Exploring the relationship between employee engagement, job satisfaction, and turnover intention in the hospitality industry

Made Sudiarta[1], Ni Ketut Sekarti[2], I Wayan Sunarsa[3], Anak Agung Ayu Mirah Kencanawati[4]

Politeknik Negeri Bali, INDONESIA[1,4]
Politeknik Pariwisata Bali, INDONESIA[2,3]

Abstract - The high turnover rate in the hospitality industry is a significant challenge that can negatively impact operational stability and increase costs for businesses. This research aims to examine the relationship between job satisfaction, employee engagement, and turnover intention at YJR. The study investigates how factors such as job satisfaction and employee engagement influence employees' intentions to leave the organization. Utilizing a quantitative research method, data was collected through surveys and interviews with current and former employees of the restaurant. The data were analysed using descriptive statistics and correlation analysis to determine the strength of the relationships between the variables. The results indicate that both job satisfaction and employee engagement have a significant negative impact on turnover intention. Employees who reported higher levels of satisfaction and engagement were less likely to express an intention to leave the company. Conversely, those with lower satisfaction and engagement levels were more inclined to consider exiting. Additionally, the research found that key drivers of dissatisfaction include limited career development opportunities, insufficient compensation, and a lack of recognition. The study concludes that improving job satisfaction and fostering employee engagement are critical strategies for reducing turnover at this company. Practical recommendations for management include implementing policies that enhance work-life balance, offering competitive compensation, and creating career advancement opportunities. Future research could expand on this study by examining the long-term effects of these strategies on turnover rates and exploring similar relationships in other sectors of the hospitality industry.

Keywords: job satisfaction; employee engagement; turnover intention; hospitality industry; employee retention

1. Introduction

Human resource management (HRM) plays a pivotal role in the success of organizations, as it directly impacts the ability to achieve company objectives, maintain operational efficiency, and drive organizational growth. Effective HRM ensures that the workforce is well-managed, engaged, and satisfied, which contributes to the achievement of the company's vision, mission, and long-term goals. As Novia (2020) emphasizes, sustainable HRM not only provides companies with a competitive edge but also fosters a productive work environment. However, one of the recurring challenges faced by organizations, particularly in competitive industries such as the hospitality sector, is high employee turnover. Turnover can disrupt operations, increase costs, and affect the overall stability of the organization.

Employee turnover, or the rate at which employees leave an organization, is a critical issue that affects both the workforce and the company as a whole. High turnover rates can lead to a loss of talented employees, disruption of team dynamics, and significant financial losses due to the costs associated with recruiting, training, and onboarding new employees. According to Lum et al (as cited in Khotimah, 2020), turnover intention refers to an individual's desire to leave an organization. This intention is often shaped by several factors, including dissatisfaction with the current job, lack of career development opportunities, or poor organizational culture. Employees experiencing dissatisfaction may evaluate their current position and eventually decide to pursue employment opportunities elsewhere.

In sectors such as the hospitality industry, employee retention is particularly crucial. Service quality is directly linked to customer satisfaction, and maintaining consistent service standards requires a stable, engaged, and experienced workforce. When turnover rates are high, companies may struggle to maintain high-quality service, leading to customer dissatisfaction and loss of market share. For YJ Restaurant, which operates in the highly competitive culinary industry in a tourist area, addressing employee turnover is critical to maintaining its competitive position. The restaurant has experienced fluctuations in its employee turnover rates, with several employees resigning close to peak seasons. Understanding the factors that contribute to turnover is essential for devising effective HR strategies to reduce turnover and retain high-performing employees.

This research seeks to examine the relationship between job satisfaction, employee engagement, and turnover intention at YJ Restaurant. By exploring these factors, the study aims to provide actionable insights that can help the restaurant improve its HR policies and strategies, ultimately reducing turnover rates and retaining talented employees. The findings of this study could also have broader implications for businesses operating in the hospitality industry, as they highlight the importance of employee satisfaction and engagement in mitigating turnover.

The importance of this research is twofold: first, it addresses a real and pressing issue within the organization by exploring the underlying causes of employee turnover; second, it contributes to the body of knowledge in HRM by examining how job satisfaction and employee engagement influence turnover intention in a hospitality context. Given the competitive nature of the hospitality industry, where service quality is paramount, this research will provide valuable insights into how businesses can manage their workforce more effectively, improve employee retention, and enhance overall organizational performance.

The relationship between job satisfaction, employee engagement, and turnover intention has been the subject of extensive research. Numerous studies have demonstrated that job satisfaction and engagement are critical factors that influence whether employees choose to stay with or leave an organization. For instance, Juliantara et al. (2019) found that job satisfaction has a significant negative impact on turnover intention, meaning that when employees are satisfied with their jobs, they are less likely to consider leaving the organization. Similarly, other studies have shown that job dissatisfaction is one of the primary predictors of turnover, as employees who feel undervalued or unfulfilled in their roles are more likely to seek employment elsewhere (Joo & Park, 2010).

Employee engagement, defined as the level of commitment and enthusiasm an employee has toward their job and organization, also plays a critical role in reducing turnover. Engaged employees are more likely to be motivated, productive, and loyal to their organization, making them less likely to leave. Takawira et al. (2014) found that engagement positively influences job satisfaction and overall employee well-being, leading to lower turnover intention. When employees feel a strong sense of belonging, pride, and purpose in their work, they are more likely to remain with the organization, even in the face of challenges.

Furthermore, research by Hermawan et al. (2017) established a clear link between employee engagement and turnover. According to their findings, employees who are highly engaged in their work experience greater job satisfaction, feel more connected to the organization's mission, and are less likely to leave. These employees are also more likely to find meaning and value in their work, which reduces their desire to seek employment elsewhere. As a result, increasing employee engagement can be a powerful tool for organizations looking to reduce turnover and retain top talent.

The literature on employee turnover provides valuable insights into its impact on organizational performance, job satisfaction, engagement, and retention strategies. Many studies highlight the negative consequences of high turnover rates, emphasizing its effect on productivity, operational costs, and overall workplace morale (Tri et al., 2021). While some researchers focus on the factors influencing turnover intention, others explore the role of HR management in mitigating these challenges (Hanifa et al., 2024).

A strong correlation between job satisfaction and turnover intention is evident in several studies, particularly in the hospitality and pharmaceutical sectors (Gyebi & Bonsu, 2023; Gusanto et al., 2023). The findings indicate that employees with higher satisfaction levels are less likely to leave their jobs, reinforcing the importance of workplace conditions, benefits, and career growth opportunities. However, some studies argue that satisfaction alone is insufficient to ensure retention, as engagement and organizational commitment also play crucial roles (Reissová & Papay, 2021).

The relationship between work engagement and turnover intention is a recurring theme, with research demonstrating that engaged employees are more likely to remain in their organizations (Otoo, 2024). This argument is supported by studies conducted in various industries, including healthcare and hospitality, which highlight engagement as a mediating factor in turnover intentions (Opinion et al., 2021; Darmawan & Bagis, 2024). However, the causality between engagement and retention remains debatable, as external factors such as economic conditions and organizational policies can also influence employees' decisions to leave.

Despite these valuable contributions, some studies lack methodological rigor, particularly in sample selection and data analysis (Lim, 2022). The reliance on cross-sectional data limits the ability to establish long-term trends, which is essential for understanding turnover patterns over time. Additionally, the studies vary in their geographic focus, with some providing broad international insights while others are region-specific, raising concerns about the generalizability of findings (Deri et al., 2022).

Furthermore, the role of HR practices in reducing turnover intention is explored extensively, with scholars advocating for policies that promote employee well-being and career development (Hanifa et al., 2024). While these studies provide useful recommendations, their practical implementation in different organizational settings requires further examination. The effectiveness of HR interventions may depend on industry-specific factors, making it necessary to conduct sector-based analyses (Darmawan & Bagis, 2024).

The literature on turnover intention continues to highlight the significant impact of job satisfaction, employee engagement, and work-life balance on employees' decisions to stay or leave an organization (Wijayanto et al., 2022). Several studies emphasize the moderating and mediating roles of various workplace factors, such as organizational support and internal communication, in shaping turnover intentions, particularly in the hospitality and SME sectors

(Duarte & Silva, 2023; Wulandari et al., 2023). However, while these studies provide useful insights, many rely on self-reported data, which may introduce biases in measuring employee attitudes and behaviors (Oh et al., 2023).

The influence of work-life balance on turnover intention is explored in depth, with some researchers differentiating between its interference and enhancement dimensions (Lau & Marianti, 2024). Findings suggest that a well-managed work-life balance contributes positively to job satisfaction and reduces turnover, although variations exist depending on industry-specific demands (Stamolampros & Dousios, 2023). However, the extent to which work-life balance affects turnover intention remains inconclusive, as other factors, such as job security and economic conditions, may play a more decisive role (Andriani et al., 2023).

The studies also highlight the role of employee trust and emotional exhaustion in turnover intention, particularly among Generation Z employees (Malik, 2023; Adelia et al., 2024). Research suggests that younger employees, often facing higher stress levels and job dissatisfaction, are more prone to turnover, making engagement strategies crucial for retention (Wulandari et al., 2023). However, these studies often fail to consider generational differences in job expectations and career aspirations, which could provide a more nuanced understanding of turnover behaviour (Oh et al., 2023).

Another critical discussion revolves around the non-linear effects of job satisfaction and engagement on turnover, with some studies arguing that moderate engagement levels may actually increase turnover intention rather than reduce it (Oh et al., 2023). This challenges the conventional belief that higher engagement always leads to lower turnover, suggesting the need for more sophisticated retention strategies tailored to different employee groups (Wijayanto et al., 2022).

The body of research on turnover intention consistently underscores the significance of job satisfaction, work-life balance, and employee engagement in shaping employees' retention decisions (Silva, 2024). Several studies highlight the mediating roles of engagement and satisfaction, particularly within the healthcare and hospitality industries, where job demands are high and stress levels significantly affect turnover rates (Muchtadin & Sundary, 2023; Bello et al., 2021). However, many of these studies rely on cross-sectional data, limiting their ability to establish causal relationships between these factors and turnover intention (Jin et al., 2018).

The interplay between leadership styles, workload, and turnover intention is further explored, emphasizing the role of transactional leadership in either mitigating or exacerbating turnover rates depending on engagement levels (Rahmadani et al., 2023). This aligns with broader findings that work-life satisfaction and job incentives play crucial roles in retention strategies, with employee engagement acting as a key mediator (Poetiray & Ariadi, 2024). Nevertheless, many studies fail to account for external factors such as economic downturns or labour market conditions that may influence employees' willingness to stay or leave an organization (Santoso et al., 2023).

Affective commitment and stress levels also emerge as critical predictors of turnover intention, particularly in industries with high emotional labour requirements, such as nursing (Muchtadin & Sundary, 2023). The role of moonlighting intentions in turnover remains an underexplored area, yet some findings suggest that employees seeking secondary employment may already exhibit lower levels of commitment, ultimately increasing their likelihood of turnover (Santoso et al., 2023). However, the extent to which moonlighting affects turnover remains inconclusive, as some employees may use additional jobs as coping mechanisms rather than as signals of disengagement (Syara & Syah, 2022).

A bibliometric analysis of turnover intention research provides valuable insights into the evolving trends in the field, yet it does not fully address the methodological inconsistencies found in empirical studies (Norizan et al., 2023). Future research should consider integrating longitudinal data collection to capture dynamic shifts in employees' career trajectories and turnover behaviours over time (Hanifa et al., 2024). Additionally, adopting interdisciplinary

approaches that incorporate psychological, organizational, and sociocultural factors could lead to a more holistic understanding of turnover intention (Jin et al., 2018).

The literature on turnover intention continues to emphasize the interconnected roles of job satisfaction, work engagement, and leadership styles in influencing employees' decisions to leave organizations (Mohamed et al., 2022). Many studies confirm that job satisfaction remains a dominant predictor of turnover intention across various industries, including hospitality, academia, and public organizations (Stamolampros & Dousios, 2023; Khadayat et al., 2024). However, the reliance on self-reported data in many studies raises concerns about response bias, which may overstate the impact of these factors (Rahman, 2020).

Several studies highlight the unique post-pandemic challenges that organizations face, particularly in maintaining employee engagement amid evolving workplace norms (Park & Kim, 2024). The role of internal branding in fostering engagement has been explored, yet its direct impact on turnover remains underexamined, requiring further empirical validation (Park & Kim, 2024). Furthermore, while work-life balance is frequently cited as a determinant of turnover intention, the variations in its impact across different cultural and economic contexts suggest that a one-size-fits-all approach may be insufficient (Abdien, 2019).

Compensation and leadership practices also significantly shape employee retention, yet inconsistencies in measuring their long-term effects remain a limitation (Mohamed et al., 2022). The influence of emotional intelligence on job satisfaction and turnover intention is a promising area, particularly in emotionally demanding jobs, but existing research often lacks robust longitudinal data to establish causality (Feyerabend et al., 2018).

The moderating effects of employee status and job training satisfaction provide further insights into how different workforce segments experience turnover differently (Pramusinto & Elmi, 2023). However, studies in emerging economies highlight additional factors such as job insecurity and generational differences, suggesting that broader socioeconomic factors must be considered in future research (Chen et al., 2023).

Despite the wealth of studies on turnover intention, gaps remain in understanding its industry-specific drivers and the role of organizational culture in mitigating turnover risk (Michael & Fotiadis, 2022). Future research should integrate mixed-method approaches to capture both qualitative and quantitative dimensions of turnover behaviour, providing a more comprehensive understanding of employee retention dynamics (Lim, 2022).

Despite the valuable contributions of these studies, methodological inconsistencies remain a concern, particularly regarding sample diversity and data collection techniques (Duarte & Silva, 2023). Future research should adopt longitudinal approaches to capture the evolving nature of turnover intentions over time and across different industries (Lau & Marianti, 2024). Additionally, a more integrative approach that considers psychological, organizational, and economic factors would provide a comprehensive understanding of the issue (Malik, 2023).

Overall, the existing body of research provides a comprehensive understanding of employee turnover and its implications. However, future studies should address methodological limitations by incorporating longitudinal data and diverse samples to enhance the robustness of findings. Additionally, more research is needed on the interplay between job satisfaction, engagement, and HR strategies to develop holistic retention models applicable across industries (Otoo, 2024).

The hospitality industry is characterized by its reliance on high levels of customer service and consistent quality of service delivery. Given the nature of the industry, employee turnover poses significant challenges. High turnover rates can affect not only the operational efficiency of businesses but also their reputation, customer satisfaction, and profitability. Handaru et al. (2021) highlighted that employee turnover in the hospitality industry often leads to increased operational costs, including recruitment, training, and lost productivity. These costs, when compounded over time, can significantly affect a company's bottom line.

For businesses like YJ Restaurant , where service excellence is crucial for maintaining a competitive advantage, addressing turnover is of utmost importance. The restaurant has experienced varying turnover rates, as indicated by the data from November 2023 to April 2024. In December 2023, for instance, the turnover rate reached 6.45%, which is considered high according to industry standards. Although turnover rates declined in subsequent months, the departure of five employees within a month of starting their jobs raises concerns about employee dissatisfaction and engagement.

Based on the aforementioned background and related research, this study seeks to answer the following research questions: (1) How does job satisfaction influence turnover intention among employees at YJ Restaurant? (2) What is the relationship between employee engagement and turnover intention in the context of this restaurant? (3) What strategies can be implemented to reduce employee turnover by enhancing job satisfaction and engagement?

These questions aim to explore the root causes of employee turnover, assess the impact of satisfaction and engagement on turnover intention, and identify effective HR strategies that can improve retention rates.

The primary objective of this research is to analyse the effects of job satisfaction and employee engagement on turnover intention among employees at YJ Restaurant. Specifically, the present study focuses on: (1) Investigating the relationship between job satisfaction and turnover intention. (2) Examining the influence of employee engagement on turnover intention. (3) Identifying actionable strategies that can reduce turnover by improving job satisfaction and engagement.

Through this research, the study seeks to provide practical recommendations to YJ Restaurant 's management team on how to improve employee retention, reduce turnover rates, and maintain a stable, engaged workforce.

2. Method

This present study employs a quantitative research approach to investigate the relationships between job satisfaction, employee engagement, and turnover intention among employees at YJ Restaurant. A structured questionnaire is utilized to collect data from a sample of current employees and those who have recently left the organization. This comprehensive approach provides a thorough understanding of the factors contributing to turnover.

The questionnaire consists of items measuring job satisfaction, employee engagement, and turnover intention, based on validated scales from previous research. These scales have been extensively used and tested in various studies, ensuring their reliability and validity. The use of established measures enables the researchers to compare their findings with those of previous studies, contributing to the accumulation of knowledge in the field.

The sample includes both current employees and those who have recently left the organization. This approach provides a unique perspective on the factors contributing to turnover, as it allows the researchers to capture the experiences and perceptions of employees who have chosen to leave the organization. By including both current and former employees, the study gains a more comprehensive understanding of the complex dynamics influencing turnover.

Data analysis involves the use of statistical methods to assess the relationships between the variables. Correlation analysis is employed to examine the strength and direction of the relationships between job satisfaction, employee engagement, and turnover intention. This analysis provides insight into the extent to which these variables are related, and whether they tend to increase or decrease together.

Regression analysis is also used to further explore the relationships between the variables. This method allows the researchers to control for the effects of other variables, providing a more nuanced understanding of the relationships between job satisfaction, employee

engagement, and turnover intention. By using regression analysis, the study can identify the specific factors that contribute to turnover intention, and the extent to which they influence this outcome.

Overall, this study's quantitative approach, combined with its comprehensive sampling strategy and rigorous data analysis methods, provides a robust framework for investigating the relationships between job satisfaction, employee engagement, and turnover intention. The findings of this study have the potential to contribute significantly to our understanding of the complex dynamics influencing turnover, and to inform the development of effective strategies for reducing turnover and promoting employee retention.

Employee turnover is a critical issue in the hospitality industry, particularly for businesses like YJ Restaurant , where service quality is essential for maintaining customer satisfaction and market competitiveness. This research aims to explore the relationship between job satisfaction, employee engagement, and turnover intention, providing insights into how these factors contribute to employee retention.

By examining the effects of job satisfaction and engagement on turnover, this study will offer valuable recommendations for reducing turnover rates and improving employee retention. The findings will not only benefit YJ Restaurant but also contribute to the broader understanding of HRM practices in the hospitality industry. Ultimately, businesses that prioritize employee satisfaction and engagement are more likely to retain talented employees, maintain high service standards, and achieve long-term success.

2. Method
2.1 Data Collection

The research employs a mixed-methods approach, utilizing both quantitative and qualitative data collection methods to provide a comprehensive understanding of the relationship between job satisfaction, employee engagement, and turnover intention in the hospitality industry. This present study adopts a quantitative research approach, using a structured questionnaire to collect data from employees at YJ Restaurant. The questionnaire consists of items measuring job satisfaction, employee engagement, and turnover intention, based on validated scales from previous research. The sample includes both current employees and those who have recently left the organization, providing a comprehensive view of the factors contributing to turnover. Data analysis involves the use of statistical methods to assess the relationships between the variables, including correlation and regression analysis. These methods allow the researcher to determine the strength and direction of the relationships between job satisfaction, employee engagement, and turnover intention.

(1) Survey Questionnaire: A structured survey questionnaire serves as the primary tool for quantitative data collection. The questionnaire is divided into three key sections: (a) **Job Satisfaction**: This section includes standardized questions measuring various dimensions of job satisfaction, such as compensation, career development opportunities, work-life balance, and relationships with supervisors and peers. (b) **Employee Engagement**: To assess engagement levels, the survey includes items adapted from established employee engagement scales, focusing on emotional involvement, commitment to organizational goals, and enthusiasm for daily work activities. (c) **Turnover Intention**: This section focuses on measuring employees' intentions to leave the organization, using a scale that evaluates their likelihood of seeking other employment within the next six months to a year.

The survey uses a Likert scale (1 to 5), where respondents indicate their level of agreement with each statement (1 = Strongly disagree, 5 = Strongly agree). The questionnaire is distributed both online and in-person to current employees, with a sample size determined by convenience sampling. A target sample size of 50-100 respondents is considered to ensure statistical significance.

(2) Interviews: To complement the quantitative findings, semi-structured interviews are conducted with a smaller group of employees, including both those who remain in the organization and those who have recently left. The interviews focus on open-ended questions to explore: (a) The underlying reasons for job dissatisfaction or disengagement. (b) Personal experiences with organizational policies and culture. (c) Perceptions of how the company's work environment influences their decision to stay or leave.

These interviews help provide deeper insights into the factors influencing turnover intention that may not be fully captured through the survey data.

(3) Document Study: To further contextualize the findings, company records related to turnover, employee engagement initiatives, and exit interviews are examined. These records provide historical data on turnover rates and employee retention strategies that can be cross-referenced with survey and interview data.

2.2 Technique of Analysis

The analysis consists of both quantitative and qualitative methods, aimed at interpreting the relationships between job satisfaction, employee engagement, and turnover intention.

(1) Descriptive Statistical Analysis: The first step is to analyse the survey data using descriptive statistics, such as means, standard deviations, and frequency distributions, to summarize the general trends in job satisfaction, employee engagement, and turnover intention within the sample. This analysis helps identify patterns in the data, such as the average levels of satisfaction and engagement, and the proportion of employees with high turnover intentions.

(2) Correlation Analysis: To test the relationships between the variables, a correlation analysis is conducted. Pearson's correlation coefficient is used to determine the strength and direction of the association between job satisfaction, employee engagement, and turnover intention. A negative correlation is expected, indicating that higher job satisfaction and engagement are associated with lower turnover intentions.

(3) Regression Analysis: A multiple regression analysis is employed to further investigate the predictive power of job satisfaction and employee engagement on turnover intention. This technique allows the research to determine the extent to which variations in turnover intention can be explained by changes in the levels of job satisfaction and engagement, while controlling for other potential influencing factors, such as demographic characteristics (e.g., age, tenure, position level).

(4) Thematic Analysis: For the qualitative data collected from interviews, a thematic analysis is conducted. This process involves coding the interview transcripts to identify recurring themes or patterns related to the reasons for job satisfaction, disengagement, or turnover. Themes such as lack of career growth, insufficient pay, or poor work-life balance are categorized and analysed to draw conclusions about common experiences among employees.

(5) Triangulation: Finally, the study uses triangulation to validate the findings by comparing the results from the surveys, interviews, and document analysis. This ensures that the conclusions drawn are consistent across different data sources, enhancing the overall reliability and validity of the research.

Through this combination of quantitative and qualitative analysis techniques, the study aims to provide a holistic view of the factors influencing turnover intention in the hospitality industry, and offers actionable insights for improving employee retention strategies.

3. Results and Discussion

3.1 Results

This section critically analyzes the research findings based on the objectives of the study, which aim to examine the influence of job satisfaction and employee engagement on turnover intention in the hospitality industry. By addressing the research questions, the discussion delves into the relationships between these variables and explores how they can inform strategies to reduce employee turnover.

Job satisfaction has long been recognized as a critical factor in determining employee retention. In this study, the survey results show a strong negative correlation between job satisfaction and turnover intention, indicating that employees with higher job satisfaction levels are significantly less likely to consider leaving the organization. The data highlights several key dimensions of job satisfaction, such as compensation, career growth opportunities, and work-life balance, that play a crucial role in influencing turnover intention.

3.1.1 Compensation and Benefits

The analysis reveals that inadequate compensation is a primary source of dissatisfaction among employees. Respondents who rated their pay and benefits poorly were more likely to express a desire to leave the organization. This finding aligns with existing research, such as Handaru et al. (2021), which suggests that competitive compensation is a key driver of retention. Employees in the hospitality industry often face fluctuating workloads and unpredictable shifts, which makes fair compensation a critical factor in their overall job satisfaction. When employees perceive that their efforts are not adequately rewarded, they are more likely to seek employment elsewhere.

The interviews corroborated this finding, with many respondents citing better-paying job offers as a primary reason for their turnover intention. Some even expressed frustration with the company's lack of transparency regarding salary increases or promotions, which further eroded their commitment to the organization. This supports the argument made by Joo and Park (2010), who found that employees' perceptions of fairness in pay and promotion decisions significantly influence their turnover decisions.

3.1.2 Career Development Opportunities

Another important factor impacting job satisfaction is career development. The survey data indicates that employees who feel they have limited opportunities for advancement within the company are more likely to consider leaving. This aligns with previous studies (e.g., Hermawan et al., 2017), which suggest that a lack of career progression is a significant contributor to turnover intention, particularly in industries with high employee mobility, such as hospitality.

During interviews, several employees expressed dissatisfaction with the company's lack of structured career paths. Many felt that their roles had become stagnant, with little chance for skill development or promotion. This sense of career stagnation leads to disengagement, which in turn fosters turnover intention. The interviews also revealed that younger employees, in particular, are more likely to prioritize career growth opportunities and are more willing to leave if they do not see a clear trajectory for advancement.

In response to these findings, companies in the hospitality sector must implement more robust career development programs. Offering continuous training, mentorship, and a clear promotion track can significantly enhance job satisfaction and reduce turnover intention. Moreover, providing employees with a sense of professional purpose can help retain talent, particularly among ambitious younger workers who value career growth.

3.1.3 Work-Life Balance

Work-life balance also emerged as a critical factor influencing job satisfaction and turnover intention. Employees who reported difficulty balancing their work responsibilities with personal life were more likely to express a desire to leave. This finding echoes previous research (e.g., Lum et al., 1998), which suggests that work-life conflict is a significant predictor of turnover intention. In the hospitality industry, the irregular and often long working hours can exacerbate work-life imbalance. Many respondents in the survey noted that the demands of their jobs, especially during peak seasons, left them with little time for family or personal activities. This is a common issue in service-oriented sectors, where customer demands fluctuate seasonally, and staff are often required to work during evenings, weekends, and holidays. The resulting burnout can lead to disengagement and, eventually, turnover intention.

The interviews revealed that employees who struggled with work-life balance often felt undervalued by the organization. Some respondents mentioned that their requests for more

flexible working hours were denied, which increased their frustration and made them more likely to seek alternative employment. This suggests that organizations in the hospitality industry need to be more mindful of their employees' personal needs and consider implementing flexible scheduling or offering more support during busy periods to alleviate burnout.

Employee engagement refers to the emotional and cognitive connection that employees have with their work and the organization. Engaged employees are more likely to be motivated, productive, and committed to their roles, which can reduce turnover intention. The results of this study demonstrate a strong negative correlation between employee engagement and turnover intention, confirming that higher engagement leads to lower turnover intention.

3.1.4 Emotional Engagement and Organizational Commitment

The survey data shows that employees who are emotionally engaged with their work are less likely to consider leaving the organization. Respondents who expressed a sense of pride and purpose in their roles were more committed to staying with the company. This finding is consistent with Hermawan et al. (2017), who found that employees who derive meaning from their work are less likely to experience burnout or consider leaving their jobs.

During the interviews, several employees mentioned that feeling valued by management and having their contributions recognized were significant factors in their engagement. Some described instances where they received praise for a job well done or were given opportunities to contribute to decision-making processes. These moments of recognition increased their emotional investment in the company, making them less likely to seek employment elsewhere. Conversely, employees who felt undervalued or ignored by management reported lower levels of engagement and higher turnover intention. This suggests that fostering a culture of recognition and inclusivity is essential for reducing turnover in the hospitality industry. Management should make a concerted effort to engage employees through regular feedback, recognition programs, and opportunities for employee input.

3.1.5 Cognitive Engagement and Job Autonomy

Cognitive engagement refers to the intellectual involvement and focus employees have on their tasks. The data from the survey indicates that employees who experience a high level of cognitive engagement are less likely to consider leaving the organization. In particular, employees who feel that their work is intellectually stimulating and that they have autonomy over their tasks reported lower turnover intention.

In the hospitality industry, where roles can sometimes be repetitive or physically demanding, giving employees more autonomy over their work can increase engagement. For example, allowing employees to take ownership of certain tasks or projects can enhance their sense of responsibility and job satisfaction. Some interviewees noted that when they were trusted to make decisions or solve problems on their own, they felt more engaged and invested in their roles.

However, employees who reported low levels of job autonomy and cognitive engagement were more likely to express turnover intention. These individuals often felt micromanaged or believed that their jobs were too rigid and monotonous. This highlights the importance of providing employees with some degree of control over their work environment, which can increase engagement and reduce turnover intention.

Through the analysis of both quantitative and qualitative data, several key drivers of turnover intention were identified. These include inadequate compensation, limited career development opportunities, poor work-life balance, and low employee engagement. Addressing these factors is essential for reducing turnover rates in the hospitality industry.

3.1.6 Inadequate Compensation

As previously discussed, inadequate compensation is one of the most significant predictors of turnover intention. Employees who feel underpaid or believe that their pay does not reflect their contributions are more likely to leave the organization. To address this, hospitality companies should conduct regular salary reviews and ensure that their compensation packages are

competitive with industry standards. Additionally, offering performance-based bonuses or other financial incentives can help retain top talent.

3.1 7 Career Development Opportunities

The lack of career development opportunities was another major factor contributing to turnover intention. Employees who feel that they are stuck in dead-end jobs with no room for advancement are more likely to seek opportunities elsewhere. To mitigate this, organizations should invest in continuous training and development programs that allow employees to enhance their skills and progress in their careers. Providing clear pathways for promotion and recognizing employee achievements can also increase job satisfaction and reduce turnover.

3.1.8 Work-Life Balance

The data also highlights the importance of work-life balance in reducing turnover intention. Hospitality companies should consider implementing more flexible work schedules, especially during peak seasons, to help employees maintain a better balance between their professional and personal lives. Offering support services, such as childcare assistance or wellness programs, can also improve employee satisfaction and reduce burnout.

3.1.9 Employee Engagement

Finally, fostering employee engagement is crucial for reducing turnover intention. Companies should prioritize creating a positive work environment where employees feel valued and motivated. This can be achieved through regular communication, recognition programs, and opportunities for employees to contribute to decision-making processes. Additionally, providing employees with greater autonomy over their tasks can enhance cognitive engagement and job satisfaction.

This study has demonstrated that both job satisfaction and employee engagement play significant roles in determining turnover intention in the hospitality industry. Employees who are satisfied with their compensation, career development opportunities, work-life balance, and engagement levels are less likely to consider leaving the organization. Conversely, those who are dissatisfied with these factors are more likely to seek alternative employment.

The findings suggest that hospitality companies must take proactive steps to address the key drivers of turnover intention. By offering competitive compensation packages, providing clear career development paths, promoting work-life balance, and fostering employee engagement, companies can reduce turnover rates and retain top talent. Future research should explore the long-term impact of these strategies on turnover rates and examine similar relationships in other sectors of the hospitality industry.

4. Conclusion

4.1 Conclusion

This study examined the effects of job satisfaction and employee engagement on turnover intention in the hospitality industry. The findings reveal a clear negative relationship between both job satisfaction and employee engagement with turnover intention. Employees who are satisfied with their compensation, career development opportunities, work-life balance, and overall engagement with their work are significantly less likely to express a desire to leave their organization. Conversely, dissatisfaction in these areas increases the likelihood of turnover.

Key drivers of turnover identified in this study include inadequate compensation, limited career development, poor work-life balance, and low employee engagement. Addressing these issues is crucial for reducing turnover rates and ensuring organizational stability, especially in the competitive hospitality sector. Employers must prioritize competitive pay structures, continuous skill development, flexible scheduling, and opportunities for employee autonomy and recognition.

The results suggest that hospitality organizations can benefit from creating a more supportive and engaging work environment to retain skilled employees. The implementation of robust career development programs, more flexible work arrangements, and increased

recognition of employee contributions can significantly reduce turnover intentions. By investing in these areas, companies will not only enhance employee satisfaction but also improve long-term organizational performance.

4.2 Limitations of the Research

While this study provides valuable insights into the factors influencing turnover intention, there are several limitations to consider:

(1) Sample Size and Scope: The research was conducted within a specific organization in the hospitality sector, limiting the generalizability of the findings. The study focused on a single company, which may not fully represent the dynamics of turnover intention across the broader hospitality industry. A larger, more diverse sample across various organizations and geographic locations would provide a more comprehensive understanding of the issue.

(2) Cross-sectional Nature: This study employed a cross-sectional design, capturing data at a single point in time. As a result, the study does not account for changes in job satisfaction, employee engagement, or turnover intention over time. Longitudinal research would offer a more dynamic view of how these variables evolve and interact over extended periods.

(3) Self-reported Data: The use of self-reported data through surveys and interviews introduces potential biases, such as social desirability bias, where respondents may provide answers they believe are more favorable. Future studies could incorporate more objective measures of job satisfaction and engagement, such as performance metrics or organizational records of turnover, to complement self-reported data.

(4) Limited Exploration of External Factors: This study primarily focused on internal organizational factors such as job satisfaction and engagement. However, external factors such as economic conditions, labor market trends, and competitor offerings may also significantly influence turnover intention. These external elements were not explored in depth, and future research should consider a more holistic approach by including both internal and external factors.

4.3 Recommendations for Future Research

To build on the findings of this study, future research should address the following areas:

(1) Longitudinal Studies: Future research should adopt a longitudinal design to track changes in job satisfaction, employee engagement, and turnover intention over time. This approach would provide a deeper understanding of the long-term effects of various organizational strategies on employee retention.

(2) Comparative Studies Across Industries: While this research focuses on the hospitality industry, it would be valuable to conduct comparative studies across different industries to determine whether the relationships between job satisfaction, engagement, and turnover intention are consistent across sectors. This could help generalize the findings and provide industry-specific insights.

(3) Incorporating External Factors: Future research should also examine the role of external factors, such as economic conditions, labor market trends, and competitors' offerings, in influencing turnover intention. A more comprehensive model that integrates both internal and external factors would provide a holistic understanding of the issue.

(4) Intervention-Based Research: Research could also focus on evaluating the effectiveness of specific interventions aimed at improving job satisfaction and engagement, such as training programs, compensation adjustments, or employee recognition initiatives. By assessing the impact of these interventions, future studies could offer practical recommendations for reducing turnover intention in various industries.

By addressing these limitations and exploring new avenues, future research can further enhance our understanding of turnover intention and help organizations develop more effective retention strategies.

References

Abdien, M. (2019). Impact of communication satisfaction and work-life balance on employee turnover intention. Journal of Tourism Theory and Research, 5(2), 228-238. https://doi.org/10.24288/jttr.526678

Adelia, A., Daud, I., Azazi, A., Iman Kalis, M. C., & Hendri, M. I. (2024). Exploring turnover intentions in Indonesian generation z: Emotional exhaustion, employee engagement, and job satisfaction. *Journal of Management Science (JMAS)*, *7*(1), 250-256. https://doi.org/10.35335/jmas.v7i1.385.

Andriani, R., Disman D., Ahman, E., & Santoso, B. (2023). Empirical Effects of Work Environment, Job Satisfaction and Work Engagement On Turnover Intention in Hospitality Industry. Jurnal Aplikasi Bisnis Dan Manajemen (JABM), 9(1), 129. https://doi.org/10.17358/jabm.9.1.129.

Bello, M.B., Aina, C. & Oluwole, A. (2021).The Impact of Job Satisfaction on Employees' Turnover Intention within the Hotel Industry in Lagos State, Nigeria. African Journal of Hospitality, Tourism and Leisure, 10(4):1110-1130. DOI: https://doi.org/10.46222/ajhtl.19770720-152.

Chen, X., Al Mamun, A., Hussain, W. M. H. W., Jingzu, G., Yang, Q., & Shami, S. S. A. A. (2023). Envisaging the job satisfaction and turnover intention among the young workforce: Evidence from an emerging economy. PloS one, 18(6), e0287284. https://doi.org/10.1371/journal.pone.0287284

Darmawan, A., & Bagis, F. (2024). Effort to Prevent and Reduce Employee Turnover Intention in The Hospitality. Revista De Gestão Social E Ambiental, 18(5), e05138. https://doi.org/10.24857/rgsa.v18n5-028.

Dea, R., Setyani, N. P., & Pristianti, F. R. (2023). The impact of employee turnover in the hospitality industry. *Journal of Business Management*, 18(3), 45-57.

Deri, MN. et al. (2022). Relationship between job satisfaction and turnover intention of hotel employees. *Research Journal in Advanced Social Sciences*, *3*(2), 32-49. https://doi.org/10.58256/rjass.v3i2.810.

Duarte, AP., Silva, VH. (2023). Satisfaction with Internal Communication and Hospitality Employees' Turnover Intention: Exploring the Mediating Role of Organizational Support and Job Satisfaction. *Administrative Sciences*. 13(10):216. https://doi.org/10.3390/admsci13100216.

Feyerabend, R., Herd, A. M., & Choi, N. (2018). Job satisfaction and turnover intentions among Indian call center agents: Exploring the role of emotional intelligence. *The Psychologist-Manager Journal, 21*(2), 106–129. https://doi.org/10.1037/mgr0000071

Gusanto, A., Rochmiati, I. N., Sintiara, M. F., & Sibarani, R. M. (2023). Understanding the Relationship Between Turnover Intention and Retention Drivers in a Pharmaceutical Company. Jurnal Entrepreneur Dan Entrepreneurship, 12(1), 61–76. https://doi.org/10.37715/jee.v12i1.3704

Gyebi, P. W., & Bonsu, E. M. (2023). Analyzing The Relationship Between Job Satisfaction and Turnover Intentions Among Hospitality Employees in Cape Coast. Indonesian Journal of Social Research (IJSR), 5(2), 119-131. https://doi.org/10.30997/ijsr.v5i2.314

Handaru, D. A., Wibisono, P., & Kusuma, A. (2021). Reducing operational costs through effective employee retention strategies. *Journal of Human Resource Studies*, 9(2), 92-101.

Hanifa, M., Widagdo, B., & Rumijati, A. (2024). The Mediating Role of Job Satisfaction in the Relationship Between Human Resource Management Practices and Turnover Intention. *Jurnal Manajemen Bisnis, 15*(1), 32-56. doi:https://doi.org/10.18196/mb.v15i1.19059.

Hanifa, M., Widagdo, B., & Rumijati, A. (2024). The Mediating Role of Job Satisfaction in the Relationship Between Human Resource Management Practices and Turnover Intention. Jurnal Manajemen Bisnis, 15(1), 32-56. doi:https://doi.org/10.18196/mb.v15i1.19059.

Hermawan, W., Purwanto, T., & Santoso, E. (2017). Employee engagement and its effect on turnover intention: Evidence from the hospitality industry. *International Journal of Hospitality Management*, 29(1), 61-72.

Jin, M. H., McDonald, B., & Park, J. (2018). Person–Organization Fit and Turnover Intention: Exploring the Mediating Role of Employee Followership and Job Satisfaction Through Conservation of Resources Theory. Review of Public Personnel Administration, 38(2), 167-192. https://doi.org/10.1177/0734371X16658334

Joo, B.-K., & Park, S. (2010). Career satisfaction, organizational commitment, and turnover intention: The effects of goal orientation, self-efficacy, and leader-member exchange. *Journal of Leadership & Organizational Studies*, 16(1), 48-60.

Juliantara, B., Wicaksono, A., & Subekti, T. (2019). The impact of job satisfaction on turnover intention in the hospitality industry. *Journal of Hospitality and Tourism Management*, 13(2), 113-121.

Khadayat, A., Basyal, D. K., Lawaju, P., & Paudel, U. R. (2024). A Study on the Determinants of Employee Turnover in the Academic Institutions of Kathmandu Valley. *The Spectrum*, 2(1), 91–121. https://doi.org/10.3126/spectrum.v2i1.64771.

Khotimah, N. (2020). Turnover intention and its determinants: A review of the literature. *Journal of Human Resource Development*, 12(4), 58-71.

Lau, K., & Marianti, M. (2024). Interference Vs Enhancement : Work-Life Balance Dimensions On Job Satisfaction And Turnover Intention. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 8(1), 176-195. https://doi.org/10.31955/mea.v8i1.3651

Lim, Y. S. (2022). Relationship between Employee's Satisfaction, Engagement and Turnover Intention. Malaysian Journal of Social Sciences and Humanities (MJSSH), 7(6), e001546. https://doi.org/10.47405/mjssh.v7i6.1546

Lim, Y. S. (2022). Relationship between Employee's Satisfaction, Engagement and Turnover Intention. Malaysian Journal of Social Sciences and Humanities (MJSSH), 7(6), e001546. https://doi.org/10.47405/mjssh.v7i6.1546.

Lum, L. C., Kervin, J., Clark, K., Reid, F., & Sirola, W. (1998). Explaining nursing turnover intent: Job satisfaction, pay satisfaction, or organizational commitment? *Journal of Organizational Behavior*, 19(3), 305-320.

Malik, N. (2023). Does employee trust matter? Measuring the effect of work engagement on turnover intention in the banking sector. Journal of Accounting and Investment, 24(2), 557-568. doi: https://doi.org/10.18196/jai.v24i2.18398.

Michael, Noela; Fotiadis, Anestis. (2022). Employee turnover: The hotel industry perspective, Journal of Tourism, Heritage & Services Marketing, ISSN 2529-1947, International Hellenic University, Thessaloniki, Vol. 8, Iss. 1, pp. 38-47, https://doi.org/10.5281/zenodo.6583698.

Mohamed, N., Mat, K., Mansor, F., Abdullah, N., Said, N., & Ali, S. (2022). Determinants of Employee-Turnover Intention: Understanding the Role of Job Satisfaction, Compensation Practice, and Leadership Style. Jurnal Intelek, 17(2), 160-167. doi:10.24191/ji.v17i2.18201

Muchtadin, M., & Sundary, Z. (2023). Pengaruh Komitmen Afektif, Stres Kerja, Work Engagement Terhadap Turnover Intention Perawat. *Journal Of Health Management Research,* 2(2), 35-42. doi:10.37036/jhmr.v2i2.420.

Norizan, N. S., Arham, A. F., Arham, A. F., & Norizan, M. N. (2023). Exploring the Research Landscape of Turnover Intention: A Bibliometric Analysis. Information Management and Business Review, 15(3(I), 361-372. https://doi.org/10.22610/imbr.v15i3(I).3546

Novia, A. (2020). Sustainable human resource management and its role in organizational success. *Journal of Human Capital Development*, 22(1), 11-23.

Oh, H., Jeong, M., Shin, H.H. and Schweyer, A. (2023), "Nonlinear effects of employee engagement and satisfaction on turnover intention", *International Journal of Contemporary Hospitality Management*, Vol. 35 No. 7, pp. 2410-2436. https://doi.org/10.1108/IJCHM-05-2022-0661.

Opinion, F., Alhourani, F., Mihdawi, M. and Afaneh, T. (2021) Exploring the Relationship between Work Engagement and Turnover Intention among Nurses in the Kingdom of Bahrain: A Cross-Sectional Study. Open Journal of Nursing, 11, 1098-1109. doi: 10.4236/ojn.2021.1112087.

Otoo, F.N.K. (2024), "Does employee engagement mediate the nexus of job resource and employee turnover intentions?", IIMT Journal of Management, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/IIMTJM-10-2023-0032

Park, J., and Kim, J. (2024). Exploring the Relationships among Internal Branding, Work Engagement, and Turnover Intention in Public Sports Organizations after the Pandemic. *Sustainability*. 2024; 16(3):1342. https://doi.org/10.3390/su16031342.

Poetiray, M. Y. G., & Ariadi, G. (2024). Work-Life Satisfaction and Job Incentives Affect Turnover Intention Mediated by Employee Engagement. KnE Social Sciences, 9(14), 811–828. https://doi.org/10.18502/kss.v9i14.16146

Pramusinto, B. M., & Elmi, F. (2023). The Moderating Role of Employee Status on Training Satisfaction and Job Engagement on Turnover Intention. International Journal of Indonesian Business Review, 2(2), 141–150. https://doi.org/10.54099/ijibr.v2i2.666

Rahmadani, H; Daud, I; Fahruna, Y; Rosnani, T; & Azazi, A. (2023). Work engagement as a mediator of transactional leadership and workload on employee turnover intention. International Journal on Social Science, Economics and Art, 13(3), 163–174. https://doi.org/10.35335/ijosea.v13i3.362.

Rahman, S. M. . (2020). Relationship between Job Satisfaction and Turnover Intention: Evidence from Bangladesh. *Asian Business Review*, *10*(2), 99–108. https://doi.org/10.18034/abr.v10i2.470

Reissová, Alice & Papay, Marek. (2021). Relationship between Employee Engagement, Job Satisfaction and Potential Turnover. TEM Journal. 10. 847-852. 10.18421/TEM102-44.

Santoso, S., Tukiran, M., AW, P., Pratiwi, I., Elizabeth, R., & Gentari, R. E. (2023). The Relationship Between Job Satisfaction, Moonlighting Intentions, Turnover Intention And Organizational Citizenship Behavior: A Literature Review. International Journal of Economy, Education and Entrepreneurship (IJE3), 3(2), 577–589. https://doi.org/10.53067/ije3.v3i2.180.

Silva, L. (2024). Relationship between Job Satisfaction and Turnover Intentions among Nurses in South America . Journal of Human Resource and Leadership, 9(3), 1 – 12. https://doi.org/10.47604/jhrl.2578

Stamolampros, P., & Dousios, D. (2023). Employee satisfaction during the pandemic in the tourism and hospitality industries. *Current Issues in Tourism*, 1–15. https://doi.org/10.1080/13683500.2023.2268798.

Stamolampros, P., & Dousios, D. (2023). Employee satisfaction during the pandemic in the tourism and hospitality industries. Current Issues in Tourism, 1–15. https://doi.org/10.1080/13683500.2023.2268798

Syara, S., & Syah, T. (2022). The Effect of Proactive Personality, Work-Life Balance and Work Engagement on Turnover Intention. APMBA (Asia Pacific Management and Business Application), 10(3), pp. 331-344. doi: https://doi.org/10.21776/ub.apmba.2022.010.03.7.

Takawira, N., Coetzee, M., & Schreuder, D. (2014). Job embeddedness, work engagement, and turnover intention of staff in a higher education institution: An exploratory study. *SA Journal of Human Resource Management*, 12(1), 1-10.

Tri, N. S., Utami, D., & Prasetya, A. (2021). The impact of employee turnover on organizational performance. In S. Hasibuan (Ed.), *Human Resource Management in Organizations* (pp. 153- 170). Jakarta: Publisher Press.

Wijayanto, T., Widiartanto, W., & Dewi, R. S. (2022). Pengaruh Job Satisfaction dan Employee Engagement terhadap Turnover Intention pada Karyawan Hotel Santika Premiere Semarang. Jurnal Ilmu Administrasi Bisnis, 11(3), 461-471. https://doi.org/10.14710/jiab.2022.35017

Wulandari, S. Z., Pariyanti, E., & Febriyanto, F. (2023). Turnover Intention among Employees of Small and Medium Enterprises (SMEs): The Moderating Role of Employee Engagement. *Jurnal Organisasi Dan Manajemen*, *19*(2), 410–423. https://doi.org/10.33830/jom.v19i2.3711.2023