

## Efforts of Kokoon Hotel Banyuwangi to Retain Potential Employees

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### Informasi Artikel

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### Abstract

*The hospitality sector is one of the impacted industries, as it is closely connected to the tourism sector by providing lodging for tourists. However, there have been some favourable effects, such as the establishment of Kokoon Hotel Banyuwangi in reaction to the pandemic scenario. Increase in staff turnover is correlated with the appearance of opportunities that have resulted from the tourism recovery programme that the Indonesian government has implemented as a response to the Covid-19 outbreak, as was stated before. The research aims to investigate the employees' perception of the workplace climate at Kokoon Hotel Banyuwangi and determine the extent to which the work environment impacts their intention to continue working at the hotel. The qualitative method offers an opportunity for an in-depth exploration of Kokoon Hotel Banyuwangi's Efforts in Retaining Employees. This research found that skill development, career advancement, pay, work culture, benefits, and outstanding relationships affect employee satisfaction at Kokoon Hotel Banyuwangi. To retain staff, Kokoon Hotel Banyuwangi offers cross-training programmes, fair promotion processes, and a comfortable work culture for employee development. Kokoon Hotel Banyuwangi employees depart for financial, professional, and outside experience reasons. Kokoon Hotel Banyuwangi has to strengthen work culture, interactions with supervisors, coworkers, and subordinates, and employee skill development.*

### Keywords:

Career Development,  
Employees,  
Work Environment

### Abstrak

Sektor perhotelan adalah salah satu sektor yang terdampak, karena erat kaitannya dengan sektor pariwisata dengan menyediakan akomodasi bagi wisatawan. Namun, ada beberapa efek yang menguntungkan, seperti pendirian Kokoon Hotel Banyuwangi sebagai respons terhadap situasi pandemi. Peningkatan pergantian staf berkaitan dengan munculnya peluang yang telah dihasilkan dari program pemulihan pariwisata yang diterapkan pemerintah Indonesia sebagai tanggapan terhadap wabah Covid-19, seperti yang telah disebutkan sebelumnya. Penelitian ini bertujuan untuk menyelidiki persepsi karyawan tentang iklim tempat kerja di Kokoon Hotel Banyuwangi dan menentukan sejauh mana lingkungan kerja memengaruhi niat mereka untuk terus bekerja di hotel tersebut. Metode kualitatif menawarkan kesempatan untuk eksplorasi mendalam tentang Upaya Kokoon Hotel Banyuwangi dalam Mempertahankan Karyawan. Penelitian ini menemukan bahwa pengembangan keterampilan, kemajuan karier, gaji, budaya kerja, manfaat, dan hubungan yang luar biasa memengaruhi kepuasan karyawan di Kokoon Hotel Banyuwangi. Untuk mempertahankan staf, Kokoon Hotel Banyuwangi menawarkan program pelatihan lintas jabatan, proses promosi yang adil, dan budaya kerja yang nyaman untuk pengembangan karyawan. Karyawan Kokoon Hotel Banyuwangi mengundurkan diri karena alasan finansial, profesional, dan pengalaman di luar. Kokoon Hotel Banyuwangi harus memperkuat budaya kerja, interaksi dengan atasan, rekan kerja, dan bawahan, serta pengembangan keterampilan karyawan..

**Kata Kunci** : Karyawan, Lingkungan Kerja, Pengembangan Karier

### INTRODUCTION

The tourist sector is a crucial industry for every country, since it has the potential to contribute up to 10% of the global gross domestic product, making it the largest industry worldwide (Latinopoulos, 2018). The tourism industry has a substantial impact by providing employment possibilities for the local people and generating cash through foreign exchange for the government (Gössling et al., 2019). Indonesia, renowned for its exceptional natural beauty, heavily relies on the tourist industry as a significant contributor of foreign cash and national income. Several places in Indonesia, such as Banyuwangi Regency, have gained international recognition and have significantly contributed to the country's foreign exchange earnings through the influx of foreign tourists.

Banyuwangi Regency actively contributes to the expedited development of the local economy through the tourism sector. The regency offers a diverse range of tourism attractions, encompassing natural settings like as beaches, mountains, forests, national parks, as well as cultural heritage sites. Nevertheless, the Covid-19 epidemic had a substantial impact on the tourism business in 2020 (Yarberry & Sims, 2021). Several tourist spots in Banyuwangi incurred financial losses and were forced to shut down as a result of declining numbers of both international and domestic tourists, which was a direct consequence of the implemented limitations aimed at curbing the spread of the virus. The hospitality sector is one of the impacted industries, as it is closely connected to the tourism sector by providing lodging for tourists. However, there have been some favourable effects, such as the establishment of Kokoon Hotel Banyuwangi in reaction to the pandemic scenario.

With the improvement of the Covid-19 situation in Indonesia, several measures have been put in place to facilitate economic recovery, particularly in the tourism industry (Toanoglou et al., 2022; Triatmanto & Wahyuni, 2022). Tourism rehabilitation initiatives encompass the augmentation of inter-city and international aircraft schedules, as well as the reopening of tourist destinations. This reopening presents prospects in all sectors of tourism, encompassing Banyuwangi and other prominent urban centres in Indonesia. Given the emergence of these chances, numerous employees in Banyuwangi perceive them as a chance for immediate professional advancement, resulting in a decline in the region's workforce. Companies operating in the same sector, as Kokoon Hotel Banyuwangi, encounter difficulties in recruiting and keeping high-caliber human resources. The following is a picture of the employee turnover movement of Kokoon Hotel Banyuwangi from 2020 - 2022 :

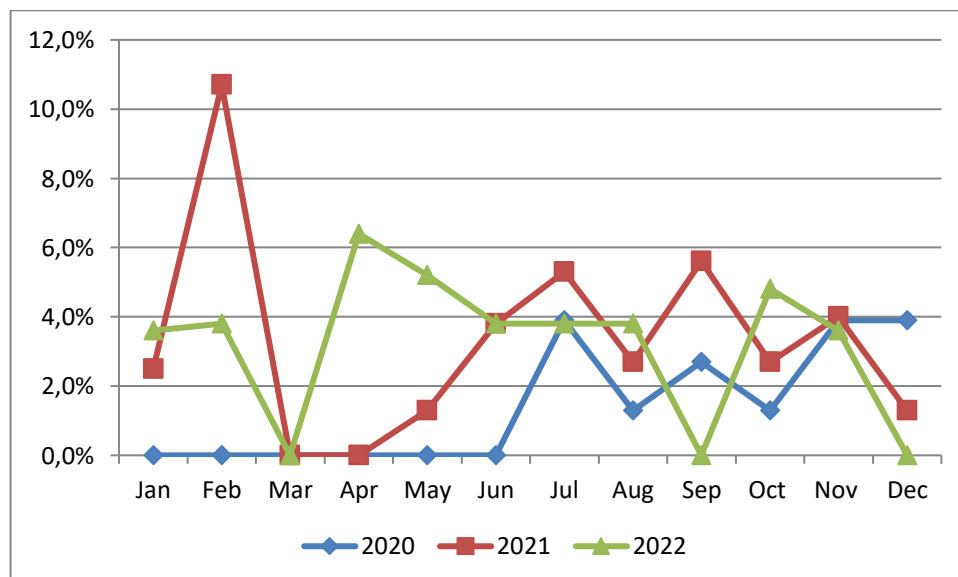


Figure 1. Employee turnover of Kokoon Hotel Banyuwangi

There has been a rise in employee turnover, which is usually referred to as turnover rate, at Kokoon Hotel Banyuwangi from the year 2020 to the year 2022, as indicated by the statistical data that has been presented. This increase in staff turnover is correlated with the appearance of opportunities that have resulted from the tourism recovery programme that the Indonesian government has implemented as a response to the Covid-19 outbreak, as was stated before. Employee turnover refers to the situation where employees leave their jobs and are replaced by new employees (Karatepe et al., 2022; Li et al., 2019). Arumugam et al., (2018), it is a common term used in human resource management to describe the movement of employees within an organization. High turnover rates are often considered a problem for organizations because they can disrupt productivity, increase recruitment and training costs, and lower employee morale. Therefore, organizations typically strive to manage and minimize employee

turnover through various strategies such as improving job satisfaction, offering career development opportunities, and enhancing compensation and benefits.

With the reopening of job opportunities in major cities in Indonesia and taking into consideration the turnover data at Kokoon Hotel Banyuwangi, there is a concern that the hospitality industry, and Kokoon Hotel Banyuwangi in particular, may face difficulties in finding new employees who possess suitable qualifications and who are in accordance with the preferences of the hotel management. In light of this phenomena, it is of the utmost importance for the management to make efforts to keep personnel, particularly those who have the ability to continue working at the Kokoon Hotel Banyuwangi.

Adjustments to pay or bonuses, reorganisation of staff members, or the introduction of employee development programmes could all fall under this category. Given the aforementioned context, the purpose of this study is to investigate and analyse the efforts that the management of the Kokoon Hotel Banyuwangi has made to retain employees through the workplace environment and career development. What is the perception and evaluation of employees about the career development programmes provided by Kokoon Hotel Banyuwangi, and how do these programmes impact job satisfaction and staff retention at the hotel. The research aims to investigate the employees' perception of the workplace climate at Kokoon Hotel Banyuwangi and determine the extent to which the work environment impacts their intention to continue working at the hotel.

## **METHOD**

The qualitative method offers an opportunity for an in-depth exploration of Kokoon Hotel Banyuwangi's Efforts in Retaining Employees (Park & Santos, 2017). The data collection process involves the use of questionnaires, in-depth interviews, and literature review. The questionnaires are designed with closed-ended and in-depth questions to gain a comprehensive understanding from respondents regarding the work environment, career development, and retaining potential employees. Sampling of respondents is done purposively and through snowball sampling, starting with the employees resign as the primary informant based on their level of involvement, followed by subsequent informants referred by the first informant. Meanwhile, data collection techniques through observation, in-depth interviews, and documentation will also be employed.

## **RESULTS AND DISCUSSION**

### **Efforts by Kokoon Hotel Banyuwangi to Retain Employees Through Work Environment and Employee Career Development**

After doing research and analysis by conducting interviews with workers who are still actively working at Kokoon Hotel Banyuwangi, data and efforts made by Kokoon Hotel Banyuwangi to retain employees were acquired. These efforts included retaining employees through the work environment and employee career development. The efforts that are made are broken down into a variety of categories, such as the development of employee skills, career progression opportunities, remuneration (money), work culture, benefits, and connections with supervisors. One of the ways that Kokoon Hotel Banyuwangi works to keep its current staff members is by providing opportunities for skill development.

The implementation of a Cross Training programme is the means by which the professional development of staff members is accomplished. By participating in this programme, employees are given the opportunity to participate in training sessions or workshops that are offered for departments or divisions that are not their own. Employees can improve their insights and expertise outside the limitations of their job descriptions and the tasks they perform on a daily basis through cross-training.

In addition to providing staff with the opportunity to expand their knowledge and skills, it also encourages them to continue their professional growth and remain current with developments, both in general and specifically within the Kokoon Hotel Banyuwangi. The Cross Training programme, on the other hand, contains a number of requirements that employees are required to fulfil. The conditions that

have been established by the trainers or management must be satisfied by employees who intend to take part in the programme. It is possible for employees to be motivated to enhance their quality in order to fulfil the necessary criteria for the Cross Training programme if there are participant constraints or criteria for entering this programme.

In addition, Kokoon Hotel Banyuwangi has been running career development programmes for its employees that are fair and equitable. These programmes are based on the quality and performance of each individual employee. As an illustration, the Kokoon Hotel Banyuwangi will promote everyday workers who have demonstrated good and satisfying performance and quality to the position of contract employees by promoting them. Furthermore, employees have the ability to evaluate the job promotion programme for employees, determining whether or not it is carried out systematically and fairly. To summarise, the efforts that have been made to retain employees by promoting positions for employees have been carried out in a fair and consistent manner, and they are in accordance with the expectations that employees have.

Additionally, the Kokoon Hotel Banyuwangi places a significant emphasis on the culture and environment of the workplace as crucial indicators of the efforts it makes to keep potential employees. Employees at the Kokoon Hotel Banyuwangi have been provided with a work culture and environment that has been designed to be comfortable and favourable to their job and that allows them to fulfil their individual obligations. The Kokoon Hotel Banyuwangi has a friendly working culture and environment, as well as a work culture that is beneficial to development and work, according to interviews with employees whose opinions were taken into consideration. As a result, it is possible to draw the conclusion that the Kokoon Hotel Banyuwangi has created a satisfactory and encouraging working environment and culture for the employees who are responsible for the work operations (Isrososiawan et al., 2020; Sinaga et al., 2022).

### **Factors to Improve in Retaining Employees at Kokoon Hotel Banyuwangi**

The employees of an organisation are the human resources that contribute to the organization's success in achieving its objectives (Mauludi & Kustini, 2022; Pio, 2017; Widodo, 2023). Therefore, employees have the potential to be seen as advantageous assets to a firm. Nevertheless, staff turnover, often known as the influx and outflow of workers inside an organisation, is unavoidable. 31 employees resigned in 2022, according to the data that was obtained regarding the number of employees that departed their positions. When compared to the previous two years, this amount is considered to be the greatest, with 13 employees in the year 2020 and 30 employees in the year 2021.

Based on discussions with a number of individuals who are leaving their positions, the reasons for their departures are diverse. Most of them are seeking experience outside Banyuwangi especially in major cities not so far from Banyuwangi such as Bali and Surabaya which offer higher salary and the opportunity to work aboard by joining cruise ship or international chain hotel. Furthermore, there are individuals who believe that their job descriptions are sufficient, but they are interested in gaining experience in other sectors or locales. Another cause is that the individual is unhappy with the money that they earned. As a result of this discontent, employees make the decision to resign and seek employment elsewhere, which is more in line with their preferred standard of living financially.

To ensure that it is able to keep its staff, the Kokoon Hotel Banyuwangi should pay attention to their feedback and work to enhance the hotel's operations in the future. The following are some of the factors that need to be improved in order to retain employees at Kokoon Hotel Banyuwangi, based on data collected from employee resignations and existing employees.

1. Work Culture

It is believed that the Kokoon Hotel Banyuwangi's work culture has not been fully realised, despite the fact that it is intended to be a nurturing and familial environment. Employees still need to improve their honesty when carrying out their responsibilities in order to achieve the

best possible results. Furthermore, there is still a lack of support within departments as well as towards coworkers, supervisors, or subordinates; hence, there is a need to improve both the sense of belonging and the support that is provided to one another (Sellianna Kristini Simanjuntak & Eka Purnama Sari, 2023; Siti, 2020).

2. Relationships with coworkers, superiors, or subordinates in the workplace

In this regard, there is a need for improvements in the connections that exist between coworkers, including those between superiors and subordinates. In order to strengthen these relationships, it is essential for coworkers to communicate effectively with one another. If there is effective communication, it will be simpler for teams to coordinate their efforts, there will be an increase in the amount of mutual support among members, and everyone will be more accepting of one another. Miscommunication among members of the team will be avoided as a result of this, and it will also facilitate the discovery of the most efficient solutions (Octafian, 2020; Octafian & Nugraheni, 2021).

3. Developing the Capabilities of Employees

During their time working for a company, it is only normal for a person to wish to improve their skills. In order to increase the growth of each employee, Kokoon Hotel Banyuwangi has to perform a variety of training sessions that are matched with the advancement of employee abilities. These sessions should include refresher training in fundamental standard operating procedures (SOP) as well as training in soft skills such as time management, self-responsibility, and communication. These training sessions can be held on a regular basis, and it is anticipated that they will provide each individual with an increase in their knowledge and abilities. Furthermore, higher-ranking authorities have the ability to delegate duties to subordinates or parties that are directly tied to them in order to execute them. As a result of the trust that is offered, this can assist employees in developing themselves and in fostering positive relationships among their coworkers (Taufik, 2017).

## CONCLUSION

This research found that skill development, career advancement, pay, work culture, benefits, and outstanding relationships affect employee satisfaction at Kokoon Hotel Banyuwangi. To retain staff, Kokoon Hotel Banyuwangi offers cross-training programmes, fair promotion processes, and a comfortable work culture for employee development. Kokoon Hotel Banyuwangi employees depart for financial, professional, and outside experience reasons. Kokoon Hotel Banyuwangi has to strengthen work culture, interactions with supervisors, coworkers, and subordinates, and employee skill development.

According to the research, employee skill development, career advancement opportunities, adequate income, conducive work culture, competitive benefits, and positive relationships with superiors can be improved to increase employee satisfaction. The hotel should also offer cross-training and fair promotions to help employees advance. To reduce reasons for employees to quit, such as career progression, experience elsewhere, or financial reasons, work culture, relationships with superiors, colleagues, and subordinates, and employee skill development must be improved. These measures should assist Kokoon Hotel Banyuwangi maintain good personnel for growth.

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