, Lizano EL, Mor Barak ME. 2014. The mediating role of inclusion: A longitudinal study of the effects of leader-member exchange and diversity climate on job satisfaction and intention to leave among child welfare workers. *Children and Youth Services Review* 40(1): 79–88. <https://doi.org/10.1016/j.chilyouth.2014.03.003>
- Coomber B, Louise Barriball K. 2007. Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: A review of the research literature. *International Journal of Nursing Studies* 44(2) : 297–314. <https://doi.org/10.1016/j.ijnurstu.2006.02.004>
- Danish RQ, Ramzan S, Ahmad F. 2013. Effect of perceived organizational support and work environment on organizational commitment; mediating role of self-monitoring. *Advances in Economics and Business* 1(4) : 312–317. <https://doi.org/10.13189/AEB.2013.010402>
- Daud N. 2016. Determinants of job satisfaction: how satisfied are the new generation employees in Malaysia?. *Procedia - Social and Behavioral Sciences* 219(1): 208–213. <https://doi.org/10.1016/j.sbspro.2016.05.007>
- De Simone S, Planta A, Cicotto G. 2018. The role of job satisfaction work engagement self-efficacy and agentic capacities on nurses' turnover intention and patient satisfaction. *Applied Nursing Research* 39(1): 130–140. <https://doi.org/10.1016/j.apnr.2017.11.004>
- Diyanti D, Hubeis M, Affandi MJ. 2017. Pengaruh motivasi kerja dan iklim kerja terhadap kepuasan kerja dan implikasinya terhadap kinerja tenaga kependidikan Institut Pertanian Bogor. *Jurnal Aplikasi Bisnis dan Manajemen* 3(3): 361-361.
- Erdil O, Müceldili B. 2014. The Effects of Envy on Job Engagement and Turnover Intention. *Procedia - Social and Behavioral Sciences*. 150(1): 447–454. <https://doi.org/10.1016/j.sbspro.2014.09.050>
- Fabio BP, Hubeis M, Puspitawati H. 2016. Pengaruh gaya kepemimpinan motivasi kerja terhadap komitmen organisasi yang berimplikasi pada kinerja karyawan. *Jurnal Aplikasi Bisnis dan Manajemen* 2(1) : 91-91.
- Fallatah F, Laschinger HKS, Read EA. 2017. The effects of authentic leadership organizational identification and occupational coping self-efficacy on new graduate nurses' job turnover intentions in Canada. *Nursing Outlook*. 65(2): 172–183. <https://doi.org/10.1016/j.outlook.2016.11.020>
- Garg K, Dar IA, Mishra M. 2018. Job satisfaction and work engagement: A study using private sector bank managers. *Advances in Developing Human Resources* 20(1) : 58-71.
- Gutmann P. 2016. *GI-2016-Webcast-Talent-Tackling-Trends-in-Turnover-Mercer*. Mercer Webcast Series. Retrieved from <https://www.mercer.com/content/dam/mercer/attachments/global/webcasts/gi-2016-webcast-talent-tackling-trends-in-turnover-mercer.pdf>
- Irvianti LSD, & Verina RE. 2015. Analisis pengaruh stres kerja, beban kerja dan lingkungan kerja terhadap turnover intention karyawan pada PT XL Axiata Tbk Jakarta. *Binus Business Review* 6(1): 117-126.
- Jung HS, Jung YS, Yoon HH. 2021. COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics. *International Journal of Hospitality Management* 92(1): 102703.
- Kahn WA. 1990. Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal* 33(4) : 692–724. <https://doi.org/10.5465/256287>
- Kalimanzila J, Suryanto S. 2021. Application of competence models in public sectors: reflecting the disruption era. *Jurnal Aplikasi Bisnis dan Manajemen* 7(3) : 624-624.
- Karanika-Murray M, Duncan N, Pontes H. M, Griffiths M. D. 2015. Organizational identification work

- engagement and job satisfaction. *Journal of Managerial Psychology* 30(8): 1019-1033. <https://doi.org/10.1108/JMP-11-2013-0359>
- Karatepe OM. 2011. Job resourcefulness as a moderator of the work-family conflict - Job satisfaction relationship: A study of hotel employees in Nigeria. *Journal of Hospitality and Tourism Management* 18(1): 10-17. <https://doi.org/10.1375/jhtm.18.1.10>
- Khuong MN, Vu P. 2014. Measuring the effects of drivers organizational commitment through the mediation of job satisfaction a study in Ho Chi Minh City Vietnam. *International Journal of Current Research and Academic Review* 2(2) : 1-16.
- Komariah S, Sukmawati A, Kuswanto S. 2021. Kepuasan kerja sebagai variabel mediator antara gaya kepemimpinan dan turnover intention: studi kasus pada hotel di bogor. *Jurnal Aplikasi Bisnis dan Manajemen* 7(1) : 34-34.
- Kurniawaty K, Ramly M, Ramlawati R. 2019. The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management science letters* 9(6) : 877-886.
- Lebledici D. 2012. Impact of workplace quality on employee's productivity: case study of a bank in turkey. *Journal of Business Economics and Finance* 1(1) : 38-49.
- Mano-Negrin R, Tzafrir SS. 2004. Job search modes and turnover. *Career Development International* 9(5): 442-458. <https://doi.org/10.1108/13620430410550727>
- Memon MA, Salleh R, Mirza MZ, Cheah JH, Ting H, Ahmad MS, Tariq A. 2020. Satisfaction matters: the relationships between HRM practices, work engagement and turnover intention. *International Journal of Manpower* 42(1): 21-50.
- Mufti M, Pudjiarti E, Darmanto S. 2019. Analysis of second order person-environment fit on innovative work behavior and individual performance. *Arthatama* 3(2) : 100-113.
- Nurheni N, Sukmawati A, Dirdjosuparto S. 2019. Pengaruh kualitas kehidupan kerja dan kepuasan kerja terhadap keterlekatan pegawai generasi x dan generasi y pada PT. Yudhistira Ghalia Indonesia. *Jurnal Aplikasi Bisnis dan Manajemen* 5(3) : 419-419.
- Øgaard T, Marnburg E, Larsen S. 2008. Perceptions of organizational structure in the hospitality industry: Consequences for commitment job satisfaction and perceived performance. *Tourism Management* 29(4): 661-671. <https://doi.org/10.1016/j.tourman.2007.07.006>
- Park KA, Johnson KR. 2019. Job satisfaction work engagement and turnover intention of cte health science teachers. *International journal for research in vocational education and training* 6(3) : 224-242.
- Polii LRG. 2015. Analisis keterikatan karyawan terhadap pekerjaan dan lingkungan kerja terhadap kepuasan kerja dan turnover intentions karyawan di rumah sakit siloam manado. *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi* 3(4): 21-33.
- Sari AP, Hermawan A, Affandi MJ. 2020. Pengaruh kepuasan kerja dan keterikatan karyawan terhadap turnover intention karyawan (studi kasus: restoran. *Jurnal Aplikasi Bisnis dan Manajemen* 6(2) : 258-258.
- Schaufeli WB, Salanova M, Gon Alez-ro VA, Bakker AB. 2002. the measurement of engagement and burnout: a two sample confirmatory factor analytic approach. *Journal of Happiness Studies* 3(1): 71-92. <https://doi.org/10.1023/A:1015630930326>
- Schiemann WA. 2014. From talent management to talent optimization. *Journal of World Business* 49(2): 281-288. <https://doi.org/10.1016/j.jwb.2013.11.012>
- Shahpouri S, Namdari K, Abedi A. 2016. Mediating role of work engagement in the relationship between job resources and personal resources with turnover intention among female nurses. *Applied Nursing Research* 30(1): 216-221. <https://doi.org/10.1016/j.apnr.2015.10.008>
- Shuck B, Reio TG. 2014. Employee engagement and well-being: a moderation model and implications for practice. *Journal of Leadership and Organizational Studies* 21(1): 43-58. <https://doi.org/10.1177/1548051813494240>
- Teo ST, Bentley T, Nguyen D. 2020. Psychosocial work environment, work engagement, and employee commitment: A moderated, mediation model. *International Journal of Hospitality Management* 88(1): 102415.
- Tracey JB, Hinkin TR. 2008. Contextual factors and cost profiles associated with employee turnover. *Cornell Hospitality Quarterly* 49(1): 12-27.
- Turkyilmaz A, Akman G, Ozkan C, Pastuszak Z. 2011. Empirical study of public sector employee loyalty and satisfaction. *Industrial Management and Data Systems* 111(5) : 675-696. <https://doi.org/10.1108/02756741111111111>

org/10.1108/02635571111137250

- Tziner A, Birati A. 1996. Assessing employee turnover costs: A revised approach. *Human Resource Management Review* 6(2): 113-122.
- Uhl-Bien M, Schermerhorn JR, Osborn RN. 2014. *Organizational Behavior*. Hoboken, NJ: Wiley.
- Valentine S, Godkin L, Fleischman GM, Kidwell R. 2011. Corporate ethical values group creativity job satisfaction and turnover intention: the impact of work context on work response. *Journal of Business Ethics* 98(3) : 353–372. <https://doi.org/10.1007/s10551-010-0554-6>
- Wibowo B. 2021. The role of creative economy-based startups on member economic improvement and economic resilience. *Research Horizon* 1(5): 172-178.
- Xiong R, Wen Y. 2020. Employees' turnover intention and behavioral outcomes: The role of work engagement. *Social Behavior and Personality: an international journal* 48(1): 1-7.
- Yeh YP. 2014. Exploring the impacts of employee advocacy on job satisfaction and organizational commitment: Case of Taiwanese airlines. *Journal of Air Transport Management* 36(1): 94–100. <https://doi.org/10.1016/j.jairtraman.2014.01.002>
- Zhang W, Roberts KR, Jang J, Durtschi J. 2018. Why do people leave? a study of nonsupervisory restaurant employees' polychronic time use preference and turnover intention. *International Journal of Hospitality and Tourism Administration* 22(1): 1–19. <https://doi.org/10.1080/15256480.2018.1547237>
- Zhang W. 2015. *The Influence of Polychronic Time Use on Job Satisfaction Work Engagement and Turnover Intention: a Study of Non-Supervisory Restaurant Employees*. Kansas State University.