EMPLOYEE TURNOVER INTENSITY ANALYSIS
IN CIPUTRA HOTEL SEMARANG
(OVERVIEW OF WORK STRESS, WORK SATISFACTION AND ORGANIZATIONAL COMMITMENT)

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Abstract

This study aims to analyze the effect of work stress, work satisfaction and organizational commitment on the intensity of turnover of hotel employees. The population of the study is 180 people consisting of HRD, accounting, front office, sales marketing, engineering, food and beverage products, food and beverage service, housekeeping, security of Ciputra Hotel Semarang’s employees. Samples using Solvin calculation of 65 employees which is taken from each section and used method of proportionate stratified random sampling. The results of work stress have a positive effect, but both work satisfaction and organizational commitment have negative effect on turnover intensity. Department that has turnover intensity are the front office and housekeeping. The results, that the work stress has the greatest value that affects the turnover intensity in this study.

Keywords: Turnover Intensity, Work Stress, Work Satisfaction and Organizational Commitment.

INTRODUCTION

Lifestyle changes in the middle class nowadays have led to changes in consumption patterns, reflected in the trends in the types of goods and services consumed. The last three years (2014-2017) the trend of purchasing clothing and food and beverages other than restaurants continued experienced slowdown, although in real terms they were still 2.9% and 5.2% respectively. On the other hand, in 2017, shopping related to lifestyle and leisure such as restaurants, hotels and transportation, communication has growth trend of 5.6% and 5.2% (Indonesian Economic Report, 2017). The growth of the hotel sector was related to the development of the tourism industry in Indonesia. The development of the tourism sector was supported by the development of the number of Star-rated hotels that continue increased from year to year as the following Table 1.
Table 1. Number of Star-rated Hotels in Indonesia and Central Java

<table>
<thead>
<tr>
<th>Year</th>
<th>Indonesia</th>
<th>Central Java</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1.778 Hotel</td>
<td>166 Hotel</td>
</tr>
<tr>
<td>2014</td>
<td>1.996 Hotel</td>
<td>186 Hotel</td>
</tr>
<tr>
<td>2015</td>
<td>2.197 Hotel</td>
<td>204 Hotel</td>
</tr>
<tr>
<td>2016</td>
<td>2.887 Hotel</td>
<td>217 Hotel</td>
</tr>
<tr>
<td>2017</td>
<td>1.996 Hotel</td>
<td>291 Hotel</td>
</tr>
</tbody>
</table>

Sources: BPS data, 2018.

The number of hotels that were developing and increasing was in line with the needs of skilled workers in accordance with the hospitality sector. The development of the business sector until 2017 there was development in the sector of providing accommodation, food and drink, which was total of 8.49% (BPS, 2017). Based on sector of improvements in labor absorption mainly occurred in the non-tradable sector. The highest increased in absorption occurred in the trade and provision of accommodation also food and beverage, in line with the development of export activities and the tourism industry.

One of the cities in Central Java that had level of development and competition in the hospitality service industry is the City of Semarang, which was one of the major cities as well as the Capital of Central Java Province. Hotels that developed stand both in the middle of the city and in the suburbs, and in both the starred and non-starred categories.

Until 2017, the number of hotels registered in the Semarang Central Statistics Agency was 167, with a total of 61 star-rated hotels, while the non-star hotels are 106, detailed as follows:

Table 2. Hotels Number in Semarang City Year 2017

<table>
<thead>
<tr>
<th>No</th>
<th>Hotel Categories</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non-Starred hotel</td>
<td>106</td>
</tr>
<tr>
<td>2</td>
<td>1 Starred hotel</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>2 Starred hotel</td>
<td>14</td>
</tr>
<tr>
<td>4</td>
<td>3 Starred hotel</td>
<td>22</td>
</tr>
<tr>
<td>5</td>
<td>4 Starred hotel</td>
<td>13</td>
</tr>
<tr>
<td>6</td>
<td>5 Starred hotel</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>167</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: BPS, processed from Updating Hotel 2018.

Based on the Table 2 showed that the number of hotels in Semarang was also increasingly considered the current needs of consumers for hotels were increased. This could be seen from the number of hotels with non-starred categories with 106 hotels, 1 starred with 9 hotels, 2 starred for 14 hotels, 3 starred for 22 hotels, 4 starred for 13 hotels, and 5 starred for 3 hotels. Even in 2018, it was estimated that the number will increased. Growth in the number of hotels in the city of Semarang which were mushrooming every year it will have an impact on hotel business competition. Therefore, hotel administrators had to be able to provide the best service, by improving the quality of human resources they have.

The hotel had variety of characteristics with varieties offer as well. So, in order to be able to compete, it was needed to strengthening the competent workforce in it in order to compete with other hotels. The rapid growth of the hotel industry certainly impacts on the high level of competition between hotels. Therefore, hotel administrators had to strive by
improving the competence of their human resources by provided maximum services so that they could control the existing market shared and also in order to master competition (Parawansyah, 2014).

In the midst of improvement in labor indicators, several things needed to continue to get attention. This was mainly concerning the unemployment rate which was influenced by the creation of new jobs that have not been fully able to offset the growth of the higher workforce in 2017. In addition to being influenced by internal processes and number of corporations, the challenge of reducing unemployment was also related to the gap in expertise between needed and labor availability. This challenge was one of the factors caused urban unemployment increased in 2017. The labor absorption in urban areas has shifted to technology-based jobs in line with the development of the digital economy. This condition made the difficult for companies to find replacement workers in the event of a turnover.

Human resources in the company could be determined factor and contributed towards achieving company goals effectively and efficiently. Therefore, companies needed reliabled and qualified human resources, so they could managed and paid attention to the resources they had have as best as possible (Nasution, 2017).

Various ways were done by the company including hospitality by increasing the quality of its human resources. Companies were required to be able to respond to various changes that occurred, so that they could win market competition. This showed that the role of employees was very important in determined the success or failure of the company's efforts to achieve its goals. Therefore, good management of employees was needed in order to made positive contribution to the company, because with the presence of human resources or employees who had have high skills could be used as an asset of the company to be able to win the competition (Rahmawati and Wahyuningsih, 2018).

Every company must be able to manage and pay attention to human resources as well as possible, in order to increase their work productivity. The existence of good employee management will also at least be able to create fluency for an organization, and will affect employee turnover rates. The existence of employee turnover as a tangible manifestation of turnover intention or intention to leave can be a serious problem for the company because it had negative impact that could be felt directly by the company (Indrayani and Sudibya, 2017).

A company is never separated from the condition of turnover intensity which was a tendency or the degree to which an employee had the possibility to leave the company both voluntarily and non-voluntarily due to lack of current employment and the availability of other alternative jobs (Robbins and Judge, 2015). To keep employees worked according to expectations, companies had to be able to pay attention to problems and desires of employees, but if this was not done directly it could affect work stress which could ultimately led to employee intentions to change their jobs (Rahmawati and Wahyuningsih, 2018).

The high level of turnover intensity had become a serious problem for many companies such as manufacturing companies, banking companies, telecommunications companies, hospitals and hospitality companies. This was due to the emergence of the negative impact that was felt due to the occurrence of turnover on the company that was on the quality and ability to replace employees who left the company, so it took time and new cost in recruiting new employees (Waspodo., Et al, 2013). The desire of employees to move (turnover intensity) refers to the results of individual evaluations regarding the continuation of relationships with the organization that have not been realized in the definite actions of leaving the organization. Turnover could be in the form of resignation, outgoing, dismissal, desired to leave an organization which was generally preceded by employee intentions. Many factors could affect
turnover intensity such as work stress, employee satisfaction, and employee commitment to commit themselves to the organization (Jimad, 2011).

Work stress is a feeling of stress experienced by employees in dealing with work (Mangkunegara, 2013). Work stress provided an important role in many behaviors related to turnover intensity, if the stress faced by the employee could not be handled well by the employee. Work stress on employees will arouse if there was an imbalance between the ability of individuals with demands from work, such as demands for work assignments, demands for interpersonal relations, and demands for roles in carried out obligations and responsibilities to the company (Suwatno and Priansa, 2013). This showed if the work stress felt or even experienced by employee increases, it would be able to increase the intensity of turnover in employees (Lestari and Mujiati, 2018). This is in line with research from Rahmawati and Wahyuningsih (2018), Khakim, et al (2017), Monica and Putra (2017), Indrayani and Sudibya (2017), Nasution (2017), and Lestari and Mujiati (2018) who stated that work stress had a positive and significant effect on turnover intensity.

The next factor that could affect the turnover intensity of employees was work satisfaction which was an assessment of the work of how far the work as a whole satisfied their needs (Rivai, 2013). Job satisfaction shows an emotional attitude that is fun and loves the job. Employees with low levels of satisfaction will show negative attitudes, both towards their work and the work environment, so that employees feel insecure in themselves and feel anxiety, until in the end employees will be intent on moving and leaving their work (Hanafiah, 2014). This means that job satisfaction could reduce employee turnover intensity (Monica and Putra, 2017). This was in line with research from Khakim, et al (2017), Monica and Putra (2017), Nasution (2017), Widiantara and Ardana (2015), and Lestari and Mujiati (2018) who stated that job satisfaction had a negative effect and significant to turnover intensity.

In addition to job stress and job satisfaction, the next factor influencing turnover intensity was organizational commitment which was a condition of employees who favor certain organizations and their goals and desires to defend themselves in the organization (Robbins and Judge, 2015). Employees who were committed to the organization have a strong desire to remain a member of the organization, and employees would make every effort in their work. In relation to employee turnover intensity, the existence of low organizational commitment was one of the factors triggering employees' desire to leave the company or increase turnover intensity (Indrayani and Sudibya, 2017). This was in line with research by Khakim, et al (2017), Monica and Putra (2017), Indrayani and Sudibya (2017), Nasution (2017), Widiantara and Ardana (2015), and Lestari and Mujiati (2018) which stated organizational commitment had a negative and significant effect on turnover intensity. The different results of research Rahmawati and Wahyuningsih (2018) which stated that organizational commitment had a positive and not significant effect on turnover intensity.

Several studies on the effect of work stress, work satisfaction and organizational commitment on turnover intensity had also been conducted by several researchers before. Among them were Rahmawati and Wahyuningsih (2018), with the results of the research the organizational commitment had a positive and not significant effect on turnover intensity, and work stress had a positive and significant effect on turnover intensity. Subsequent research by Khakim, et al (2017), with the results of the study variable work satisfaction and organizational commitment had a negative and significant effect on turnover intensity, and work stress had a positive and significant effect on turnover intensity.

Monica and Putra's researched (2017), with the results of work stress variables had a positive and significant effect on turnover intensity, and work satisfaction and organizational
commitment had a negative and significant effect on turnover intensity. Subsequent researched Indrayani and Sudibya (2017), with the results mentioned that organizational commitment variable had a negative and significant effect on turnover intensity, and work stress had a positive and significant effect on turnover intensity. Another studied from Nasution (2017), with the results of the studied stated that work stress had a positive and significant effect on turnover intensity, and work satisfaction and organizational commitment had a negative and significant effect on turnover intensity.

The next studied was conducted by Widyantara and Ardana (2015), with the results of the studied stated that the variable work satisfaction and organizational commitment had a negative and significant effect on turnover intensity. Another studied was conducted by Lestari and Mujianti (2018), with the results of the studied stated that work stress variables had a positive and significant effect on turnover intensity, and work satisfaction and organizational commitment had a negative and significant effect on turnover intensity.

This research was conducted at Ciputra Hotel Semarang, which is located at Jalan Simpang Lima No. 1 Semarang. Ciputra Hotel Semarang offers affordable room rates, with complete room facilities. Ciputra Hotel as one of the five-star hotels in Semarang City was trying to compete with other five-star hotels such as Gumaya Tower Hotel, Grand Candi Hotel, Novotel and Crowne Plaza Semarang Hotel. Among the four 5 star hotels, Ciputra Hotel was one of the best hotels because it had a strategic location because it was in the center of Semarang, which was in the Simpang Lima area of Semarang.

As one of the five-star hotels in the city of Semarang, and being one of the hotels of choose by consumers, the Administrator of the Ciputra Hotel, of course, strived to make good use of human resources, in this case hotel employees. Therefore, the Administrator required each employee to be more effective and efficient in providing the best service to guests who came. This high work demanded of the administrator of the Ciputra Hotel Semarang made a problem arouse, such as the turnover intensity carried out by the hotel employees. Based on observations made at the Ciputra Hotel Semarang, researchers found a problem that was the intensity of employee turnover could be seen in the following table:

**Tabel 3. Hotel Ciputra Semarang Employee Turnover Data Year of 2015 – 2018**

<table>
<thead>
<tr>
<th>No</th>
<th>Year</th>
<th>Turnover Intensity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Employee Out</td>
</tr>
<tr>
<td>1</td>
<td>2015</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>2016</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>2017</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>2018</td>
<td>6</td>
</tr>
</tbody>
</table>

Sources: HRD Ciputra Hotel Semarang, 2019.

Based on the data in Table 3 above, it showed that the turnover intensity of Ciputra Semarang Hotel employees was still quite high considered to the number of employees came in was less than that of employees came out. From the researchers' observations, the turnover intensity that occurred at Ciputra Hotel Semarang occurred in 2015, stated that 5 employees came out from division as: 2 employees from Housekeeping, Food and Beverage Service, Food and Beverage Products, also Front Office from each division were 1 employee came out. In 2016, 4 employees who came out they were Accounting 1 employee, Sales Marketing, Housekeeping, and Food and Beverage Service, each division 1 employee were out.

In 2017 the number of employees came out were increased into 5 employees. They were from the Food and Beverage Service and Products section were 2 employee each
sections, HRD and Security also 1 employee each section. In 2018, the number of employees came out also increased to 6 employees, They were from the Housekeeping section 3 employees, the Food and Beverage Service 2 employees, and the Food and Beverage Products 1 employee. The number of employees who left because of the increased of workload, the existing work shift system increasingly made them uncomfortable at work also they did not get day off alike working somewhere else, even on holidays or red dated they also had to keep came to work. These things that made them thought of leaving of work from the Hotel. Employee turnover has always been a problem within many organisations. Besides costing organisations highly, turnover rate shows an increasingly trend (Honorata and Jaluanto, 2017).

The level of intensity effected hotel administrator need to find new employees and incurred additional costs to get these employees. Another problem was, if the available employees did not have the experience needed, so it was necessary to provide workforce training, which also required a lot of time and money. This was the background of researchers to conduct research on the effect of work stress, work satisfaction, and organizational commitment to turnover intensity.

Work stress is a condition where there are one or several factors in the workplace that interact with workers so that it interferes with physiological and behavioral conditions (Suwatno and Priansa, 2016). Work stress occurs when there is an imbalance between workplace demands and the ability of workers to overcome problems. Work stress on employees arises due to workloads that are considered too heavy, along with the demands of work effectiveness and efficiency. Work stress will continue to emerge over a long period of time, given that humans generally are in the workplace for the most available time (Sidharta and Margaretha, 2011).

Work stress plays an important role in many work-related behaviors (turnover) and also employee attitudes. Stress that could not be handled properly usually results in the inability of people to interact positively with their work environment, both inside and out. So, the presence of employees who experience high work stress had a high intention also to quit their jobs or in other words increase the intensity of turnover (Monica and Putra, 2017). This was supported by research results from Rahmawati and Wahyuningsih (2018), Khakim, et al (2017), Monica and Putra (2017), Indrayani and Sudibya (2017), Nasution (2017), and Lestari and Mujiati (2018) which stated that work stress had a positive and significant effect on turnover intensity. Based on the description, the research hypothesis proposed was as followed:

**H1: Work stress has a positive and significant effect on turnover intensity**

Work satisfaction is an employee's feelings towards his work, whether happy / like or not / disliked as a result of employee interaction with his work environment or as a mental attitude perception, also as a result of employee appraisal of his work (Suwatno and Priansa, 2016). Work satisfaction is basically something that is individual. Each individual had a different level of satisfaction in accordance with the value system that applies to him. The higher appraise to the assessment to the implementation that in accordance with individual expectations, so the higher the work satisfaction.

Work satisfaction has a negative relationship or will be inversely proportional to turnover intensity, where the higher the level of employee job satisfaction, the lower the level of employee turnover intensity. This means that employees with low levels of satisfaction will show negative attitudes, both towards their work and towards the work environment, so employees feel insecure in themselves and feel anxiety, until in the end employees would be intended on moved and left their work (Hanafiah, 2014). This was supported by research
results from Khakim, et al (2017), Monica and Putra (2017), Nasution (2017), Widyantara and Ardana (2015), and Lestari and Mujiati (2018) who stated that work satisfaction had a negative effect and significant to turnover intensity. Based on the description, the research hypothesis proposed was as followed:

**H2: Work satisfaction had a negative and significant effect on turnover intensity**

Organizational commitment was a level where employees believed and accepted organizational goals, and desired to stay with the organization (Mathis and Jackson, 2012). Organizational commitment showed an employee's efforts in carrying out his work, loyal to his institution for achieving goals and identifying employees in meeting organizational goals. In order for organizational commitment owned by employees to be high, companies had to tried to fulfill their rights as employees (Lestari and Mujiati, 2018).

Organizational commitment had a negative relationship with the level of turnover intensity, which meant that the higher the level of organizational commitment the employees had, the lower the level of employee turnover intensity occurs. this was supported by the results of research conducted by Khakim, et al (2017), Monica and Putra (2017), Indrayani and Sudibya (2017), Nasution (2017), Widyantara and Ardana (2015), and Lestari and Mujiati (2017) 2018) which stated that organizational commitment had a negative and significant effect on turnover intensity. Based on the description, the research hypothesis proposed was as followed:

**H3: Organizational commitment had a negative and significant effect on turnover intensity**

![Figure1. Thinking framework research model](image)

**RESEARCH METHODS**

The research method used a quantitative approach by collecting questionnaire distribution data, and data processed was done by descriptive analysis and hypothesis tested was done by multiple linear regression using SPSS version 22. The population of this research was to all employees at the Hotel Ciputra Semarang with total of 180 employees, with population details in sections: HRD, Accounting, Front Office, Sales Marketing, Engineering, Food and Beverage Products, Food and Beverage Services, Housekeeping, Security. Samples were taken by proportionate stratified random sampling method with calculations with the population was known with certainty. The Slovin formula was as followed (Siregar, 2013):
Based on this formula, the number of sample that was used on the research could be calculated as followed below:

\[ n = \frac{N}{1 + N (e)^2} \]

Notes:
- \( n \) = Number of sample
- \( N \) = Number of population
- \( e \) = Maximum fault limit tolerated in the sample (10%).

The independent and dependent variables use the following variables: Work Stress Variables, Indicators used by friends / colleagues and relationships with leaders. Work Satisfaction Variables, Indicators used Challenging work, supporting working conditions, appropriate salary or wages, personality conformity with work, supportive co-workers. Variable Organizational Commitment, indicators used career desire in the company, trust in the company, the devotion of employees to the company, the desire to stay with the job, the pride of working at the organization. Turnover Intensity Variable, Indicator used, considered left the company, desired left the company, desire to find other jobs that matched expectations. Validity Test Results with provisions greater than \( r \) table 0.244 and get the results of all valid instruments, which meant that it could measure the variables used. Reliability test with provisions greater than or equal to 0.7 and the results were all reliable instruments.

**DISCUSSION**

Demographic data stated that most respondents were male with their last education were high school / vocational with number 16 employees. There were also 10 employees female respondents with high school / vocational in education, and three employees were holding Masters Degrees. Most of the employees were found who worked on the night shifted, only male employees who allowed to work in night shifted. The most number of employees was 32-36 years old, there were 18 employees consisted of 10 male and 8 were female employees. And at least of the age of 47-51 years were 4 employees. This showed that the productive age was needed because of this work required night shifted caused it required good stamina. The employments number with age of 32-36 were worked for 4 years, and employments with age of 37-41 had worked for 4 years as well. This showed that at the age of 32-41 they had loyalty in their field occupied, while at the age of 22-31 still had desired to look for other opportunities in different places. Studied in field showed that high school / vocational education were mostly 32-36 years old, and it was seemingly that there were still chanced to increase their education to reach for higher position and leveled up their competency formally. Bachelor Degree mostly on the age of 37-41 years old this showed this graduation required in this hospitality business.

The influence of work stress variables, organizational satisfaction and commitment and turnover intensity were obtained by the results of multiple linear regression with a constant value of 11,676. Work stress regression coefficient (b1) of 0.293. Positive values indicate that work stress had a positive effect and had a direct relationship with turnover intensity. This means that if the value of work stress had increased, the turnover intensity would also increase as well. It was assumed that if the variable of work satisfaction and organizational commitment were zero or constant. The job satisfaction regression coefficient (b2) was -0.212. Negative values indicated that work satisfaction had a negative effect and had an
inversed relationship with turnover intensity. This meant that if the value of work satisfaction
increases, the intensity of turnover would decrease. It was assumed that if the variable of work
stress and organizational commitment were zero or constant. This Regression coefficient of
organizational commitment (b3) of -0.215. Negative values indicated that organizational
commitment had a negative effect and had an inversed relationship with turnover intensity.
This meant that if the value of organizational commitment increased, the intensity of turnover
would also decrease. It was assumed that if the variable of work stress and work satisfaction
were zero or constant.

Adjusted R Square co-efficient of 0.666, It could be concluded that the variables of
work stress, work satisfaction, and organizational commitment in explaining variations in the
variable turnover intensity were 66.6% (0.666 x 100%), while the rest were 33.4% (100% -
66.6%) variation of turnover intensity could be explained by other variables outside the
model, such as career growth, work environment, leadership style, incentives, workload, work
conflict, motivation and others. Work stress experienced by employees was the most
important element in influencing the existence of turnover intensity or behavior that showed
the desire of employees to leave work at Ciputra Hotel Semarang. Could be seen from the
positive and significant effect, where any increase in work stress, could directly impact on
increasing the intensity of hotel employee turnover behavior. This showed that work stress
measured by indicators of excessive workload, unclear roles, cooperation between friends /
colleagues, and relationships with leaders could be considered by employees to assess the
level of work stress experienced so that it could result in turnover intensity.

This result was also shown from the results of descriptive analysis which was the respondent's
response, where from these results it could be seen that excessive workload was the indicator
that most shapes the level of work stress of the employee because he got a big agree value of
4, as well as indicators of cooperation between friends or colleagues, it was also the indicator
that most shapes the stress of work got answer disagree from 3 respondents. No exception and
also unclear to the role of the position or part of the work of employees and the relationship
between subordinates and hotel leaders still felt stiff where each indicator got an agreed
answer from each of 1 employee.

This showed that employees really realized that there was excessive workload to be
borne by them, made the employee experienced prolonged stress. As well as the existence of a
relationship that was not conducive in the work environment in particular that caused of
cooperation between employees who were not good could also be a reason they experienced
stress in their work. Therefore, the administrator of Hotel Ciputra should be able to reduce
these things so that the behavior of the intensity of the turnover could be reduced, these results
also supported the research results Rahmawati and Wahyuningsih (2018), Khakim, et al
(2017), Monica and Son (2017), Indrayani and Sudibya (2017), Nasution (2017), and
Sustainable and Mujiati (2018) which stated that work stress positive and significant effect on
the intensity of turnover.

Work satisfaction experienced by employees could also be an important element in
reducing turnover intensity or behavior that showed the desire of employees to leave work at
Ciputra Hotel Semarang. Employees who experienced a high level of satisfaction in their
work tended to survive and did not wanted to leave the hotel. These results indicated that job
satisfaction as measured by challenging work indicators, supportive working conditions,
appropriate salary or wages, personality fit to work, and supportive co-workers could be
considered in assessing work satisfaction which had an impact on turnover intensity.
Based on the result of descriptive analysis also showed that the indicator was satisfied because it had the ability to work more challenging and satisfied with working conditions in Ciputra Hotel through work support was the best indicator because it got a large number of agreed responses and got the least number of disagreed responses only by 2 employees. This meant that as a whole, the employees were satisfied with their abilities and had fun and challenging work and also conducive environment within the company.

Other descriptive result indicated that satisfied with the salary received, satisfied with the work assigned, and satisfied had a supportive work colleague into three indicators that received more disagreed response by 3 to 5 employees. This showed it was proper for the administrator of the Ciputra Hotel Semarang to pay attention to these matters and also improved or increased so it could increase work satisfaction. An increase in work satisfaction was expected to reduce the intensity of turnover by hotel employees. These results have supported the research results of Nashir Khakim, et al (2017), Monica and Putra (2017), Muhammad Irfan Nasution (2017), Widyantara and Ardana (2015), and Lestari and Mujati (2018) who stated that job satisfaction negatively affected a significant to turnover intensity.

Work commitments held by employees could be an important element in reducing the intensity of turnover or behavior that showed the desire of employees to leave working at Ciputra Hotel Semarang. This indicates that the high commitment owned by an employee, tended to make them survived and did not want to leave the hotel. These results indicate that commitment as measured by indicators of career desired in the company, trust in the company, love of employees to the company, the desired to stay with their work, and pride in working at the organization were considered by employees to remain committed to the Ciputra Hotel Semarang.

Based on the results of the description analysis, it showed that trust, love for the organization, and pride that employees had was an indicator that had a good assessment because there were no employees who gave responses that did not agree with these three things. This meant that the trust in the Ciputra Hotel, their love of the job and the hotel, and the pride of being part of the company, so that it had a major impact on reducing the employee turnover rate at the Ciputra Hotel Semarang.

This result also showed other indicators such as the desired for a career in the company and the desired to stay with the job had to also be considered by the leadership. This was because the results of the analysis of the description showed that the two indicators still received disagreeing responses from 2 and 4 employees respectively. Therefore, the leadership had to be able to make these desired became even greater in employees with various efforts that had to be done. These results have supported the results of research from Khakim, et al (2017), Monica and Putra (2017), Indrayani and Sudibya (2017), Nasution (2017), Widyantara and Ardana (2015), and Lestari and Mujati (2018) which stated that organizational commitment had a negative and significant effect on turnover intensity.

CONCLUSION AND RECOMMENDATION

Conclusion

Work stress has a positive effect and has a direct relationship with turnover intensity. This means that if the value of work stress has increased, the turnover intensity will also increase. Assume that if the variable work satisfaction and organizational commitment is zero or constant. The work satisfaction regression coefficient (b2) is -0.212. Negative values indicate that work satisfaction has a negative effect and has an inverse relationship with turnover intensity. Organizational commitment has a negative effect and has an opposite
relationship with turnover intensity. It means that if the value of organizational commitment increases, the intensity of turnover will decrease.

**Recommendation**

The hotel management had to be able to increase cooperation between their employees by hold of training activities, outing / outbound activities that have to be carried out in turn every year in order to create cooperation, and hold a family gathering or staff gathering once every year to increase employee familiarity. Increase employee work satisfaction in order to reduce turnover intensity. Especially regarding salary or wages provided, as well as jobs that have to be given in accordance with the personality of the employee considering these two things got the most disagreeing responses among other indicators. It must to increase organizational commitment of its employees so as to reduce turnover intensity. For example, by trying to listen and try to fulfill what is needed and desired by employees in work, and created a more conducive work environment.

**REFERENCES**


