

# Study On Several Determinants Of Job Turnover In Hotel : A Review In Palembang

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**Abstract.** Job turnover is a serious problem. This is related to high labor turnover. Job turnover becomes a problem for companies when employees who have a good performance leave the company. The negative consequences that are felt due to work shifts in the company are the quality and ability to replace employees who leave, so it takes time and new costs to recruit new employees. This research is to see the concept of work displacement or not, both in hotels with the same or equal stars or hotels with higher levels. The purpose of this study was to test and analyze empirically the effect of respondent identity on the work shift of hotel workers in Palembang City. This study examines several determinant variables of work turnover at a hotel in Palembang City. The object of research is hotel employees with star rating. The research sample was 470 respondents. Sampling was done by purposive method. The analysis technique used is the Binary Logit model. The results showed that there was an influence of the respondent's identity variables, namely age, gender, ethnicity-religion, marital status, number of dependents, employment status, current position, hotel classification, which simultaneously affected employee turnover. This also shows that simultaneously there is a significant influence on the identity of the respondent on job changes, while the rest is influenced by other variables not examined in this study.

**Keywords :** Job turnover, Hotels Employee, Binary logit model.

## 1. INTRODUCTION

Job turnover is a serious problem. This is related to high labor turnover. It is based on the opinion of defines work transfer as a process by which employees leave the organization (Kumar et al., 2012; Mohsin and Lengler, 2015). Furthermore, Dessler (2015) defines the changing jobs as the rate at which employees quit and leave the company, while Costello (2009) says that work transfers can be in the form of resignation, leaving an organizational unit, dismissal, or death of organizational members. Job turnover becomes a problem for companies when employees who have a good performance leave the company. The negative consequences that are felt due to work shifts in the company are the quality and ability to replace employees who leave, so it takes time and new costs to recruit new employees (Huselid, 2018; Gibson, Ivancevich, 2010). The transfer of jobs can be traced back, especially to human capital theory, namely that individual productivity depends on two components of human capital in general and specifically. The opinion of Fedorets (2018) General human capital is knowledge/skills that can be transferred between occupations without loss and does not result in a reduction in income. Special human capital cannot be transferred through knowledge/skills when change occurs. The transfer of ability also depends on the source and occupation target, the more similarities in occupation, the higher the classification of the special human capital that can be transferred.

The initial indication of a work shift is usually marked by the desire to move, which is commonly called an employee work change or an job turnover. According to Zeffane (2003), Job change is the tendency or intention of employees to stop working from their jobs. The desire to leave the organization is generally preceded by employee intentions triggered by dissatisfaction. Furthermore, Huang, Lawler, and Lei (2009) explain that work shifts are marked by various things related to employee behavior, including increased absenteeism, laziness from work, increased courage to violate work rules, and the courage to oppose or protest against the boss. This indication can be used as a reference for predicting job turnover within a company. Regarding the job turnover, it cannot be separated from the issue of wages or compensation. This compensation can also be interpreted as a form of company appreciation for employees' work contributions. Every worker has a difference in terms of human capital and type of work, therefore requires different skills. This is also the same as the wages given because companies have a different respect for a person's status and employers' attitudes towards workers (Nurlina, 2012). The salary system for the hotel industry consists of a base salary and a service charge. The basic salary for hotel employees follows the Regional Minimum Wage (UMR) where the standard for the City of Palembang is IDR 3,030,000. However, the amount of salary for hotel employees in the City of Palembang is different and varies. The following is an overview of the salaries of employees working in the hotel sector which can be described in the Table of Wages in Hotel Industry. Apart from the basic salary range, workers also receive a service fee. Service fees related to hotel workers are regulated in the Regulation of the Minister of Manpower of the Republic of Indonesia No.7 of 2016, which states that service fees are an addition to the previously set rates in the context of services in hotel businesses and restaurant in hotels and are income outside wages. However, the implementation of each hotel differs in its part system. According to the Regulation of the Minister of Manpower of the Republic of Indonesia No. 7 of 2016, 3 divisions can be done, namely: 1) equal distribution where the value of service charges received by each employee is the same amount between employees regardless of position and position, 2) equal distribution plus points, namely, Service charges that have

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been calculated and are ready to be divided where the value obtained will be redistributed, the first 50 percent will be distributed equally with the same value to all employees who are entitled to service charges, in this case, the same as the calculation above, while the other 50 percent is divided among all employees based on points according to hotel management policies. 3) Distribution of points: a) Spiral, considering that the higher the position, the smaller the value of the service that will be received, while the position with the lowest position will receive the opposite value. b) Cone, the higher the employee's position at the hotel, the greater the service value he will receive, while the employee with the lowest position will receive a small service value, this is assumed from the amount of job responsibility, if the position held is higher, then more big risk.

**Table 1.**  
**Wages at Hotels based on Job Position**

Level	Wages (IDR Million)		
	Star of The Hotel		
	(****)	(****)	(***)
(1)	(2)	(3)	(4)
– R&F or Rank & File as a staff	Wages	Wages	Wages
– Level D or Supervisor	3.5 – 5.5	2.8 – 4.5	2.7 – 4
– Level C or Assistant Manager	5.0 – 8.0	4.5 – 5.0	4 – 4.5
– Level B or Assistant Dept. Head B	8.0 – 15	5 – 8.0	4.5 – 5.5
– Level A or Dept. Head A as a Manager /HOD	10 – 23	7.0 – 18	5.0 – 6.5
– EAM as an Assistant GM	15 – 30	10 – 20	9.0 – 12
– GM or Hotel Manager.	32 – 55	20 – 45	15 – 25

Source: Ministry of Manpower of the Republic of Indonesia, 2016

Sabrianova's research (2000) states that three things influence a person to make a job change, namely 1) Income which consists of a decrease in job income before the current job and an increase in income from new job choices, 2) The period of work, changes in work decrease with the work period. namely experience in the same job and total work experience in the job market. 3) Company characteristics, including ownership type, industrial company, and company work performance. Furthermore, in Longhi's (2009) research, the factors that influence job change are the age variable, which is divided into age, gender, marital status, number of family members. The education variable is divided into general education and education based on levels, namely high, middle, low, and special education. Job changes can also be seen from work routines, skills, services, and part-time workers, job changes are also based on company size, namely moderate with several 50-199 workers and large with many over 200 workers. There are many job transfers in the tourism sector, especially the hospitality sector. In Indonesia, the work shift of hotel workers in recent years has reached 46%. This transfer can occur between hotels and can also occur within hotels and there is a work shift, namely changing types of work. Meidiana's research focuses on the movement of workers between 3-star hotels in Palembang City who move based on the type of income and the movement of workers in the same job and between

departments, while this study observes the work shift of workers that occurs at each hotel level, from two-star hotels to star-rated hotels five, all existing job positions in hospitality as shown in Table 2: Employment transfer rate of star hotel workers in Palembang 2014-2018 (in percent).

**Table 2.**  
**Rate of Work Transfer**

Year	Work Transfer Rate%			
	Hotel Classification			
	5 Star	4 Star	3 Star	2 Star
(1)	(2)	(3)	(4)	(5)
2018	2,84	27,87	17,58	8,11
2017	14,37	10,77	16,67	18,42
2016	3,68	24,59	5,68	9,76
2015	1,02	12,00	5,68	10,00
2014	5,56	25,97	9,80	5,26

Sources: BPD PHRI Sumsel (2020), processed data.

Based on Table 2 above, work shifts that occur at star hotels in Palembang City vary widely in value. In hotels with a five-star classification, the highest percentage of work movement in 2017 was 14.37 percent of workers who moved work and in two-star hotels, the percentage of work migration in the same year was 18.42 percent of workers who moved work. Whereas for the classification of four-star hotels the highest percentage of work migration occurred in 2018 with 27.87 percent of workers moving work and at three-star hotels 17.58 percent of workers who moved work. The growth of star hotels in Palembang City and the rapid movement of workers in the hotel industry needs special attention, this is important so that it does not become a problem. Unfortunately, there are not many comprehensive studies on the causes of the increasing job turnover of hotel employees in Palembang, so it is necessary to conduct an in-depth and comprehensive study of the factors that cause employee displacement. Likewise, with the payroll system that is applied in every hotel. There are different possibilities. It is very interesting to do an in-depth study so that how much influence the wage system in hotels is applied to affect an employee's work shift and its relationship with hotel employee job satisfaction. This article discusses the several factors that cause the job turnover of hotel employees in Palembang.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Job turnover is a problem that occurs in many companies in many developing countries. The high job turnover rate of employees causes an increase in the company's burden for recruits. Besides, every worker leaves the company after having increased experience and the level of efficiency he has. Change of work or job turnover in organizations is a phenomenon that will always develop in organizational life and many of them cause problems. In some companies, the job turnover of employees has a negative effect in terms of both costs and loss of time and opportunities to take advantage of opportunities (Mobley, 1986). According to Gensing (2006) state that the increase in employee change is caused by the displeasure of employees working at the company. The level of job turnover can also occur because the number of workers required is much less than

demand, where the emergence of new companies causes a higher rate of employee turnover. Nitisemito (1996) states that the increased turnover of workers is caused by workers' displeasure in working for the company. Meanwhile, the level of workforce movement can also occur because the number of workers required is much less than the demand for work, where the emergence of new companies causes a higher rate of labor turnover. The job model should be understood as a conceptual framework of theory and practice that addresses and relates research program models of human occupation. The systematics of these models develops mainly based on the various phenomena and problems mentioned in the characteristics that occupational researchers may encounter in their field of practice. The workgroup model is an example of a phenomenon description based on employee work arrangements (Kielhofner, 1995). Employee work activities according to Kielhofner (1995) have four phenomena in the Model Of Human Occupation, including:

- a) Human motivation to work
- b) Activity behavior as routine and employee work habits
- c) The nature of skilled actualization based on skill
- d) The influence of the environment on organizational behavior.

In the model, the work action or behavior of the human system as the main force is health, well-being, development, and change (Kielhofner, 1995). This idea begins with the recognition that human systems are not static machines, but dynamic, living systems that require constant maintenance and reorganization. The job model emphasizes that the human system is carried out and shaped by the nature of its job behavior. Rivai (2009) states that employees who are not satisfied with work or other factors related to their work will reduce their commitment to the organization or company. Their dissatisfaction is generally associated with performance degradation problems which include delays in work, high employee turnover, and high absenteeism. The company must control the minimum willingness to leave employees. The first step in dealing with high intent to leave is to recognize that there is a problem in taking steps to determine what factors are causing the problem. Interviews for employees who leave are an excellent way to explore the reasons that made employees decide to leave their jobs (Kielhofner, 1995). According to Mobley (1986), worker entry and exit and other behaviors, such as absenteeism and lethargy are often grouped in resignation behavior or also known as intent to leave. Robbins (2005) states that workers who are not satisfied with work or other factors related to their work will reduce their commitment to the organization or company. Their dissatisfaction is generally associated with performance decline problems which include delays in work, high turnover rates, and high rates of absenteeism or absenteeism. Companies must be able to control the level of willingness to quit workers as small as possible. The first step in dealing with high intent to leave is to recognize that there is a problem in taking steps to determine what factors are causing the problem. Interviews with workers who left their jobs are an excellent way to explore the reasons that made workers decide to leave their jobs (Kielhofner, 1995). The company should be able to keep its employees from leaving their jobs. Especially if workers have a big contribution to the company. To create mutually beneficial relationships, a conducive working atmosphere must also

be created. Opinions about age, among others, according to Elisabeth, translated from Nursalam (2003) age is the age of an individual that is counted from birth to birth. According to Huclok (1998), the elder you are, the level of maturity and strength of a person will be more mature in thinking and working. In terms of public trust, someone who is more mature is more trusted than someone who is not yet mature. This can be seen from the experience and maturity of his soul. Age is one of the factors that influence a person's health behavior as human capital. According to Suryabudhi (2003), a person who lives a normal life can assume that the longer he lives the more experience, the wider the knowledge, the deeper his expertise, and the better his wisdom in making decisions about his actions.

The age structure according to the World Health Organization (WHO) is divided into 3 major groups, namely:

1. The young population is the population aged under 15 years or the age group 0-14 years.
2. The productive age population is the population aged 15-59 years.
3. Elderly residents are residents aged 60 years and over

Age is also a factor that determines labor productivity because of the natural influence where older age will certainly reduce strength, both physical and non-physical (Moulet, 2001). As you get older, your perceptive power and mindset will also develop, so that the knowledge you gain will increase. (Notoatmodjo, 2003).

#### **The Indonesian Central Bureau of Statistics (2012) categorizes marital status into 4 groups, namely:**

1. Unmarried: the status of those who were not married during the census or survey.
2. Marriage: the status of those who during the census or survey were bound by marriage, either living together or separately. This includes those who are legally married (customary law, religion, state, etc.) as well as those who live together and are considered husband and wife by the surrounding community.
3. Divorced: the status of those who have lived apart from their husbands or wives because they are divorced and have not remarried.
4. Divorced: status for those who have lived apart from their husbands or wives because they died and have not remarried.

Marital status will affect the difference in working hours spent by workers, both women, and men who are not married and are married (Victor, 2006). If a worker is the head of the household, of course, the income tends to be higher and the effect is stronger for workers who are married. The impact of the income of the head of the household on the income of household members is positive (Victor, 2006). The opinion about the length of work or experience according to Foster (2001), work experience is a measure of the length of time or length of work that a person has taken in understanding the duties of a job and has done it well. Meanwhile, Borjas (2013) emphasizes more on investing in work experience, the longer a person works they have a better work value in their field. Work experience is the process of forming knowledge or skills about the method of a job due to the involvement of the worker in the implementation of work tasks (Heni, 2016).

### Several factors affect the work experience of workers according to Heni (2016), including:

1. Personal background, including education, courses, training, work. To show what someone has done in the past.
2. Talents and interests, to estimate a person's interests and capacities or abilities.
3. Attitudes and needs to predict a person's responsibility and authority.
4. Analytical and manipulative abilities to learn assessment and analysis skills.
5. Technical skills and abilities; to assess the ability in the implementation of technical aspects of the job

Workers who have work experience will get a job that matches their expertise. The longer the workforce is in work following their expertise, it is expected that it will increase their productivity. Victor (2006) states that work experience is a reflection of workers who can work in other places before. The more experience the workforce gets, the more trained it will be in doing the job. The following research shows the various reasons for employees to move to new workplaces: Surienty et al (2014) research entitled quality of work-life and turnover intention: a partial least square approach, the results of the research shows that quality of work-life harms turnover intention. Research by Wu, Shie, and Gordon (2017) entitled impact of customer orientation on turnover intention: the mediating role of emotional labor, the results of their research show that customer orientation is positively related to turnover intention, and workers' emotions are used as intermediaries. Research by Ludiya (2016) on the effect of work-life policies, work-life conflicts, job stress, and loneliness on turnover intentions at a private university in Batam City, the results of this study have a negative and significant effect on work-life policies and job stress on turnover intentions. Research by Sheraz et al (2014) with the title antecedents of job stress and its impact on employee's job satisfaction and turnover intentions, the results of the study show that there is an effect of job stress, job satisfaction on turnover intentions. While Noor and Maad's (2008) research entitled Examining the relationship between world life conflicts, stress and turnover intentions among marketing executives in Pakistan, the results of the study show that there is a positive and significant effect between work-life conflict and stress on the turnover intention on marketing executives. The results of these studies form the basis of this paper.

### FRAME OF MIND

This study uses ten variables, namely ethnicity, training, job satisfaction, work conflict, length of work, marital status, education, age, income, number of dependents. The following is the framework for this research:

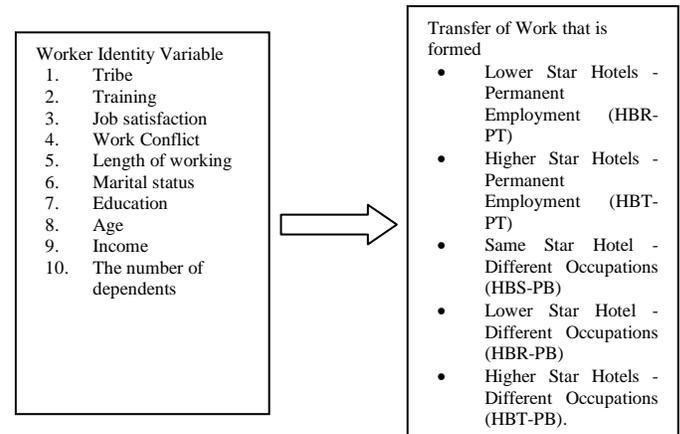


Figure 1. Framework

### The hypothesis is formulated as follows :

1. The identity of respondents with ethnic variables has an effect on the work shift of hotel workers in the city of Palembang.
2. The identity of the respondents for the training variable has an effect on the work shift of hotel workers in the city of Palembang.
3. Job satisfaction variable respondent identity affects the work shift of hotel workers in the city of Palembang.
4. The identity of the respondents with the work conflict variable has an effect on the work shift of hotel workers in the city of Palembang.
5. Respondent identity variable length of work affects the work shift of hotel workers in the city of Palembang.
6. The identity of the respondent's marital status variable has an effect on the work shift of hotel workers in the city of Palembang.
7. The identity of the respondents to the education variable has an effect on the work shift of hotel workers in Palembang.
8. Respondent identity with age variable affects the work shift of hotel workers in the city of Palembang.
9. Respondent identity variable income affects the work shift of hotel workers in the city of Palembang.
10. The identity of the respondents in the variable of the number of dependents has an effect on the work shift of hotel workers in the city of Palembang.
11. The identity of the respondent variable has an effect on the work shift of hotel workers in the city of Palembang simultaneously.

### 3. RESEARCH METHODOLOGY

This research discusses the relationship between wages, human capital, and work conflicts on the job turnover of hotel workers in Palembang. The research design uses a quantitative approach. Specifically, the research design begins with identifying problems. After the problems have been identified, the objectives and benefits of the research are described as a guide in conducting the research. The data in this study are primary data and secondary data. Primary data in this study were direct interviews with the General Manager to see the vision and mission of the hotel and the Human Resources Manager. While the secondary data used is information about hotels which is hotel data owned by BPD PHRI South Sumatra and the Tourism Office, as well as hotel growth statistics data in Palembang

City. Data collection in this study was conducted using a survey-based method after the determination of the sample of respondents was carried out according to the procedure. Primary data were obtained by structured interviews using questionnaires and in-depth interviews with selected respondents. Secondary data is obtained through a literature study of various references such as textbooks, a publication of annual reports, a publication of official company documents, journals, magazines, and articles related to this research. The population in this study were hotel employees in Palembang based on the largest number of employees in each hotel classification. Based on data obtained from BPD PHRI South Sumatra, it was found that 5-star hotels totaled 4 hotels, 4-star hotels totaled 9 hotels, 3-star hotels totaled 11 hotels and 2-star hotels totaled 24 hotels while 1-star hotels totaled 6 hotels. The following will present hotel data in Palembang City. The population in this study was 3575 employees.

**The sample in research using the opinion of Roscoe (1975) provides a general reference for the research sample as follows:**

1. Sample sizes greater than 30 and less than 500 are appropriate for most studies.
2. In multivariate research (including multiple regression analysis), the sample size should be 10x larger than the number of variables in the study.

After determining the number of random samples in the study, 470 respondents were found in this study, then using the percentage proportion method to obtain the proportion of samples that represented respondents in each hotel classification. Data on the number of respondents with the percentage proportion of hotel classifications will be presented in the following table. In this study, the sampling technique used was the proportional random sampling method, namely the grouping of respondents based on certain classes or groups at star hotels in Palembang with a total sample size of 470 people.

**Table 3.**  
**The number of Sample Star Hotel Workers in Palembang City.**

Hotel	Sample
5 Star	67
4 Star	144
3 Star	102
2 Star	138
1 Star	19
Total	470

Given that the data collection was carried out using a questionnaire, the seriousness of the respondents in answering the questions is very important in this study. The validity or validity of a social research result is largely determined by the measuring instrument used. If the measuring instrument used is invalid and untrustworthy, the research results obtained will not describe the real situation. To overcome this, two kinds of testing are needed, namely the validity test (test of validity) and the reliability test (test

of reliability) to test the seriousness of the respondent's answer.

#### **a) Test of Validity (Test of Validity)**

The validity test is carried out to find out whether the measuring instrument that has been prepared measures what needs to be measured. The validity test is useful for determining how carefully a tool performs its measure function. A high validity measuring tool means that it has a small error variant, thus providing confidence that the data collected is reliable (valid) data. The validity test is done by correlating each question with the total score for each variable. From the results of this correlation, the t value for each item will be sought, if the t-value > t-table means that the data is significant (valid) and suitable for use in testing the research hypothesis. Conversely, if the t-value < t-table, it means that the data is not significant (invalid) and will not be included in testing the research hypothesis. After it can be determined that the questions used in this study are valid, then the questions that are declared valid are tested for reliability.

#### **b) Test of Reliability (Test of Reliability)**

After testing the validity of the questions and/or statements used in this study, then the reliability test is carried out. Reliability test aims to determine whether the data collection tool shows the level of accuracy, accuracy, stability, or consistency of the tool in expressing certain symptoms from a group of individuals, even though it is carried out at different times. Reliability test is carried out on questions or statements that are already valid. This test is carried out using Cronbach's alpha. (Sekaran & Bougie, 2014) say that in general reliability that is less than 0.6 is said to be less reliable, between 0.6 and 0.8 is quite reliable, and above 0.8 an instrument is said to be good, or according to (Hair, Black, Tatham, & Anderson, 2010) an instrument can be said to be reliable if its value is above 0.7. Thus, the implications of the results of the validity and reliability tests on the research instruments meet the required criteria, namely valid and reliable (reliable). This means that the test results on the validity and reliability of the research instruments and variables have met the requirements for use in further analysis, especially for estimating the parameters of each research variable and testing the model used.

Multinomial Logistic Regression Analysis Techniques were used in this study. The multinomial logit model is a dependent variable model which is not a dichotomous choice (yes or no) but is multiple (Nachrowi, 2002). The multinomial logit model is an extension of the binary logit model and is used to describe how an individual chooses between three or more discrete choices (Garrow, 2010). Multinomial logistic regression is an extension of logistic regression with binary respondents who can take response variables with more than two categories, these categories are choices, namely the first category, the last category, or the category that has a high-frequency value as a reference. The advantages of multinomial regression are that it is more flexible than other techniques, namely logistic regression does not have an assumption of normality for the independent variables used in the model, the independent variable of multinomial logistic regression can be a mixture of continuous, discrete, and dichotomous variables, logistic regression is useful if it is used in the

distribution of responses is above. the variable is expected to be non-linear with one or more independent variables.

The model specification in calculating the variables that affect job changes used multinomial logit analysis. Transfer of workers as the dependent variable depends on the independent variables, namely age (AGE), satisfaction (SATISFACTION), number of dependents (JL\_BEBAN), income (WAGE), marital status (KAWIN), training (TRAINING), conflict (CONFLICT), ethnicity (SUKU), education (EDU), length of work (LAMA\_KRJ). The nature of the dependent variable is nominal scale qualitative data. This study consisted of two multinomial logistic regression models. The following is the function of the work transfer of workers mathematically, namely:

$$OC = f(\text{AGE, SATISFACTION, JL\_BEBAN, WAGE, KAWIN, TRAINING, CONFLICT, SUKU, EDU, Marriage, LAMA\_KRJ})$$

Data calculations were performed using multinomial logistic regression on each variable equation.

## 4. RESULTS AND DISCUSSIONS

### RESULTS

The multinomial logit approach equation is carried out utilizing a significance test with a fitting information model which shows whether the modeling process by entering the independent variables into the model will produce better equations and testing the suitability of the model using the goodness of fit. The following table is a model of fitting multinomial logit information.

**Table 3. Information of Multinomial logit model fit**

Model	Model Fitting Criteria	Likelihood Ratio Tests		
		-2 Log Likelihood	Chi-Square	df
Intercept Only	1564.50			
Final	1452.87	111.632	80	0,011

Sources: Data processed by researchers, 2020

Based on Table 3, it is found that the decrease in the value of -2 Log Likelihood is quite significant or there is a decrease in the Chi-Square value of 111.632 with a significant degree of freedom of 80 at the 5 percent level, a significant value of 0.011 <0.05. The model value if you enter the intercept value will result in a -2 Log Likelihood value of 1564.50 and the -2 Log Likelihood value will be 1452.87 when the variable is entered into the equation model. It can be concluded that joint testing between the independent variables affects the work shift of hotel workers.

The goodness of fit assessment model shows the results of the model's suitability test with the data or how much the ability of the independent variable can explain the dependent variable. The following table shows the goodness of fit.

**Table 4. Goodness of Fit**

	Chi_Square	df	Sig
Pearson	2277,87	2195	0,106
Deviance	1441,55	2195	1,000

Based on the Pearson and deviance values in Table 4, the Chi-Square significance value is greater than 0.05 so that the model can be said to be fit or fit the empirical data of the researcher. It can be seen in Table 4 that the Pearson value is 0.106 while for the deviance value of 1,000, the two values are greater than 0.050, so H0 is accepted, which means that the model can predict its observation value or in other words, the model that has been produced is suitable so that there is no significant difference between the values. researcher observations with the predictive value of the model.

Analysis of Variables Affecting the Transfer of Work in Overall model

**Table 5  
Omnibus Test of Model Coefesients**

Omnibus Test of Model Coefficients				
Step	Step	Chi-square	df	Sig.
Step 1	Step	472,602	8	,000
	Block	472,436	8	,000
	Model	472,436	8	,000

Source: Data processed by researchers, 2020

The model value is 472,436> The df table value, on DF 8 is 15,507 or with a significance of 0,000 (<0.05) so that it rejects H0, which indicates that the addition of independent variables can have a real effect on the model, or in other words, the model is declared fit.

It should be noted that the Ordinary Least Square to test the simultaneous significance uses the F test, while the logistic regression uses the Chi-Square value of the difference between -2 Log-likelihood before the independent variable enters the model and -2 Log-likelihood after the independent variable enters the model. This test is also called the Maximum likelihood test. So that the answer to the hypothesis of the simultaneous influence of the independent variable on the dependent variable is to accept H1 and reject H0 or which means that there is a simultaneous significant influence on the identity of the respondent on employee work movement because the p-value of Chi-Square is 0,000 where <Alpha 0.05 or value Chi-Square Count 472,436> Chi-Square table 15,507

For model r square, we use pseudo r square for analysis.

**Table 6. Model Summary**

Model Summary			
Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	,000 <sup>a</sup>	,410	,710

Source: Data processed by researchers, 2020

The Model Summary table is used to see the ability of the independent variable to explain the dependent variable. For this reason, the values of Cox & Snell R Square and Nagelkerke R Square are used. This value is also called the Pseudo R-Square or if linear regression (OLS) is better known as the R-Square. The Nagelkerke R Square value is 0.710 and Cox & Snell R Square is 0.410, which indicates that the ability of the independent variable to explain the dependent variable is 0.710 or 71% and there are 100% - 71% = 29%, the value of 29% is another factor outside the model which describes the dependent variable. Based on the results, the variables studied influence the job turnover

of hotel employees in Palembang, with the proportion reaching 71%, and this influence is measured simultaneously.

## DISCUSSIONS

### Analysis of the effect of age on work movement

Analysis of the effect of age on work movement is seen based on the opportunity for workers to move work with the same job to star-rated hotels which is lower which has a significant value that is classified as high, above 0.05, which is equal to 0.078 but still below 0.10. This does not affect the opportunities for workers to move work with the same work to lower-star hotels. The tendency of workers to move work to hotels with lower stars for several reasons, cooperation from previous hotels, workers are required to transfer their knowledge to co-workers, in this situation workers expect an increase in income and status as permanent workers at hotels to get additional income in the form of money. The next job transfer is a transfer in the same job to a higher star hotel, indicating that the age variable has a high coefficient of significance, its value is also above 0.005, which is 0.777. These results indicate the same incidence with the transfer of workers to low-star hotels, for those who are new to the world of work, prefer not to do so, the factors are also the same, namely, the work they occupy requires working more extra than before, because in terms of performance it is different from in the previous workplace, the abilities they had were felt to be insufficient and inadequate, thus avoiding risks with the job. This is under Longhi's (2009) research regarding work movement based on age when viewed from the type of work that is lower or higher than the work they previously occupied. The results of the study of the age variable on the transfer of work to different jobs at the same hotel have a significance coefficient value greater than 0.05, namely 0.634. This shows that workers who work with low positions change to high positions or vice versa with the same hotel level prefer not to do so because it will change their passion and have to readjust the work they are doing, some the factors are also the same as the case of workers in the same position to hotels low stars, among others, the position they occupy will automatically decrease, the opportunity for skill development will decrease, because they have to readjust their position.

### Analysis of the effect of marital status on workers' work movement

Analysis of the effect of marital status on workers' work movement based on the opportunity for workers to move workers to the same position as low-star hotels, which has a significant value above 0.05, namely 0.750. For workers with unmarried status, they prefer not to move work to low-star hotels, this is because it will hinder their careers, workers with unmarried status have a desire to develop more than those who are already married. The marital status of workers who have moved work to the same position as high-star hotels has a high significance value of 0.757 compared to the significance level of 0.05. This does not affect the opportunities for workers to move work, this result indicates that workers who are not married prefer not to take the opportunity to move to a higher hotel, this is influenced by several factors, leadership skills are still lacking, the skills they possess may be the same. However,

the situation faced is different, this affects the mentality of the workers, besides that organizational skills are needed when moving to high-star hotels, both managerial and structural, unmarried workers prefer a safe and comfortable zone.

### Analysis of the influence of ethnicity on worker work movement

Analysis of the influence of ethnicity on worker work movement based on the opportunity for workers to move workers to the same position as low-star hotels, which has a significant value above 0.05, namely 0.205, this does not affect the opportunities for workers to move workers to the same position as the hotel. some of the reasons are because workers who are ethnic from South Sumatra are more likely to retain their positions. After all, it is quite difficult if they try to move to low-star hotels with lower wages. The next result is that the work transfer of workers with the same position as high-star hotels also has a high significance value of 0.415 compared to the significance level of 0.05. This means that there is a tendency for ethnic workers from South Sumatra to not choose to move, among other things, the position does not match their career if they move to a high-star hotel.

### Analysis of the Effect of Training on Work Transfers

The estimation result of training variable by comparing the significance level value which consists of two categories, namely Training 1 (participating in training) and Training 2 (having never been). The following is an estimate of the analysis of the effect of training variables based on the work shift of workers in the same position with low-star hotels which has a significance value of 0.274, the value is greater than 0.05, this indicates that the training that workers attend does not affect their work shift to low-star hotels with the same position, for several reasons including the decline in hotel class, their two training certificates will certainly have a reduced value if used in low-star hotels. Further analysis, the training variable based on the work movement of workers in the same position as high-star hotels, which has a significant value of 0.328, which is higher than the significant level of 0.05, this tends for workers not to move because the training they receive should be able to make them change positions or hotel with high stars.

### Analysis of the Effect of Work Conflict on Work Transfers

The data analysis of the effect of work conflict on the work movement of workers based on the work shift of workers in the same position with low-star hotels which has the highest significance value, namely category 2 (moderate), the value is 0.881 higher than the significant level 0.05, these results indicate that the opportunity for conflict what happens when workers do a fairly small work shift because the organizational pressure and work environment in low-star hotels are smaller. The next estimate of work conflict is seen based on the work movement of workers in the same position as high-star hotels which has a high significance value in category 1 (low), the value is 0.570 higher than 0.05, it can be ascertained that this indicates the possibility of conflict opportunities for work transfer to star hotels. with the same position is very small, because the position obtained by the worker is still at the same level, with experienced workers, has a suitable job description in a

high-star hotel, there is little chance of conflict being created.

### **Analysis of the Effect of the Number of Dependents on Work Transfers**

The results of the research variable the number of dependents owned by workers based on the work shift of workers with the same job as low-star hotels have a significant value of 0.093, the value is higher than 0.05, workers prefer not to move work to a hotel which is lower than their previous job. This reduces their income level because the positions they accept are the same. The next estimate of the variable number of worker dependents seen based on the work shift of workers with the same job as high-star hotels has a value of 0.835, the value is greater than 0.05, this result has a very high opportunity for workers to move work, considering that the position accepted is the same as the job. before, but hotel class was higher, workers were certainly required to work the extra mile. Analysis of the variable number of dependents then the work shift of workers to a different job with the same hotel has a value of 0.205 greater than 0.05, this indicates that workers have a very small opportunity to move work, considering that the positions they get are not necessarily in their fields, this situation makes them think because they already have family dependents.

### **Analysis of the Effect of Income on Work Transfers**

Based on the estimation of the level of significance of income, and based on the work shift of workers in the same position as low-star hotels, it has a high significance value, namely 0.966, which is greater than 0.05, this is for workers who want to move work have a small opportunity, several reasons include, decreasing income level because the hotel class they are aiming for is lower, the social status they get will also decrease. The next estimate of the income variable seen based on the work shift of workers in the same position as high-star hotels has a significant value, namely 0.023, this value is smaller than the significant level of 0.050, in this case, workers have a tendency to move work to high-star hotels even with the position the same, for several reasons, among others, their increased prestige, their opinions will increase, their social status will also be better. The estimation of income variables is then seen based on the work movement of workers in different positions from the same hotel which has a high significance value, namely 0.841, the value is greater than 0.050, meaning that the opportunity for workers to move work is very small, considering that the transfer is only in the same hotel class as the salary the same thing, apart from that, the position obtained is not necessarily higher than the previous position.

### **Analysis of the Effect of Length of Work on Work Transfers**

Based on the estimate of the significance level of the length of work seen based on the work shift of workers in the same position as low-star hotels for category 1 has a value of 0.020 less than 0.050, which means that the work shift of workers in low star hotels is to increase work experience for those with higher likelihood. can survive in a low-star hotel while increasing their skills and management capabilities. The next variable, namely the work shift of workers in the same position as high-star hotels in all categories has a

significance value higher than 0.05, workers with all working years do not tend to move only to high-star hotels, they also need positions and challenges. new. Transfer of work of workers with different jobs with the same hotel all categories of significance level above 0.05, this value has a tendency not to affect the tenure of a person to change jobs to the same hotel even with different positions, they have reasons such as being bored with same level hotel, too monotonous work environment.

### **Analysis of the Effect of Education on Work Transfers**

Job transfer is also related to workers' education, education has an important role in improving the quality and ability of workers. Education is divided into three categories, namely category 1 (Middle School), category 2 (Diploma), Category 3 (Bachelor). Based on the estimation of the level of significance of education seen based on the work shift of workers in the same position with low-star hotels for category 2 (diploma) has a value of 0.091, the result has no effect on workers' work movement This indicates that the opportunity for transfer of diploma graduates is very small, because the skills they have are capable enough not to move to the level of low-star hotels. Education is seen based on the work shift of workers in the same position as high-star hotels for category 1 has a value of 0.292, the value is not significant. Workers tend to prefer to keep their job rather than move to a higher hotel with a greater risk. Furthermore, education is seen based on the work shift of workers to a different position from low-star hotels for category 2 which has a significance value of 0.350, this value is also not significant, the tendency to shift in value is quite small because they prefer to keep their jobs in addition to continuing their education to a higher level. , at the same time being able to raise their position from staff to managerial level. This study is in line with the results of Lavenson (2010) who analyzed that job changes are classified based on the specific skills of workers, then workers will do work based on important factors such as the skills they have. Because jobs in the tourism industry prioritize ability over education.

### **Analysis of the Effect of Satisfaction on Work Transfers**

Job satisfaction consists of many dimensions. The stages observed are job satisfaction in the job itself, including salary, recognition, the relationship between supervisors and workers, and opportunities to advance. Satisfaction is categorized into three, namely category 1 (low), category 2 (moderate) category 3 (high). Based on the estimation of the significance level of satisfaction seen based on the work shift of workers in the same position with low-star hotels for category 2 (moderate) the result is 0.495, the value is higher than 0.05, which means that workers in moderate satisfaction conditions prefer to stay with the situation being experienced. Employee satisfaction is seen based on the same position as high-star hotels, the significance value for category 2 (moderate) is 0.674, this indicates that the moderate level of satisfaction makes workers prefer not to move. The results showed that there was an influence of the respondent's identity variables, namely age, gender, ethnicity-religion, marital status, number of dependents, employment status, current position, hotel classification, which simultaneously affected job turnover. Based on Longhi and Brynin's (2009) research, their research variables namely age, gender, marital status,

number of family members, education, expertise, work routine affect job turnover. Likewise, employee job satisfaction also affects job turnover.

## 5. CONCLUSION

Based on the discussion, the factors that influence the work shift of workers have been explained, it can be concluded that the results are as follows:

1. Simultaneously, this research variable can explain the respondent's identity variable towards work movement in the same and different jobs which are influenced positively and significantly by all variables, namely ethnicity, education, marital status, number of dependents, training, length of work, workplace conflict.

2. The partial shift of work at the age of workers, in the young and old age groups, expect to stay at their job and experience higher income growth following the length of time they work, the marital status of unmarried workers tends to move work to make ends meet. they, the work movement based on male gender stated that they prefer to move work on condition that they have the ability at a certain level. Transfer of work in terms of the training they received stated that they preferred not to move work because the certificates they received were not able to compete with professionals who were already available.

3. In terms of work conflicts, workers prefer to move work rather than work conflicts between them and with the organization. The shift in work of workers from the variable number of dependents prefers to consider work movements based on the number of dependents they have, they prefer to be in a fixed and unchanging situation. Worker's income affects their work movement, this is what workers do to increase the amount of income to meet their daily needs.

4. The variable length of work of workers, workers who have experienced between 2 and 5 years, tend to want to develop because their age is still productive, their work spirit is also extraordinary, besides that their expertise is sufficient to meet hotel needs.

5. The education variable, workers prefer to retain their positions while continuing their education to a higher level, with the hope of changing their job titles. The job satisfaction variable of workers prefers to stay with their current work situation, they feel satisfied and comfortable with the current work situation rather than choosing to move jobs with unclear satisfaction.

Finally, there is a simultaneous significant influence on the identity of the respondent on job turnover, while the rest is influenced by other variables not examined in this study.

## 6. LIMITATION AND STUDY FORWARD

There are not many variables studied and cannot represent the whole research phenomenon, and the scope of the research is still limited. Further research on other important variables should be carried out to obtain a complete explanation of the phenomena that occur.

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