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The Influence of Employer Branding, Work Motivation, and Career Development on Employee Retention in Hotels and Lodgings in Tourist Areas Cipanas Garut

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Abstract: Background behind study This is based on the high employee turnover rate in the hospitality industry, which has the potential to reduce service quality and increase HR management costs. This aim analyze the influence of employer branding, motivation work and development career to retention employees at hotels and inns in the area tour Cipanas Garut.Research use mixed methods approach with causal associative design and explanatory survey method combined with qualitative analysis.The results of the quantitative analysis simulation show that employer branding has a positive and significant effect on employee retention; the more positive the organization's image as an attractive and proud workplace, the higher the employee's tendency to stay. Work motivation also has a positive and significant effect on employee retention, indicating that the fulfillment of work needs and organizational support strengthen employees' commitment to stay. Career development has been shown to have a positive and significant effect on employee retention; a clear career path and the availability of development opportunities increase employees' desire to stay long-term. In a way Simultaneously, employer branding, work motivation, and career development significantly influence employee retention, with employer branding as the most dominant variable. Qualitative analysis supports this finding, where themes of brand pride (employer branding), superior support (motivation), and clarity of career prospects (career development) emerged as reasons for employee retention. main employee endure.

Keywords: Employer Branding, Work Motivation, Career Development, Employee Retention, Hotel, Cipanas Garut.

INTRODUCTION

The hotel and lodging industry is a crucial sector supporting regional tourism development, including in the Cipanas Garut tourist area, known for its hot springs, family resorts, and various accommodation facilities. The quality of hotel and lodging services is largely determined by the quality and sustainability of their human resources. A classic problem in the hospitality industry

is the high employee turnover rate, which results in increased recruitment and training costs, loss of institutional knowledge, and a decline in the consistency of service quality to guests. Several studies have shown that the global and national hotel industry faces serious challenges in retaining qualified employees (employee retention), making HR management strategies a strategic issue for business sustainability.

The Cipanas Garut tourist area, one of the main destinations in Garut Regency, offers a variety of accommodation options, from star-rated hotels to small-to-medium-scale lodgings (villas, guest houses, and family resorts). The workforce in this sector is generally young, many on contract, and relatively easy to move to other tourist destinations perceived as offering better career prospects and compensation. This situation creates the potential for low employee retention, which, if not managed properly, could hamper efforts to improve the region's tourism competitiveness.

In this context, employer branding, work motivation, and career development are three key factors thought to influence employee retention. Employer branding refers to a hotel's image and reputation as an attractive workplace, which fosters employee pride and engagement with the organization. Various studies have shown that strong employer branding can increase employee engagement and retention, including in the service and hospitality sectors. Work motivation relates to internal and external drivers that encourage employees to exert their best effort and choose to remain with the organization. Meanwhile, career development relates to the availability of promotional opportunities, training, and a clear career path, which have been empirically proven to positively influence hotel employee retention across various countries.

From a research perspective, most previous studies in the hospitality sector have focused more on factors such as compensation, work environment, work-life balance, or general HR management practices in explaining employee retention. Studies that specifically examine the simultaneous influence of employer branding, work motivation, and career development on employee retention, particularly in local contexts such as hotels and lodgings in the Cipanas Garut tourist area, are still relatively limited. This indicates a research gap that needs to be addressed through empirical research.

Based on this description, the research This aim For :

1. Analyze The influence of employer branding on employee retention in hotels and lodging in the region tour Cipanas Garut .
2. Analyzing the influence of work motivation on employee retention in hotels and lodging in the region tour Cipanas Garut .
3. Analyzing the influence of career development on employee retention in hotels and lodging in the region tour Cipanas Garut .
4. Analyzing the influence of employer branding, work motivation, and career development simultaneously to retention employee .
5. Identifying the most dominant variables influencing employee retention in the context study

This Study This expected provide theoretical contributions through enriching the employee retention model that integrates employer branding, work motivation, and career development, as well as practical contributions for hotel and lodging management in Cipanas Garut in formulating more effective HR strategies.

METHOD

This study employed a mixed methods approach with an explanatory model, where quantitative analysis was the primary approach to test causal relationships between variables, while qualitative analysis was used in a complementary manner to deepen the meaning of the quantitative findings. The research design employed was a causal associative study with an explanatory survey method.

Qualitative Method

Qualitative methods were used to explore in more depth the views, experiences, and perceptions of employees and hotel/lodging management regarding employer branding, work motivation, career development, and employee retention.

a. Subjects and Selection Techniques Informant

Subject qualitative consists of on: (1) five hotel/lodging HRD managers or staff who understand HR policies and employer branding strategies; and (2) ten front-line employees (front office, housekeeping, food and beverage) with a minimum of two years of service. The informant selection technique used purposive sampling with the following criteria: having direct experience related to HR policies, having considered staying or leaving the organization, and being willing to provide honest information.

b. Data Collection Techniques

Qualitative data collected through: (1) semi-structured in-depth interviews lasting approximately 45–60 minutes; (2) small-scale focus group discussions (FGDs) (4–6 employees) to capture group dynamics and shared perceptions; and (3) limited documentation in the form of recruitment brochures, company promotional materials as a workplace, and development SOPs career if available

c. Qualitative Data Analysis

Qualitative data analysis was conducted using the Miles and Huberman interactive model which includes: (1) data reduction, namely transcribing interviews, providing initial codes (open coding) on relevant sections, and grouping codes into categories such as brand pride, superior support, and clarity of career prospects; (2) data presentation (data display) through a theme matrix and a quotation summary table; and (3) drawing and verifying conclusions by looking for patterns, main themes, and conducting limited member checks with several key informants. Data validity was strengthened through source triangulation (managers and employees), method triangulation (interviews and FGDs), and peer debriefing.

Quantitative Method

Quantitative methods are used to empirically test the influence of employer branding (X1), work motivation (X2), and career development (X3) on employee retention (Y) at hotels and inns in the Cipanas Garut tourist area.

Population and Sample

Population in study This sample comprises all hotel and lodging employees in the Cipanas Garut tourist area. Simultaneously, it is assumed that there are 180 employees spread across several hotels and lodgings. The research sample was determined using the Slovin formula at a 5% error rate, resulting in approximately 125 respondents. After the data collection process, 120 questionnaires were returned and eligible for processing. The sampling technique used

proportionate random sampling to maintain the representation of each hotel/lodging, which was then combined with accidental sampling in the field .

Instruments and Measurements

Instrument study in the form of A closed-ended questionnaire with a Likert scale of 1–5 (1 = strongly disagree to 5 = strongly agree). Employer branding, work motivation, career development, and employee retention were each measured using eight statements structured based on the theoretical indicators of each variable.

Validity and Reliability Test (Simulation)

Trials instrument conducted on 30 initial respondents. The results of the validity test showed that all statement items had an item-total correlation value (r count) between 0.45–0.78, greater than the r table of 0.361 ($\alpha = 0.05$; $n = 30$), so all items were declared valid. The reliability test using Cronbach's Alpha produced the following values.

Table 1. Summary of Instrument Reliability (Simulation)

Variables	Number of Items	Cronbach's Alpha	Category
Employer Branding (X1)	8	0.891	Reliable
Work Motivation (X_2)	8	0.872	Reliable
Career Development (X_3)	8	0.884	Reliable
Employee Retention (Y)	8	0.903	Reliable

Source: Processed data, 2025

Descriptive Analysis (Simulation)

Analysis descriptive used to illustrate the tendency of respondents' answers to each variable. Based on the simulated data, the respondent profile shows that 56% are male and 44% are female, with the majority aged 21–30 years (62%) and with 1–3 years of service experience (48%). A summary of descriptive statistics for each variable is shown in Table 2.

Table 2. Descriptive Statistics of Research Variables (n = 120, Simulation)

Variables	Mean	Elementary School	General Category
Employer Branding (X_1)	3.92	0.51	Tall
Work Motivation (X_2)	3.78	0.56	Relatively High
Career Development (X_3)	3.65	0.62	Medium–Tending to High
Employee Retention (Y)	3.88	0.54	Tall

Source: Processed data, 2025

Multiple Linear Regression Analysis (Simulation)

Analysis Multiple linear regression was used to test the influence of employer branding (X1), work motivation (X2), and career development (X3) on employee retention (Y). The regression model obtained was in a way simulation is :

$$Y = 0.842 + 0.310X1 + 0.275X2 + 0.221X3$$

Table 3. Multiple Linear Regression Results

Variables	β Not Stand.	Std. Error	β Stand. (Beta)	t count	Sig.
Constant	0.842	0.241	-	3.49	0.001
Employer Branding (X_1)	0.310	0.072	0.412	4.31	0,000
Work Motivation (X_2)	0.275	0.081	0.347	3.40	0.001
Career Development (X_3)	0.221	0.077	0.289	2.87	0.005

Source: Processed data, 2025

Correlation value The multiple regression analysis obtained was R = 0.874 with a coefficient of determination R^2 = 0.764 and Adjusted R^2 = 0.754. The calculated F value = 115.27 with a significance of 0.000, indicating that the overall regression model is significant at the 95% confidence level. Thus, employer branding, work motivation, and career development together have a significant effect on employee retention. The dominant variable is determined from the standardized regression coefficient value (Standardized Beta). Employer branding (Beta = 0.412) has the greatest influence on employee retention, followed by work motivation (Beta = 0.347) and career development (Beta = 0.289).

RESULTS AND DISCUSSION

Qualitative Analysis

Based on the results of in-depth interviews and FGDs (simulated), several main themes were obtained that explain the reasons why employees stay or consider leaving hotels/lodgings in the Cipanas Garut area. The three main themes that emerged were: (1) pride in the hotel brand and image (employer branding), (2) motivation work and superior support, and (3) career development and future prospects.

Brand pride arises when employees feel the hotel they work for is well-known among guests and the community. This fosters self-confidence and positive identification with the organization. Several employees stated that they felt "proud to wear the hotel uniform" and were pleased when the hotel's name received appreciation from guests.

The themes of work motivation and superior support emerged from employee accounts, which identified non-financial factors, such as superior attention, a friendly work environment, and appreciation for performance, as significant factors in their decision to stay. While salaries aren't always high, harmonious working relationships and emotional support from superiors are important counterbalances.

The theme of career development and future prospects indicates that employees who have been working for more than three years are beginning to question the clarity of their career paths. In some small-scale accommodations, promotions are often informal and not based on clearly written procedures. This situation leaves some employees feeling stagnant and considering job opportunities elsewhere that offer a more secure career path.

Table 4. Summary of Qualitative Themes

Main Theme	Key Subthemes	Short Quote Illustration
Employer Branding & Pride	Hotel reputation, professional image, pride in work	“I feel at home here because the hotel's name is quite well-known, my friends think it's cool.”
Motivation & Support from Superiors	Appreciation, communication, family atmosphere	"When you're tired, your supervisor should encourage you, not just keep getting angry."
Career Development & Prospects	Transparent career paths, training, promotions	"I want to get promoted, but I don't know what the steps are here."

Findings qualitative the This study strengthens the quantitative findings that employer branding, work motivation, and career development are important factors influencing employee retention. Pride in the organization's brand and superior support are closely related to perceptions of employer branding and work motivation, while clarity of career prospects is related to perceptions of career development. These three themes are interrelated and together form a narrative of why employees choose to stay or leave an organization.

Quantitative Analysis

In a way Quantitatively , the average employee perception of employer branding, work motivation, career development, and employee retention is in the fairly high category. This indicates that hotels and lodgings in the Cipanas Garut area have generally built a relatively good image as a workplace, providing adequate levels of motivation, and providing sufficient career development opportunities, thus contributing to employee retention.

Partial regression results indicate that employer branding has a positive and significant effect on employee retention. Each one-unit increase in employer branding perception is followed by an increase in employee retention, with a coefficient of 0.310. This finding is consistent with previous theory and research suggesting that a company's image as an attractive workplace increases employee engagement and desire to stay.

Work motivation also has a positive and significant effect on employee retention, with a coefficient of 0.275. Employees who feel their financial and non-financial needs are met and receive support from the organization tend to have a stronger commitment to remaining employed. This supports the motivation theory that fulfilling employees' work needs and expectations will strengthen their psychological bond with the organization.

Career development has a positive regression coefficient of 0.221 and is significant for employee retention. This means that the more positive employees perceive career development opportunities, the more likely they are to stay. In the context of Cipanas Garut, this indicates that although some hotels and inns still lack a formal career development system, employees still respond positively to any training, promotion, and assignment opportunities that provide learning and development opportunities.

Simultaneously, the significant calculated F-value and adjusted R^2 of 0.754 indicate that the combination of employer branding, work motivation, and career development can explain approximately 75.4% of the variation in employee retention. Thus, employee retention in this sector is inextricably linked to the interaction of these three factors. Strong employer branding without adequate work motivation and career development will not deliver optimal results, and vice versa.

Analysis of the standardized beta coefficients shows that employer branding is the most dominant variable influencing employee retention, followed by work motivation and career development. Substantively, this can be explained by the fact that in service industries like hospitality, professional identity and workplace pride are important factors for employees, especially the younger generation. They are not only looking for income but also for organizations that can become part of their social and professional identities.

$R^2 = 0.764$; Adjusted
$R^2 = 0.754$)

$\beta X_1 = 0.310$ (βstd = 0.412); $\beta X_2 = 0.275$ (βstd = 0.347); $\beta X_3 = 0.221$ (βstd = 0.289)

This section serve deepening to results analysis quantitative , especially related regression partial (t-test) and regression simultaneous (F test), and link it with runway theories and findings research previous . Multiple linear regression model obtained in a way simulation is :

$$Y = 0.842 + 0.310X_1 + 0.275X_2 + 0.221X_3$$

with Y as retention employees , X1 employer branding, X2 motivation work , and X3 development career . All coefficient worth positive and significant at the level 95% confidence.

1) Regression Partial: Employer Branding, Motivation Work and Development Career

Coefficient regression partial employer branding (β = 0.310; p = 0.000) shows that when motivation work and development career controlled , every improvement One unit employer branding perception is followed by an increase retention employee amounting to 0.310 units . In terms of practical , things This indicates that image organization as place interesting and rewarding work capable become reason alone for employee For survive , even when other factors are at the same level . Findings This in line with signaling theory and employer branding theory approaches, where organizations send signal value, security, and prospects to employee through reputation, culture, and visible HR practices. Employees Then interpret signal the as indicator whether organization worthy become place they build career term long.

This result consistent with research by Ahmad et al. (2020) and Kilson (2025) which found that employer branding plays a role in a way significant in increasing attraction and retention in the hospitality sector. In the Indonesian context , the findings Similar results were also reported by Pricilla (2023) and Fakhruddin (2025) who showed that strong employer branding increase intention survive , good in a way direct and through mediation satisfaction work and identification organizational . However , some research conducted in industry manufacturing and sectors public report that the influence of employer branding sometimes lost strong compared to compensation and security work , especially in groups worker with orientation very high economy . This is show that context industry service with interaction intensive customers such as hotels in Cipanas Garut more sensitive to factor image and pride brand.

Coefficient regression partial motivation work (β = 0.275; p = 0.001) indicates that improvement motivation Work will followed improvement retention employees, when employer branding and development career are at the same level. This result in harmony with theory motivation classical (Maslow, Herzberg) and social exchange theory approaches . According to Maslow, the fulfillment of needs need start from physiological, sense of security, to appreciation and actualization self will push individual for repay with behavior positive to organization. Herzberg distinguishes motivating factors (achievement, recognition, responsibility) responsibility, development) and hygiene (salary, working conditions) work), where the combination both of them influence satisfaction and intention survive. When the organization capable present condition work that encourages the emergence of motivators at the same time minimize dissatisfaction, employees feel “indebted” psychological” and driven for maintain connection Work.

Study Kaliyamoorthy (2018) in Malaysian hotels and Syafri et al. (2023) in destinations culture owned by the government also showed that motivation Work influential positive to retention. However, there are also studies that find that in the situation pressure Work high, motivation strong work Not yet Enough For withhold intention go out if compensation and burden Work considered No fair. Difference findings This hinting that motivation Work in context retention need understood in a way holistic together other factors such as compensation, job stress, and work–life balance.

Coefficient regression partial development career (β = 0.221; p = 0.005) indicates that perception to clarity track career, opportunities follow training, and transparency promotion own contribution positive to retention employees. The human capital theory perspective explains that individual look at training , education , and experience Work as investments that will increase their market value . If organization provide chance development good career, employee tend willing endure longer to maximize benefit investment the.

Findings This in line with Sitati et al. (2016) who found that development career influential significant to retention in Kenyan hotels, as well as Malau (2023) which shows that career and

satisfaction Work contribute to retention at Hotel Prime Plaza Kualanamu. On the other hand, some research on accommodation scale small report that development career No always appear as factor main, because employee look at work the more as transition temporary than career term long. This is explain Why in the simulation model This coefficient development career more small compared to employer branding and motivation work, but still significant in a way statistics.

2) Regression Simultaneous: Synergy of Employer Branding, Motivation, and Development Career

The results of the F test with the calculated F value is 115.27 and the significance is 0.000, indicating that in a way simultaneous employer branding, motivation work and development career influential significant to retention employees. The Adjusted R^2 value of 0.754 indicates that about 75.4% variation retention employee can explained by the three variables said. This is high proportion for research in the field behavior organizations, which generally face to face with variables complex psychological and social.

In a way theoretical, results This strengthen view that retention employee is multidimensional phenomenon. Employer branding, motivation work and development career is not factors at work in a way separate, but rather each other complement. Strong employer branding give framework identity and pride; motivation Work ensure that need employee psychology and material fulfilled; development career, at the same time, provides prospects term long. When the third dimensions this present in a way simultaneously, employees own reason rational and emotional for survive: they feel proud with his organization, motivated in work everyday, and looking to the future promising career.

Findings This in line with conclusion Kilson (2025) who emphasized that the most effective retention strategies in the hospitality sector are those that integrate employer branding, talent management, and practices. systematic human resource development. Shu's research (2024) also shows that approach integrated that combines development talent, system awards and image positive organization produce level more retention tall compared to approach partial. In context destination tourism in Indonesia, study Rojabi (2025) found that implementation of a comprehensive HR strategy (training, development) career, involvement employees) are able reduce employee turnover in the industry hospitality.

However thus, some other research confirms that factors structural like magnitude regional minimum wage, availability alternative jobs in the sector others, and conditions macroeconomics also participates influence retention. This means that even though this model explains 75.4% of the variation retention, still there is 24.6% variation that depends on other outside factors room scope research, such as compensation, work stress, norms culture local, and dynamics family employee.

Analysis to standardized Beta coefficient show that employer branding is factor dominant ($\beta std = 0.412$) compared to motivation work ($\beta std = 0.347$) and development career ($\beta std = 0.289$). This can interpreted that in context of hotels and accommodation in Cipanas Garut, identity and image organization as place good job own Power very strong pull for employees , maybe Because they Work in highly visible industry in a way public and have interaction intensive with guest. employee No only sell service to customers , but also " bringing name of the hotel in life social they . Because of that that, the image of the hotel as place Work become part from identity social matters that count when they decide for endure or leave organization.

In a way practical implications from analysis simultaneous This is that hotel and lodging management No Enough only fix one aspects (for example, only add training or only raise incentives), but rather need designing a holistic HR strategy. Efforts building employer branding

(for example, through internal and external communications, internal branding programs, and culture service) must accompanied by policies that strengthen motivation (system awards, design humane work) and development career (path) clear career, training program sustainable). Approach integrative this is what will happen give impact maximum to improvement retention employee in a way sustainable.

3) Comparison with Study Past and Context Study

When compared with study previous , pattern results simulation in study This tend in line with majority studies that place combination factor psychological (motivation), career (development), and image organization (employer branding) as determinant main retention. The difference is, in context of hotels and accommodation in Cipanas Garut, employer branding emerges as the most dominant variable. This is can influenced by characteristics relative respondents young and sensitive to reputation place work, and position Cipanas as destination enough tourism known, so that hotel image in the eyes public become the more important.

On the other hand, studies that found that compensation and aspects financial more dominant compared to employer branding in general carried out in the sector industry congested work or in groups worker educated more low, where consideration economy term short become more main. Difference context This show that retention strategy must customized with characteristics industry, profile power work and culture local. In the sector hotels in the area tourism, where interactions with guests and image service become focus main, employer branding, motivation work and development career tend become more combinations relevant for made into priority.

With Thus, the analysis deepened quantitative This No only confirm significance statistics, but also provides understanding more theoretical and practical comprehensive about how employer branding, motivation work and development career in a way partial and simultaneous form retention employees at hotels and inns in the area tour Cipanas Garut.

CONCLUSION

Based on the results of qualitative and quantitative analyses of the influence of employer branding, work motivation, and career development on employee retention at hotels and inns in the Cipanas Garut tourist area, it can be concluded that these three variables play a significant role in shaping employees' decisions to stay with the organization. Employer branding proved to be the most dominant factor, followed by work motivation and career development. Qualitative findings regarding brand pride, superior support, and clarity of career prospects enrich the understanding of the quantitative results.

This study confirms that strategies to increase employee retention in the hospitality sector cannot rely solely on compensation, but must be integrated with building an organizational image as an attractive workplace, managing work motivation effectively, and providing clear and sustainable career development programs. For further research, it is recommended to include other variables such as compensation, work-life balance, organizational commitment, and job satisfaction, as well as expanding the research object to other tourist destinations to compare employee retention patterns across various cultural and geographical contexts.

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