



Employer Brand and Employee Engagement as Predictors of Turnover Intention in the Hospitality Industry

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ABSTRACT

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The purpose of this study was to analyze: (1) the effect of employer brand on turnover intention in hotel industry; (2) the effect of employer brand on turnover intention in hotel industry; (3) the effect of employee engagement on turnover intention in hotel industry; (4) the effect of employer brand on turnover intention through employee engagement in hotel industry. The populations in this study were employees of five-star hotels in Jakarta, with a sample of 330 people. The sample technique used was simple random sampling. Data collection was done by distributing questionnaires to respondents. This study uses Structural Equation Modeling (SEM) procedures in processing data and testing the research model. The results showed that employer brand and employee engagement had a significant negative effect on turnover intention. Another result is that employee engagement significantly mediates the effect of employer brand on turnover intention. This study found that the greatest factor affecting the turnover intention of five-star hotel employees was employer brand through employee engagement. Therefore, in order to reduce turnover intention, hotels need to increase employee engagement by strengthening hotel brand employers.

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1. Introduction

Hotel industry is a guest-oriented business, guest satisfaction with the services provided is critical in hotel operations. To be able to provide satisfactory service, competent employees are needed. Competent employees are a valuable asset for a hotel so they need to be maintained and managed properly. In the current era of intense competition, the hotel industry is required to have employees who are willing and able to face challenges. This means that the industry must seek and retain employee talent and encourage employees to produce their best performance (Jackson, Schuller, & Werner, 2010). However, in many cases, hotel employees have failed in their organization which resulted in employee turnover.

The hotel industry in Indonesia also has problems with high employee turnover. Branham (2009) states that an organization's annual turnover is categorized as high if it exceeds 10%. Several studies state that the hotel employee turnover rate in Indonesia is high, in the range of 11-38% per year (Arkhami, 2017; Monica & Putra, 2017; NMN Rahayu & Riana, 2017; Riani & Putra, 2017; Satwari, Musadieg, Afrianty, 2016; Widyantara, 2015; Widyasari, Dewi, & Subudi, 2017; Yuda & Ardana, 2017; Fransisca, Evendy, & Susanty, 2018; Iskandar, Marhanah, & Kusumah, 2015; Pratiwi, 2016; MA Rahayu, Senen, & Razati, 2018; Wahyuni, 2016 in Andriani, 2020).

The problem hotels often face is keeping potential employees from moving. A good hotel performance can be damaged, either directly or indirectly, by various employee behaviors. One form of this behavior is the desire to move which results in an employee's decision to leave his job. The same is the case with the hotel industry in Jakarta, especially five-star hotels. From the initial survey data, it is known that the number of



employees who intend to change jobs is more than those who survive. If this intention is allowed, there will be a turnover which can have an impact on the operational performance of the hotel.

The results of previous studies suggest that turnover is caused by many factors; such as age demographic factors, marital status and education level (Weng & McElroy, 2012; Yousaf et al., 2015), employees' understanding of competence and emotional commitment (Takase et al., 2014), the quality of exchange relationships (Afsar et al., 2018) and career development, career advancement and organizational rewards, organizational commitment (Nazir et al., 2016; Weng & McElroy, 2012), distributive justice, procedural justice and simultaneous justice (Gieter et al., 2012), employee engagement (Kang & Busser, 2018; Wang, Xu, Zhang & Li, 2020). Also the results of the literature study by Belete (2018) which states that turnover intention is triggered by job satisfaction, job pressure, organizational culture, organizational commitment, salary, organizational justice, promotion opportunities, demographic variables, leadership style, and organizational climate.

Although the factors of turnover intention have been widely studied and their implications have been applied in determining policies and their implementation in hotel operations, employees still have the desire to leave their jobs. Based on these conditions, it is possible that there are other factors that have not been found to be the cause of turnover intention in the hotel industry. This study identifies factors of employee engagement and factors outside the scope of human resources, in this case the scope of marketing, which have the potential to cause turnover intention in hotels, namely employer brand.

Employer brand is a collection of employees' interpretations of the functional, economic and psychological benefits provided by the company according to their wishes. Employer branding creates two important assets in brand equity, namely brand association and brand loyalty. Employer brand associations form an image of the organization that will influence the interests of prospective applicants. Employer brand loyalty is a commitment given by employees to their organization which can affect their productivity (Backhaus & Tikoo, 2004). Both of these assets are considered by organizations to recruit and retain employees (Backhaus & Tikoo, 2004). The results of research by Kashyap & Verma (2018) state that the employer brand dimension has a negative effect on turnover intention.

Employee engagement is an individual employee's positive attitude towards the organization and organizational values. An employee who has a high level of attachment to the organization has an understanding and concern for the operational environment of the organization, is able to work together to improve the achievement of work units / organizations through collaboration between individual employees and management (Robinson, Perryman & Hayday, 2004). The causes of employee engagement are job characteristics, perceived organizational support, perceived supervisor support, reward and recognition, procedural justice and distributive justice, while the consequences are job satisfaction, organizational commitment, intention to quit and organizational citizenship behavior. Many studies suggest that the level of employee engagement can significantly reduce turnover intention (Maslach et al., 2001; Saks, 2006). Shankar & Bhatnagar (2010) conducted a literature study on turnover intention. The study developed a model that explains the relationship between employee engagement and turnover intention, that employees who are committed to their work have a low desire to move or find another job.

The focus of this study is to determine the effect of employer brand and employee engagement; on turnover intention. The hypothesis developed:

Hypothesis 1: There is a negative direct effect of employer brand (X1) on turnover intention (Y).

Hypothesis 2: There is a positive direct effect of employer brand (X1) on employee engagement (X2).

Hypothesis 3: There is a negative direct effect of employee engagement (X2) on turnover intention (Y).

Hypothesis 4: There is an effect of employer brand (X1) on turnover intention (Y) mediated by employee engagement (X2).

2. Methods

The design of this research is quantitative correlational path analysis. The research model developed consisted of an employer brand as an exogenous variable, and employee engagement and turnover intention as endogenous variables. The population in this study was employees of five-star hotels in DKI Jakarta. Sample collection is determined by simple random sampling technique. A total of 330 employees participated as respondents representing their respective hotels.

The research instrument used consisted of two parts, demographics and statements from the variables employer brand, employee engagement, and turnover intention. Demographic questions are about gender, age, length of work at the hotel, education, department of work. The indicator for measuring employer brand variables is adapted from Priyadarshi (2011) and Knox & Freeman (2006), which uses 4 dimensions. Employee engagement variable uses 7 measuring indicators from Anitha (2014). Turnover intention is measured using 3 indicators from DeConinck & Stilwell (2004). The measurement scale for each indicator of the latent variables uses a Likert scale, with a scale of 1 (totally disagree) - 6 (totally agree). Scale 6 (even) is used to reduce the tendency of respondents to have no opinion which often occurs in Asia (McDonald, 2000). This instrument is then distributed to respondents in the form of a questionnaire. A total of 330 questionnaires distributed, 326 were returned and were valid to be tested.

Testing and processing the data obtained using the Structural Equation Modeling (SEM) procedure.

3. Results and Analysis

The results of the SEM measurement model test were performed using AMOS software. The results of the calculation of the confirmatory factor analysis (CFA) for employer brand found that several constructs were excluded from the model because they had standardized loading factor (SLF) values < 0.50. Furthermore, the CFA calculation of the employer brand construct was carried out with a second order. The SLF value of all constructs obtained is SLF > 0.50. The results of the calculation of the CFA of employee engagement and turnover intention variables state that the value of all constructs is SLF > 0.50. Thus, all constructs of employer brand, employee engagement, and turnover intention are valid used as measuring variables of each latent variable. The result of the CR calculation for each latent variable for employer brand, employee engagement, and turnover intention (table 1) is greater than 0.70 (CR > 0.70) and the AVE value is greater than 0.50 (AVE > 0.50), it can be concluded that all the constructs that make up each variable have good reliability.

Table 1
Reliability and Validity Assessment of Instruments

Factor	Cronbach's alpha	Construct reliability	AVE
Employer brand	0,943	0,948	0,819
Employee engagement	0,895	0,924	0,634
Turnover intention	0,823	0,866	0,682

Model fit test aims to measure the suitability of research data with the research model. The fit test of the CFA model for employer brand, employee engagement, and turnover intention can be seen in table 2. Based on this figure, it is known that the results of the fit test for the exogenous construct model mostly have the criteria for the fit model in the good fit category. Latan (2012) states that 4 - 5 GFI criteria are considered sufficient to assess the feasibility of a model, provided that each of the GFI criteria, namely absolute fit indices, incremental fit indices, and parsimony indices are represented. Thus it can be concluded that the CFA model of GFI test for each variable is acceptable.

Table 2
Model Fit Statistics of the 2nd Order CFA

	Employer brand		Employee engagement		Turnover intention	
	Result	Fit	Result	Fit	Result	Fit
<i>p-value (Sig.)</i>	0,402	Good	0,066	Good	0,423	Good
<i>Chi-Square/df</i>	1,026	Good	1,621	Good	0,642	Good
<i>GFI (Goodness of Fit)</i>	0,956	Good	0,980	Good	0,999	Good
<i>RMSEA (Root Mean square Error of Approximation)</i>	0,009	Good	0,044	Good	0,000	Good
<i>RMR (Root Mean Square Residual)</i>	0,022	Good	0,017	Good	0,022	Good
<i>AGFI (Adjusted Goodness of Fit Index)</i>	0,942	Good	0,961	Good	0,992	Good
<i>CFI (Comparative Fit Index)</i>	0,999	Good	0,994	Good	1,000	Good
<i>Incremental Fit Index (IFI)</i>	0,999	Good	0,994	Good	1,001	Good
<i>Relative Fit Index (RFI)</i>	0,960	Marginal	0,977	Good	0,996	Marginal
<i>PNFI (Parsimonious Normed Fit Index)</i>	0,827	Good	0,656	Marginal	0,333	Good
<i>PGFI (Parsimonious Goodness Of Fit Index)</i>	0,732	Good	0,490	Marginal	0,166	Marginal



	Employer brand		Employee engagement		Turnover intention	
	Result	Fit	Result	Fit	Result	Fit
AIC (Akaike Information Criterion)	214,395	Good	50,689	Good	10,642	Good
CAIC (Consistent Akaike Information Criterion)	405,871	Good	117,706	Good	34,577	Good

Testing the direct effect of the research model was carried out by looking at the path coefficient value on each pathway of the research hypothesis and continued with the t-test (C.R: Critical Ratio) to determine the path coefficient value or the effect value in the significant category. Testing the indirect effect of the research model, namely the effect of the independent variable on the dependent variable through the mediation variable. The test was carried out by looking at the path coefficient value in each pathway of the research hypothesis and continued with the Sobel test to determine the path coefficient value or effect value in the significant category. The Sobel test is used to determine whether a variable mediates the effect of the independent variable on the dependent variable. Sobel formula as follows:

$$\frac{a * b}{\sqrt{b^2 S_a^2 + a^2 S_b^2}}$$

- a = Regression coefficient (unstandardized regression) between the independent variable and the mediator
- b = Regression coefficient (unstandardized regression) between Mediator and Dependent Variables
- Sa = Standard error of regression equation a;
- Sb = Standard error of the regression equation b

The test criterion in determining the significance of the indirect effect using the Sobel test is if the z value (sobel) is greater than 1.96.

From the SEM calculation results (table 3) the direct effect of employer brand (X1) on turnover intention (Y), the path coefficient value is -0,252 and CR (t-count) is -4,280, because the CR value (-4,280) < -1,96, then accept H1, reject H0. It can be interpreted that there is a significant negative direct effect of employer brand (X1) on turnover intention (Y).

From the SEM calculation (table 3) the direct effect of employer brand (X1) on employee engagement (X2), the path coefficient value is 0.293 and CR (t-count) is 4.906, because the CR value (4.906) ≥ 1.96, then reject it. H0, accept H1. It can be interpreted that there is a significant positive direct effect of employer brand (X1) on employee engagement (X2).

Table 3
 Path Coefficient and C.R. (t-value)

			Standardized Estimate	Unstandardized Estimate	S.E.	C.R.	P
Turnover_ Intention_Y	<---	Employer_ Brand_X1	-0,252	-0,361	0,084	-	***
Employe_ Engagement_X2	<---	Employer_ Brand_X1	0,293	0,357	0,073	4,906	***
Turnover_ Intention_Y	<---	Employe_ Engagement_X2	-0,353	-0,417	0,072	-	***

From the SEM calculation (table 3), the direct effect of employee engagement (X2) on turnover intention (Y), the path coefficient value is -0.353 and CR (t-count) is -5.748, because the CR (-5.748) value < -1.96, then reject H0, accept H1. It can be interpreted that there is a significant negative direct effect employee engagement (X2) on turnover intention (Y).

The path coefficient of the indirect influence of employer brand (X1) on turnover intention (Y) through employee engagement (X2) is -0.103 (0.293 X -0.353) with a Z value (Sobel Test) of (-3.744). Because the Z value (-3,744) is smaller than -1.96 (Z = -3,744 < -1.96), it can be concluded that the indirect effect of employer brand (X1) on turnover intention (Y) through employee engagement (X2) is negative and significant. Hypothesis test results show that the direct effect of employer brand on turnover intention is -0.252, while the indirect effect through employee engagement is -0.103. The resulting total effect is -0.355 (table 5). Since the total effect is greater than the direct effect, it can be concluded that H4 is supported.



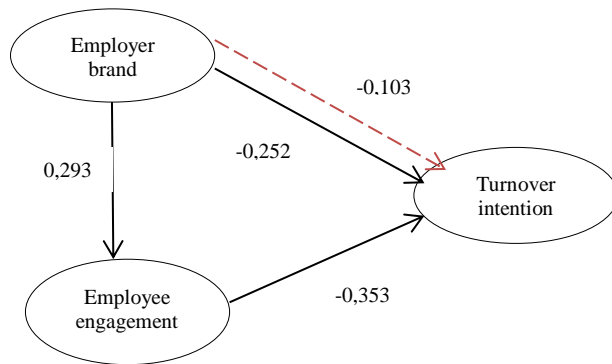


Figure 1. Constellation of Indirect Effect (X1) on (Y) through (X2)

Table 4
Direct Effect, Indirect Effect, and Total Effect

Hypothesis	Path from	to	Intervening variable	Direct effect	Indirect effect	Total effect
H1	Employer brand	Turnover intention	-	-0,252	-	-0,252
H2	Employer brand	Employee engagement	-	0,293	-	0,293
H3	Employee engagement	Turnover intention	-	-0,353	-	-0,353
H4	Employer brand	Turnover intention	Employee engagement	-0,252	-0,103	-0,355

Hypothesis 1 test results indicate that there is a significant negative relationship between employer brand and turnover intention. The stronger the employer brand will reduce turnover intention; the weaker the employer brand will increase turnover intention. These results support previous studies of Kashyap & Verma (2018); Lelono & Martdianty (2013); Priyadarshi (2011); Sagita, Musadieg & Sulisty (2018); Ahmad & Daud (2016); Karnadi & Baskoro (2019). Strong hotel employer brand will be able to reduce the turnover intention of hotel employees so that employees are reluctant to move. If the functional, economic and psychological benefits provided by hotels for employees are in accordance with the employee's interpretation, then this will make employees satisfied with their work. Employees with good satisfaction will survive working at their hotel. Organizational fame and flexibility, compensation and career, organizational environment, and variety in job and work settings are factors that cause employer brand in hotels.

Hypothesis 2 test results indicate that there is a significant positive relationship between employer brand and employee engagement. The stronger the employer brand will increase employee engagement; the weaker the employer brand will reduce employee engagement. These results support previous studies of Biswas & Suar (2014); Sagita, Musadieg & Sulisty (2018); Davies, Mete & Whelan (2018); Hashim & Nor (2018). If the employer brand is strong, the employees will be satisfied. Employees who have a high level of satisfaction will involve themselves both in work and in the organization. Employee satisfaction levels will increase employee engagement (Davies, Mete & Whelan, 2018).

Hypothesis 3 test results indicate that there is a significant negative relationship between employee engagement and turnover intention. Increasing employee engagement will reduce turnover intention. Decreasing employee engagement will increase turnover intention. These results support previous studies of Saks (2006); Shuck (2010); Anuradha & Ghuman (2017); Kang & Busser (2018); Sagita, Musadieg & Sulisty (2018); Shankar & Bhatnagar (2010); Sahu, Pathardikar, & Kumar (2018). Employees who are able to have a positive attitude towards the hotel as an organization will be loyal to their work and reluctant to leave the hotel. Hotel employees who are unable to be positive in unfavorable conditions can lead to employee intentions to leave the hotel (Shankar & Bhatnagar, 2010). Work environment, training and career development, employee



welfare, superiors' support, compensation, policy flexibility, and coworker support are factors that cause employee engagement in hotels.

Hypothesis 4 test results indicate that there is a partial effect of employer brand on turnover intention through employee engagement. The employee engagement factor is significant between employer brand and turnover intention. Considering these results, it is revealed that if employees judge that employer brand meet their perceptions, then employees will increase their performance and engagement. As a result, employees discouraged leaving.

4. Conclusion

The factors that most influenced employee turnover intention in this study were employer brand factors through employee engagement, employee engagement, and employer brand. Thus, the implication of this research is that hotels that want to reduce employee turnover intention need to pay attention to the factor of employer brand and mediation of employee engagement. Employee engagement at hotels can be increased through improved work environments, training and career development, workplace well-being, leadership, compensation, organizational rules, and work teams. Meanwhile, employer brand can be strengthened by improving organizational fame and flexibility, compensation and career, organizational environment, and variety in job and work settings. Considering that there are still limited references regarding the novelty of the employer brand variable as exogenous variables, employee engagement and turnover intention as endogenous variables in the context of the hotel industry, further research can develop it using different population units. Further research can be developed by adding variables that conceptually affect turnover intention, both research using quantitative and qualitative approaches.

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