



Unveiling the Realities Behind High Turnover Rate in a Three-Stars Hotel

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Submitted : 18-02-2024; Reviewed : 12-05-2024; Accepted : 17-05-2024

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Abstract

The existence of quality human resources is very important in the hotel industry because it has a direct impact on the services provided to guests. A high employee turnover rate can disrupt service continuity and reduce service quality. This research aims to analyze the phenomenon of worker turnover that occurs at one of the three-stars hotels in Cirebon City. This research involved eight informants as samples, based on purposive sampling techniques. The method used uses a qualitative approach with various data collection techniques (triangulation) which include interviews, observation and documentation. The analysis process is classified into various categories systematically from the data that has been obtained. We confirmed that compensation is the main factor in the high turnover rate in the hotel industry. In addition, leadership bias causes workers to feel unappreciated and choose to leave their jobs. Hotels need to pay attention to managerial aspects to achieve good corporate governance. Apart from that, the company has also not been able to discuss the rights and obligations of workers properly so that turnover does not occur in a relatively long period of time (less than 1 year).

Keywords: Cirebon; Compensation; Hotel Industry; Worker Rights; Working Life

How to Cite: Rachmalia, E., Sukriah, E. & Dede, M. (2024). Unveiling the Realities Behind High Turnover Rate in a Three-Stars Hotel. JKBM (Jurnal Konsep Bisnis dan Manajemen). 10 (2): 137-150

INTRODUCTION

One of the country's economic sources comes from the tourism sector (Maarif, Arismayanti, & Putra, 2019). Natural riches, historical heritage, culture and ecotourism make these tourist attractions attract tourists from local and foreign countries (Djabbari, Sulfa Saguni, & Kurniadi, 2023). Cirebon City is one of the cities with popular historical and cultural tourism. Based on data obtained from the Central Statistics Agency (2021), the number of tourist visits to Cirebon City reached 751,819 tourists. This number certainly has an impact on the hotel and lodging industry (Tobing, 2021). In 2023, the room occupancy rate will be 42.07% for the star and non-star hotel categories (BPS, 2022). There was an increase compared to the previous year of 30.90% (BPS, 2021). Hotels are an important part of the tourism sector because they are able to provide guests' needs (Insani & Setiyariski, 2020).

Human resources play a crucial role in providing services to hotel guests (Yuliani, 2023). High employee turnover in the competitive hotel industry can disrupt operations and cause stress and negative behavior (Michael & Fotiadis, 2022). Businesses need expert employees to contribute optimally (Fatmawati, Bahri, Islam, Sultan, & Hasanuddin, 2023). Giovanni and Putri Umrani (2019) found that when employees are dissatisfied with their jobs, they tend to have the intention to move. Previous research conducted by Taruna (2019) found that organizations must be able to create a good work environment and pay attention to employee job satisfaction.

According to the Constitutional Court's decision, companies that permanently close may face employee turnover intention. If termination cannot be avoided, the government must ensure affected employees receive their proper rights based on Law 13/2003 concerning Employment. This law establishes work agreements between employers and workers, involving work, wages, and orders. There are two types of employment relationships: Certain Time Work Agreement (PKWT) for a specific duration or task, and Indefinite Time Work Agreement (PKWTT) for permanent employment. Proper implementation of employment laws and regulations will ensure fair rights for workers and reduce turnover intention. (Nuraeni, 2020).

Losses cannot be avoided if the company has high turnover. To reduce turnover rates, management must understand the reasons why workers leave jobs (Lestari, Zainal, Chan, & Nawangsari, 2023). This research aims to analyze the turnover phenomenon with a research focus on the three-stars hotels in Cirebon City. This hotel is one of the accommo-

dations owned by a large group in Indonesia. This workplace can provide valuable experiences in terms of personal branding for those who have worked there, both socially and economically.

RESEARCH METHODS

This research focuses on a star hotel on Jalan Siliwangi, Kesenden, Cirebon City, with 98 rooms on a 1,148 m² area. The hotel collaborates with online and offline travel agents and had 27 workers on certain time agreements in December 2023. The study involved 8 informants: 5 active workers (3 department heads, 2 operational staff) and 3 former workers, selected through purposive sampling based on roles, minimum 6-month tenure, and position variations. This aimed to obtain comprehensive views across the organizational structure. A qualitative approach was used for detailed data collection (Ernawati & Arifianto, 2023), involving triangulation to ensure accuracy and alignment with research objectives (Kaharuddin, 2021). Data was collected through interviews over two weeks on compensation, performance appraisals, leadership, and company pressure until saturation (Fiantika et al., 2022). Participant observation and documentation studies were also conducted (Waruwu, 2023). Data validity was checked through triangulation of sources and methods (Waruwu, 2023). Data analysis involved systematically classifying data from interviews, observations, and documents (Abdussamad, 2021). Initial analysis of five informants determined the research focus, followed by field analysis with in-depth interviews and document reviews (Nurani et al., 2024).

Qualitative data analysis consists of several steps, namely data reduction, data presentation, drawing temporary conclusions and data verification (Saldana et al., 2019). This aims to make it easier for researchers to collect more information that supports research. According to Pratama et al., (2023), the first step is data reduction, namely the step of compiling or selecting key elements. Second, the data presentation step, where data is presented in the form of concise descriptions, visuals, categories, or flow diagrams to help researchers understand the situation being studied. Finally, draw conclusions or verify, where the initial conclusions drawn from the analysis process are temporary. This conclusion is influenced only by substantial evidence that can be used in subsequent investigations. If the initial conclusion can be supported by credible and reliable evidence, then the conclusion can be trusted when the researcher returns to the field to collect further data (Figure 1).

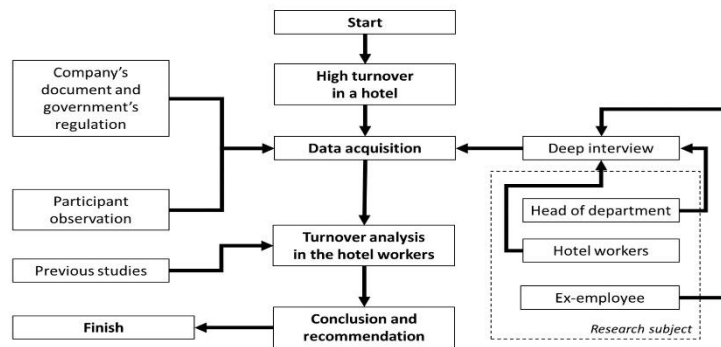


Figure 1. Workflow Research

RESULTS AND DISCUSSION

Based on the data, the hotel has 45 workers: 27 with PKWT status, 5 daily workers, and 13 outsourced. In 2023, 12 workers left their jobs, indicating high turnover (Figure 2). Interviews revealed five key factors contributing to turnover: compensation, benefits, performance appraisal, and career development.

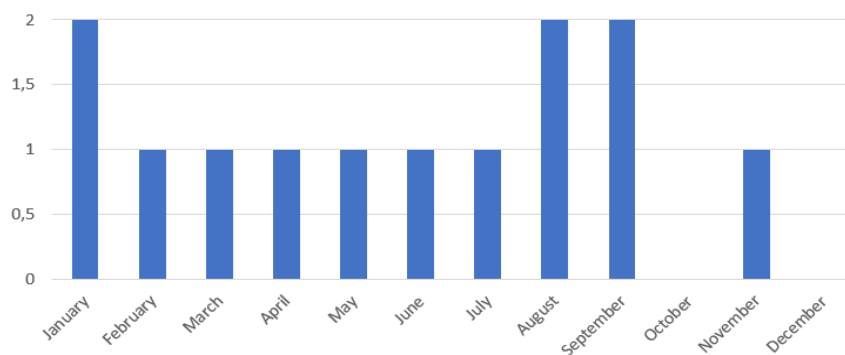


Figure 2. Employee Turnover Data

Compensation

Based on company regulations through the decision of the mayor of Cirebon number 560/Kep.122-Disnaker/2022 concerning company regulations (Cirebon City Government, 2022)), the compensation points provided by hotels for their workers have been explained, including:

Salary

Companies establish wage policies to incentivize higher performance. According to regulations, individual worker wages are periodically reviewed based on work performance, inflation, and wage scale position, adjusted to company circumstances and capabilities. The hotel's salary structure consists of three categories outlined in Table 1. The salary guidelines implemented since 2022 follow Law 11/2020 and Government Regulation 35/2021, ensuring workers' salaries meet the government-set minimum wage, as stated by informants three, four, six, and seven. However, the Regional Minimum Wage

(UMR) is deemed insufficient to cover living costs amidst inflation rates of 3.27% in Cirebon City and 6.06% in Cirebon Regency, leading to inadequate welfare for hotel workers.

“Salary (above) the Cirebon City regional minimum wage, differs at most by one hundred (to) two hundred thousand rupiah from government provisions.” – **Informant 3**

“I should be able to get a bigger salary considering my experience and other considerations. It's just that the decision rests with management” – **Informant 4**

“The increase only follows the increase in the regional minimum wage and also the results of the appraisal from the general manager.” - **Informant 6**

“The salary received is prosperous enough to live in Cirebon. It's just quite difficult if you want to get a better income” – **Informant 7**

Table 1. Hotel employee payroll structure.

Worker Level	Experience in same role or position
Junior	0 – 2 years experience
Intermediate	2 – 4 years experience
Senior	> 4 years experience

According to the Decree of the Governor of West Java number 561.7/Kep.776-Kesra/2022 concerning Determination of Regency/City Minimum Wages (UMK) 2023, Cirebon City's UMK is 2,456,516. The salary increase received by hotel workers follows the increase in the Regency/City Minimum Wage every year. Small salary increases have the effect of motivating workers to leave their jobs with the offer of a higher salary elsewhere. The company's inability to provide salary increases beyond the Regional Minimum Wage can cause job satisfaction levels to decline and can trigger major economic challenges for workers who depend on low wages. The higher the compensation, the higher the employee's satisfaction, the lower the employee's desire to leave their job (Taruna, 2019). Companies' unstable capabilities, coupled with workers' high-income expectations, often lead to disappointment when expectations are unmet. However, workers may temporarily stay due to the need for employment and use their experience as a stepping stone to better career opportunities.

Incentive

The policies established by the hotel are stated in the document where the distribution of Service Charges is carried out in accordance with Minister of Manpower Regulation 07/2016, calculating the discount on cooperative loans (2%) and discount on loss and breakage funds (3%), so the net total distributed to workers is 95%. The distribution of service charges is adjusted to a point scheme where the distribution of points is based on different levels such as General Manager, Manager, Supervisor/leader, staff, non-staff and daily workers. Workers with outsourced status are not among those who receive a service

charge. However, there were differences found between the policies set and those perceived by workers.

"Thank God, the hotel also provides additional salary in the form of a service charge. "At the hotel where I worked before, we didn't accept any (service charge). According to company regulations, we (outsourcing) do not receive service charges but the workers are kind. Workers who receive service charges also contribute to our (outsourcing) welfare which will be shared equally" – **Informant 5**

The company tries to improve the welfare of workers through a commitment to mutual cooperation between staff so that those who do not receive service charges can feel the same. All respondents interviewed confirmed this and each of them did not feel burdened. The UMR in Cirebon City, along with the company's provided allowances, is considered sufficient only for single workers or those who are not part of the "sandwich generation" – responsible for caring for both children and aging parents). This situation is deemed reasonable, particularly for new employees and those who have not yet assumed certain positions within the company. However, for workers with family responsibilities, especially those supporting multiple generations, the provided compensation may not adequately cover their living expenses and financial obligations.

Benefits

Allowance

The benefits provided by hotels to workers are stated in the company's regulatory documents, where the benefits received by workers include labor social security and holiday allowances (THR). The social security components for workers included the National Health Insurances (BPJS Kesehatan) and the National Social Security Insurance (BPJS Ketenagakerjaan) as well as an inpatient insurance from the private insurance company. Informant 1 said "insurance has been determined based on different levels, for general managers, executives and different staff." Other allowances consist of attendance allowance, position allowance and out-of-town official travel allowance. Attendance allowance is differentiated based on staff level which is calculated with an estimate of 20 working days. Position allowances only apply to executive levels such as General Manager, Manager and Supervisor/Leader. Business travel which is included in the allowance consists of transportation costs, lodging, pocket money, and other costs including tolls, parking, telephone, internet, fax.

Facility

The informants highlighted the benefits in the form of facilities they received. Workers who decided to leave their jobs explained that the facilities they received were

one of the factors why they decided to move. The work facilities provided by the company for workers can improve performance and reduce turnover (Forendes, Adrian, & Fiza, 2020). Workers who feel comfortable and appreciated through the facilities provided tend to be more motivated and increase their dedication to work. Apart from that, good work facilities can also contribute to keeping workers in the company.

"Working at the current location gets a position allowance, credit allowance, accommodation (mess), breakfast, lunch and dinner provided by a hotel with the same star rating as the previous place of work" - **Informant 8**

Performance Appraisal

Performance Appraisal (PA) is an instrument that can be used to assess performance (Al-Jedaia & Mehrez, 2020). The employee performance assessment is carried out by considering several aspects covering four categories. First, the category of implementation of duties and obligations, includes an assessment of the implementation of assigned tasks, level of responsibility, discipline, and ability to work together in a team. Second, personality aspects are evaluated through self-development abilities, adaptability, politeness, appearance, initiative, and communication/speaking skills. Third, understanding the task area becomes the focus of mastery of the material or work, ability to analyze tasks, English language skills, quality of task results, and number of tasks carried out. Finally, in the managerial and supervisory category, assessment includes planning & organizing, directing and controlling, decision making, and staff coaching & development. By considering these aspects, the performance appraisal process can provide an actual picture of the employee's contribution and abilities in various aspects of their work.

This assessment aspect is evaluated using a point scale of 1 to 5, with the total score adjusted based on certain categories. Category A has a value range of 4.0 to 5.0 indicating performance that exceeds targets and is acceptable; B, with a grade between 3.0 and 3.99, reflects achievement that meets the recommended assessment criteria; C ranges from 2.0 to 2.99, indicating an adequate rating but suggesting some improvements; D, with a value of less than 1.99, indicates performance that does not meet standards and is not recommended to continue. By using this scale, the assessment provides clear direction regarding the quality and improvements that may be needed to improve worker performance.

The assessment of staff performance is carried out by the Head of Department (HOD) and submitted to the general manager for approval. Meanwhile, the assessment for the HOD is carried out by the general manager. In this case, the general manager has special authority to change the results given by the HOD if subjectivity is found. Performance

assessment is outlined in company regulatory documents where the purpose of this assessment is to encourage workers to achieve optimal work performance. The results of this performance assessment influence the awarding of bonuses and the continuation of employment contracts. In the assessment aspects above, the aspects that are most highlighted are aspects of carrying out the tasks given and discipline.

"Performance evaluation influences the appraisal value which is carried out every year. Performance evaluation is carried out in the unit to be given to central management. The appraisal value affects the work contract. "If the value is not sufficient, the work contract may not be continued," - **Informant 1**

"(Appraisal value) affects the work contract and bonuses received each year. So this value indirectly affects the salary" - **Informant 6**

Implementation of Tasks

The duties and responsibilities given by the company to workers are stated in the employment agreement document when they first sign it. The agreement includes wages, rules and termination of employment. Hotels have a monthly Manager on Duty (MOD) schedule, where a HOD is assigned by management to oversee operations when the general manager is absent (Kustini, 2017). The MOD schedule on weekends is divided into morning (07.00-15.00) and afternoon (15.00-23.00) shifts. However, workers serving as MOD on weekends are not provided with additional wages, only transport and lunch allowances, without incentives for the extra time

"Salary and workload are appropriate" - **Informant 6**

"The work outside the job description is only delivering guests to nearby areas" - **Informant 4**

"MOD is the Manager on Duty. Each HOD gets a share twice a month. In-charge on weekends, so on weekends you should be off but there are activities (manager on duty). The benefit is getting a replacement day off or what is usually called extra off" - **Informant 2**

Based on the hours specified in the MOD schedule, each shift counts as 8 working hours, which means it is included in the calculation of overtime work according to company regulations which are also adjusted to the laws and regulations. In company regulations there are also rules regarding wages for overtime work which refer to Government Regulation Number 35 of 2021. In the article 31 paragraph 3 stated that "Companies that employ workers as intended in paragraph (1) are obliged to pay work wages overtime, if overtime work is carried out on weekly rest days and/or official holidays for a working time of 5 (five) working days and 40 (forty) hours in one week." The fact that happened was that extra off was given to replace overtime pay.

"The facilities during in-charge for MOD activities are only food and transport, no overtime pay because the benefits are replaced by holidays. As far as I know, there are hotels that

provide wages for MOD activities of around IDR 250,000. If the salary is appropriate, it is better to be paid using wages, but if it is only one hundred thousand it is better to replace it with a holiday” – **Informant 2**

Discipline

Provisions regarding attendance have been stipulated in company regulations regarding working time which is divided into:

Working Days and Hour

The company operates based on article 21 of Regulation 35/2021, with either a 5-day 40-hour week (8 hours/day) or a 6-day 40-hour week (7 hours/day), including 1 hour rest and 1 day weekly rest. The company has authority to adjust work hours based on conditions and needs. Back-office workers have 08.00-17.00 hours, while operations are divided into three shifts (Table 3)

Table 2. Working Days

Informant	Working Days
1	5 days/week
2	5 days/week
3	6 days/week
4	5 days/week
5	6 days/week
6	5 days/week
7	5 days/week
8	5 days/week

(Source: company data)

Table 3. Working Time

Attendance	Time
Shift 1	07.00 – 15.00 WIB
Shift 2	15.00 – 23.00 WIB
Shift 3	23.00 – 07.00 WIB

(Source: Company Data)

Shift 1 starts from 07.00 – 15.00 WIB; shift 2 starts from 15.00 – 23.00 WIB; shift 3 starts from 23.00 WIB – 07.00 WIB. The working hours that have been determined have other facts in the field, where workers who work in the office section have additional working hours which require them to arrive early to handle breakfast activities. The handle breakfast activity is a routine activity scheduled by Human Resource Development (HRD) for hotel workers which only consists of the HOD. Several informants explained that this activity was only experienced when they worked at the hotel.

"The policy regarding handle breakfast activities was deliberately carried out by the hotel management. Breakfast starts at 6 am and requires a leader or Head of department to control activities in the restaurant" – **Informant 6**

"Handle breakfast activities is an activity outside the job description, in the hotel where you work, which now doesn't even exist in other hotels" - **Informant 7**

This handle breakfast activity has been arranged in the handle breakfast schedule every month. In a month, a division head gets two handle breakfasts activities. This activity starts one hour earlier than the back office workers' entry time. Usually the HOD does not play the role of waitress, this role should be held by workers from the Food and Beverage department. Unclear division of labor indicates poor organizational governance for a three-stars hotel class. When it is necessary to involve additional human resources, the company must prepare clear regulations and rewards/punishments. Thus, organizational arrangements that are not yet ideal are felt to disturb workers. Unclear division of work is a characteristic of good corporate governance that is not running optimally.

Proof Attendance

Workers must record attendance and return times using the company's fingerprint system. Absences require promptly notifying to HRD, with a medical proof needed for illnesses lasting two or more days. When they are unable to attend, the management is very responsive in responding to this so that workers do not have difficulty managing the licensing process. Hotel management has also made regulations to discipline workers through deductions for tardiness with the provisions that tardiness of more than 5 minutes will receive a 4% pay cut and tardiness under 5 minutes will receive a 2% pay cut. The wage deduction valid for one day of delay and will be deducted from the service charge that must be received.

"Like when there is an emergency and we can't go to work or go home earlier than the predetermined schedule for reasons like a family member is sick or something. We only need to communicate with HRD by filling in the form, and I think it's easy" – **Informant 2**

Leadership Style

It is important for every company to have a leader who can manage employee performance so that company goals can be achieved (Rosalina & Wati, 2020). Leadership style is very necessary to create a good work environment (Purnama, Arisandi, & Remiasa, 2020). Leadership refers to matters of relationship and influence between leaders and the people they lead (Suhakim & Badrianto, 2021). The leadership style at this hotel is quite democratic in terms of accepting complaints and input from workers, but its implementation is not yet ideal due to limited company resources. This leadership style can only have a temporary impact so that workers feel calm.

"The general manager has a disciplined and firm character. Work must be carried out based on procedures established by the company" – **Informant 3**

"The general manager prioritizes fairness, all staff are equal and prioritizes worker welfare, for example, when there are outings, all staff are included, including workers with

outsourcing status. When there are difficulties, the general manager is willing to help, direct, and tends to act alone” – **Informant 5**

A leadership style that positively influences creates an environment where each individual feels valued. They guide, provide good feedback and can increase worker professionalism. Researchers found different opinions from several informants who had left their jobs. The leadership style used by managers of a company determines its success (Oktarini, 2021). Managers must be able to choose which leadership style is most suitable for their team. According to Purnama et al., (2020), A manager has an important role in generating more enthusiasm for workers to achieve higher achievements and positions. Achieving good relations between managers and their subordinates is a crucial aspect. Workers tend to choose to leave the company when they feel they do not get along with their leaders (Komariah, Sukmawati, & Kuswanto, 2021). Previous research conducted by Michael & Fotiadis (2022) shows that leaders and leadership styles have a big influence in forming a conducive work environment.

"When they don't like someone, the general manager will give them a bad assessment or make them feel uncomfortable at work.... The general manager's point of view towards the sales marketing team is a little different, like he doesn't really like it" – **Informant 6**

"The general manager has little appreciation for the workers. This may be because the company's demands on its workers are too harsh... This general manager's background is in sales so he wants his sales to be in accordance with his wishes" - **Informant 7**

Career Development

Training programs can help workers improve skills and knowledge that will influence their career development (Entayani Upasuji & Satrya, 2020). The company aims to enhance workers' knowledge, skills, attitude, mindset, and discipline through monthly education and training programs, consisting of: 1) Internal training: organized by the company's internal department, with HOD; 2) External training: organized across departments once a month, with selected department members as resource persons.

Decision to Leave Work

A worker's decision to resign is influenced by personal factors such as seeking new challenges, development opportunities, a better work environment alignment, or improved life balance. The resignation process involves careful consideration and adherence to established procedures. Other information states that the procedure was not carried out properly.

"When initially resigning in Cirebon, the process involved speaking carefully with the HOD, filling out the resignation form which was signed by the HOD, and then submitting it to HRD. At HRD, there was an inquiry about any problems faced, followed by an agreement. Finally, the general manager engaged for confirmation" - **Informant 8**.

"Yesterday the resignation application was immediately accepted, there was no prior summons process either from HRD or from the general manager" - **Informant 6**

The most common reason found in this research was a better job offer elsewhere. The main factor is related to compensation. According to (Fachiroh & Suratman, 2023), Compensation includes all types of rewards, both in the form of objects and services provided as a form of appreciation for the dedication and contribution they make to the company.

"I proposed how much (the salary), they (management) could only afford to pay that much (less than what was proposed). I considered it a stepping stone, that's why I took (the job).

"This hotel has no facilities, you can't have breakfast, (at the new workplace) you can have breakfast, the computer facilities are slow so there must be an update" - **Informant 7**

"The salary difference in the new workplace is much bigger than before" - **Informant 8**

CONCLUSION

The primary factor driving high hotel worker turnover is unsatisfactory compensation, including salaries and benefits. While performance appraisals, leadership style, and career development play significant roles, compensation directly tied to employees' perceived value and contributions is crucial. This leadership style arises because the company's efficiency in financial terms is not accompanied by an understanding of the situation and conditions of workers who often have expectations of job clarity. Companies should think about ways to increase revenue in terms of optimizing products and diversifying services tailored to market share. Thus, companies need to reconsider their compensation policies to ensure that the salaries and benefits provided reflect the real value and contribution provided by employees. By aligning management strategies with employee needs and expectations, companies can reduce turnover so that stability within the company can be built.

ACKNOWLEDGEMENT

We thank the employees, former workers, and hotel managers from the hotel for their assistance during this research process. We appreciate the support from the Faculty of Social Sciences Education (FPIPS), Universitas Pendidikan Indonesia (UPI) for research licensing. This study was funded by the "RKAT Program Studi Manajemen Resort dan Leisure FPIPS UPI 2023-2024", "Hibah Riset Internal Universitas Padjadjaran 504/-UN6.WR3/TU.00/2024" as well as "Hibah Penelitian dan Pengabdian kepada Masyarakat di Lingkungan FPIPS UPI 897/U40/PT.01.02/2023".

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