

The Influence of Organizational Commitment, Team Cohesion, and Leadership Style on Employee Retention in the Hotel Industry

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Abstract

This research aims to analyze the influence of organizational commitment, team cohesion, and leadership style on employee retention in the hotel industry in the Special Region of Yogyakarta. This research used a simple random sampling technique with a total of 153 respondents. Primary data collection was carried out using a questionnaire method via Google Form which had been tested for validity and reliability. The analysis used in this research is logistic regression analysis with the help of the IBM SPSS statistics 25 program. The results of data analysis show that simultaneously the factors of organizational commitment, team cohesion and leadership style have a positive and significant effect on employee retention. Partially, organizational commitment and team cohesion have no effect on employee retention. However, leadership style has a positive and significant effect on employee retention.

Keywords: Employee Retention, Leadership Style, Organizational Commitment, Team Cohesion

I. INTRODUCTION

Human resource management concerns are not only recruiting and selecting competent people, but also retaining their current staff [1]. This action to retain staff is necessary considering the occupancy stagnation that has occurred in the hospitality industry on the Special Region of Yogyakarta[2]. Stagnant sectors affect sluggish development and restricted career options, which can have an impact on employee motivation and happiness. Employees tend to seek jobs in other industries with better prospects due to the industry's stagnant performance. Thus, the hospitality industry needs to create measures to increase employee retention and employer branding can be effective technique for retaining potential workers [3].

Employer branding refers to the company's image and reputation, which appeals to both internal and external stakeholders [4]. The internal component is connected to the notion of employee retention, which includes techniques such as organizational commitment, team cohesion, and leadership style. Employees who quit represent resources that the business has spent time and money on, which can be a sign of bad organizational management. This can be negative messages to consumers and contribute to a bad labor market image, making it more difficult to recruit competent workers in the future [5].

Organizational commitment essentially reflects individuals' desire to be bound to the values and goals of the organization [6]. Stagnant industry growth can create uncertainty regarding career advancement that does not align with their expectations, leading to low emotional attachment of employees to the organization This lack of attachment can be triggered by employees' difficulty in adapting to hotel conditions, which subsequently affects organizational commitment. Team cohesion, as an element of interpersonal relationships within a work team, also plays a crucial role in employee retention. Improving team cohesion and enhancing interpersonal relationships can be an important strategy in addressing employee retention challenges [7]. Employee retention challenges are not only related to lack of

emotional attachment and interpersonal communication, but also to the role of leaders and their leadership styles in creating a productive work environment. The role of a leader and their leadership style are critical factors in improving employee retention and helping the company achieve its established vision and mission [8].

Increasing organizational commitment can be an effective method for encouraging employees to stay with their organization [9]. Cohesion refers to interpersonal interactions for a work team, when group members form strong bonds, mutual interest has an influence on retention [7]. The ability of a business to retain potentially loyal employees is heavily influenced by how leaders push teams to achieve goals [10].

Previous research has provided insight into the impact of organizational commitment factors, team cohesion, and leadership styles in various industries, but no research has examined how these three variables interact to influence employee retention in the hospitality industry in Special Region of Yogyakarta. According to prior research on organizational commitment, team cohesion, and leadership style in other industries, there is still a knowledge gap in the hotel business in Yogyakarta. This study's innovative use of research objects and variables opens fresh viewpoints that have not before been examined in scientific literature.

Several studies have been undertaken to investigate the variables influencing employee retention in various sectors [11], [12], [13]. However, few studies have focused in the hospitality industry in the Special Region of Yogyakarta, which is the subject of this study. As a result, the purpose of this study is to establish whether organizational commitment, team cohesion, and leadership style have a partial or simultaneous impact on employee retention. Furthermore, this study will look at the percentage of employees that make accurate decisions about where to stay.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Social Exchange Theory

The tenets of social exchange theory posit that when employees perceive that their need have been met by employing organization, they are more likely to enhance their performance, manifest behavior and attitudes that are aligned with the organization objectives and demonstrate values that are congruent with the organization goal [14]. Social exchange theory provides the foundation for understanding how employees respond to the fulfillment of promises or organizational obligations [15]. The theory of social exchange can be related to employee retention because it explains social relationship between employees and the company, where employees contribute in terms of the time, effort, and skills, while the company provides meaningful compensation and benefit to the employees [16].

Based on social exchange theory, individuals will continue to participate in such exchanges if the benefits they receive are deemed to be proportional to the contributions they make. Therefore, improving employees' perception of the benefits they receive from the company, such as fair compensation, career development opportunities, a positive work environment, and perceived organizational support, can enhance employee retention. Additionally, social exchange theory also emphasizes the importance of interpersonal relationships within the organization. If employees feel they have good relationships with their superiors and colleagues, they are more likely to be motivated to stay with the company.

The social exchange theory serves as the foundation for conducting this research. The social exchange theory provides an understanding of how exchange between feeling engaged in beneficial social exchanges with the company, and they tend to maintain that relationship by working and behaving in accordance with the company expectations. This assumption can be

linked to the relationship between organizational commitments, team cohesion, leadership style, and employee retention.

B. Organizational Commitment

Organizational commitment refers to employee emotion and perspectives towards their organization, expressed through individual decisions to continue their membership in the organization, accept the company goals, and making the best contribution to the organization progress [17]. Factors that influence organizational commitment include personal character, job and role characteristics, organizational structure characteristics, work experience and organizational support [18].

That indicators of organizational commitment are companies with few levels of management, companies that have an informal culture, companies with committed employees and companies with a comfortable atmosphere [4]. Employee retention is positively correlated with their level of commitment to the organization. Several studies conducted of [5], [19], [20], [21], The research revealed that a strong sense of loyalty to the organization significantly enhances the likelihood of employees remaining with the company. Those with a high degree of dedication to their organization tend to stay longer.

H1: Organizational commitment has positive effect on employee retention

C. Team Cohesion

Team cohesion is a team level concept that refers to the perceived attractiveness of the team, the capacity of individual for the team to work, and the overall integrity of the team. It describes individuals for a team getting together as a unit with shared norms, values, and goals [22]. A strong, cohesive team tends to create a strong sense of commitment among its members and has a lower propensity to seek employment elsewhere.

Team cohesion encompasses various facets such as the social bonds among members, their alignment on task objectives, emotional connections, unity as a group, and the organizational structure that supports them [23]. The indicators of team cohesion are dependence on each other, interest in each other, cooperation with each other, and working as a team [4]. Several studies conducted of [12], [24], [25] found that strong group cohesion helps workers to work more easily and enthusiastically, which increases their capacity to stay with the organization. Team members who feel accepted and valued in the team have a lower tendency to seek employment elsewhere. Furthermore, the non-physical work environment, which includes team cohesion, working conditions, workplace atmosphere, and connections among colleagues, influences an employee's choice to stay with the organization.

H2: Team cohesion has a positive effect on employee retention

D. Leadership Style

Leadership involves strategies and approaches employed by leaders to shape the perceptions, emotions, viewpoints, and actions of those within an organization or their team [26]. Leadership style is influenced by charisma, inspiration, intellectual stimulation, and attention to staff [27]. That indicators of leadership style include talent development, independent thinking, delegation of responsibility, and initiative [4]. The manner in which a leader guides a team towards the achievement of company objectives plays a crucial role in the organization's ability to maintain its workforce, foster employee loyalty, and secure its continuity. Various research pieces have highlighted [13], [28], [29], found that leadership style had a positive and significant effect on employee retention. Leaders have a critical role in managing teams and influencing personnel.

H3: Leadership style has positive effect on employee retention

E. Employee Retention

Employee retention refers to the strategies employed by an organization to encourage valuable employees to continue their employment with the company. Factors influencing employee retention encompass the work atmosphere, interpersonal relations, and the level of support from the organization. It is the dedication of a company towards retaining essential employees [30]. Leadership involves the approaches and behaviors adopted by leaders to shape the perceptions, emotions, attitudes, and actions of team members or followers within an organization. [26]. Leadership style is influenced by charisma, inspiration, intellectual stimulation, and attention to staff [27]. That leadership style indicators include talent development, independent thinking, delegation of responsibility and initiative [4]. Several studies show, leadership style gives impact on how long employees stay with a company by affecting their happiness at work and their dedication to the organization [31], the strength of the bond among team members has more influences how distributive fairness affects emotional attachment to an organization [32], and the manner in which leadership is executed significantly boosts employee retention, with the intangible aspects of the work environment amplifying the effect of leadership style on keeping employees. Simultaneously, organizational commitment, team cohesion, and leadership style, are the reasons candidates choose a job [33]. The non-physical environment comprises teamwork, individual and group connections, and interactions between employees, leaders, and teammates.

H4: Organizational commitment, team cohesion and leadership style simultaneously have positive effect on employee retention

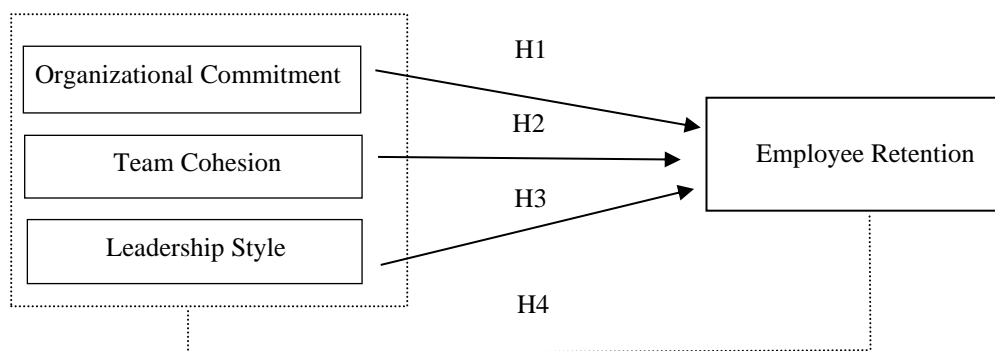


Figure 1. Conceptual Framework

III. METHOD

A. Population and Sample

This study aims to examine the hypothesis and determine the impact of the independent variable on the dependent variable. This research used quantitative method. This survey included 4,524 all-star hotel employees in the Special Region of Yogyakarta[34]. The study selection approach was simple random sampling, the researcher gives equal opportunity for any member of the population to be picked as a sample at random, regardless of the population strata. The number of sample participants was estimated to be at least 98 persons, based on calculations using the following Slovin formula:

$$n = \frac{N}{1+N(e)^2} \quad (1)$$

Explanation:

n = Minimum sample

N = Population

e = Tolerance limit percentage (10%)

The population size in this study is 4,524 employees. Therefore, the sample size can be calculated as follows:

$$\begin{aligned} n &= \frac{4.524}{1 + 4.524 (0.1)^2} \\ n &= \frac{4.524}{46.24} \\ n &= 97.8 \end{aligned}$$

B. Operational Definition of Variables

- **Organizational Commitment**

Organizational commitment refers to the level at which employees feel connected and dedicated to their organization, along with their intention to remain part of it. This concept is measured using a 7-point Likert scale, as recommended by [33], where respondents' scores vary from 1, representing "strongly disagree," to 7, denoting "strongly agree." The study used the Likert scale 7 points because this study intends to use a series of statements, the same sequence of categories of responses should be used to avoid confusion of respondents.

- **Team Cohesion**

Team cohesion is defined as team members' attempts to always build bonds and a group's inclination to remain cohesive while attaining goals and satisfying members' emotional needs. Assessed using the Likert scale of 7 points suggested by [35]. In the study, ratings were assigned on a scale from 1, indicating "totally disagree," to 7, signifying "totally agree." The choice of a 7-point Likert scale was to maintain uniformity across various statements, aiming to eliminate any potential confusion for the respondents by keeping the response categories consistent throughout.

- **Leadership Style**

A leadership style is a set of qualities or styles that a leader uses to influence his behavior toward corporate goals. Assessed using the Likert scale of 7 points suggested by [35]. Respondent ratings ranged from 1 = "totally disagree" to 7 = "totally agree". The study used the Likert scale 7 points because this study intends to use a series of statements, the same sequence of categories of responses should be used to avoid confusion of respondents.

- **Employee Retention**

Employee retention involves a company's efforts, strategies, and commitment to keep its workforce or prospective employees dedicated to the organization. Measured using the Guttman scale suggested by [36] to know the accuracy in employee decision making to stay or not. Respondent ratings ranged from 1 = "yes" and 0 = "no".

C. Data Analysis

The data were taken from an employee perception questionnaire through google form which tested its validity and reliability. The responses will be described using descriptive statistics in the form of tables. Logistic regression analysis began with an assessment of the overall model fit and goodness of fit test with the iteration history table. The Wald test will be used for partial hypothesis testing and omnibus test will be used for simultaneous hypothesis testing. The Nagelkerke Table calculates the determination coefficient to measure the impact of the independent variable on the dependent variable. By referencing the classification table, one can ascertain the predictive accuracy [37].

IV. RESULTS AND DISSCUSION

A. Instrument Testing

The validity test was conducted to determine whether the research questionnaire was valid or not. The statement on the questionnaire is considered valid if the r count is greater than the r table at 5% significance. The r table's results on 153 observations that can be processed resulted in a value of 0.158 with a Sig level of 5%. Reliability tests were performed on the variables Organizational Commitment (X1), Team Cohesion (X2), and Leadership Style. Cronbach's Alpha values of ≥ 0.70 indicate reliability for all variables. The instruments of study have been suitable for application because the validity and reliability tests have been passed.

B. Descriptive Statistics for Respondents

Descriptive statistics are calculated by tabulating the profile of the respondent, this is presented in tabular format. According to the data, most respondents are female (52%), aged $20 - \leq 25$ years (77.8%), with the latest high school education or equivalent (44.2%), hotel locations in Yogyakarta City (43.5%), housekeeping job positions (15%), and tenure of ≤ 2 years (57.8%). Descriptive statistics are presented in Table II.

C. Logistic Regression Analysis

This study employs logistic regression analysis to examine if independent variables can forecast the likelihood of the dependent variable. This analysis approach is characterized by its lack of need for the independent variables to follow a normal distribution [37]. Furthermore, it states that logistic regression analysis includes four tests: assessing the overall model fit, testing the feasibility of the regression model, Nagelkerke R square, and testing prediction accuracy.

D. Assessing the Overall Model Fit

The Overall Model Fit measures the impact of all independent variables on the dependent variable, utilizing statistics derived from the likelihood function. This function, denoted as L, quantifies how well the proposed model fits the observed data [37]. In hypothesis testing, L is converted into $-2\log$ likelihood ($-2LL$), which adheres to a distribution with degrees of freedom defined by $n-q$, where q is the count of model parameters. The process involves contrasting the initial $-2LL$ with its subsequent step value. A comparative analysis reveals that if the $-2LL$ for block number 0 exceeds that for block number 1, it signifies an improved regression model, as evidenced by the reduction in LL value.

Table III The calculation result of $-2 \log$ likelihood in the initial block (block 0) is 136.250, using only constants without using independent variables such as organizational commitment, team cohesion, and leadership style. Table IV After incorporating the independent variables into the model, the $-2LL$ value in the final block (block 1) decreases to 126.048. This decrease indicates that the logistic regression model, with the inclusion of these variables, offers a better fit and suitability for the data.

TABLE I. RESULTS OF INSTRUMENT TESTING

Variable	Indicator	r count	Sig	Cronbach's Alpha
Organizational Commitment (X1)	X1.1.	0.757	0.000	0.700
	X1.2	0.799	0.000	
	X1.3	0.705	0.000	
	X1.4	0.641	0.000	
Team Cohesion (X2)	X2.1	0.810	0.000	0.773
	X2.2	0.801	0.000	
	X2.3	0.756	0.000	
	X2.4	0.720	0.000	
Leadership Style (X3)	X3.1	0.762	0.000	0.786
	X3.2	0.788	0.000	
	X3.3	0.749	0.000	
	X3.4	0.826	0.000	

TABLE II. DESCRIPTIVE STATISTICS FOR RESPONDENTS

Number	Characteristics of Respondents	Total	Percentage	
1	Gender	Male	73	48 %
		Female	80	52 %
2	Age	> 20 - ≤ 25 years old	77	50.8 %
		> 25 - ≤ 30 years old	41	26.6 %
		> 30 - ≤ 35 years old	27	17.5 %
		> 35 - ≤ 40 years old	6	3.9 %
		> 40 Tahun	2	1.3 %
3	Last Education Level	Senior High School	67	44.2 %
		Diploma	31	20.1 %
		Bachelor	51	33.1 %
		Master	4	2.6 %
4	Hotel Location	Yogyakarta	66	43.5 %
		Sleman	29	18.8 %
		Bantul	20	13 %
		Gunung Kidul	22	14.3 %
		Kulon Progo	16	10.4 %
5	Jobs Position	General Manager	8	5.2 %
		Assistant General Manager	12	8 %
		Front Office	18	12 %
		Food Production	15	10 %
		Housekeeping	23	15 %
		F&B Service	11	7 %
		Engineering	17	11 %
		Human Resources/ Personnel	22	14.3 %
		Accounting	10	6.5 %
		Sales & Marketing	7	4.5 %
		Purchasing	2	1.3 %
		Security	6	4 %
		IT	1	0.6 %
		Driver	1	0.6 %
6	Tenure	≤ 2 years	64	57.8 %
		> 2 - ≤ 4 years	50	32.5 %
		> 4 ≤ 6 years	32	20.8 %
		> 6 years	7	4.5 %

TABLE III. THE -2LOG LIKELIHOOD RESULT (BLOCK NUMBER 0)

Iteration		-2 Log likelihood	Coefficients
			Constant
Step 0	1	138.083	1.346
	2	136.262	1.609
	3	136.250	1.633
	4	136.250	1.633

TABLE IV. THE -2LOG LIKELIHOOD RESULT (BLOCK NUMBER 1)

Iteration		-2 Log likelihood	Coefficients			
			Constant	OC	TC	LS
Step 1	1	130.117	-1.255	-.062	.031	.140
	2	126.176	-1.942	-.121	.053	.220
	3	126.048	-2.048	-.143	.061	.242
	4	126.048	-2.051	-.145	.061	.244
	5	126.048	-2.051	-.145	.061	.244

TABLE V. RESULTS OF REGRESSION MODEL FEASIBILITY TEST

Step	Chi-square	df	Sig.
1	8.588	8	.378

TABLE VI. RESULTS OF COEFFICIENT DETERMINATION TEST

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	126.048 ^a	.065	.109

TABLE VII. RESULTS OF PREDICTIVE ACCURACY TEST

	Observed		Predicted		
			ER		Percentage Correct
			Employee does not remain	Employee remain	
Step 1	ER	Employee does not remain	0	25	.0
		Employee remain	0	128	100.0
		Overall Percentage			83.7

E. The Feasibility of the Regression Model

The adequacy of the regression model is evaluated through the Hosmer and Lemeshow test, which uses the chi-square value to determine the alignment between the observed data and the model predictions. A lack of significant difference suggests a well-fitting model [37]. In this analysis, the guideline is that a Hosmer and Lemeshow's Goodness of Fit Test value of 0.05 or lower indicates a substantial discrepancy between the model predictions and actual data. On the other hand, should the Goodness of Fit Test value exceed 0.05, it signals that the model is in harmony with the observed data, thereby enabling accurate predictions. Table V shows that the Statistics Hosmer and Lemeshow's Goodness of Fit Test has a value of 8.588 and a significant probability of 0.378 larger than 0.05. This indicates that the model fits the observation data and is suitable for future investigation.

F. Nagelkerke R square

In logistic regression, the coefficient of determination is evaluated using the Nagelkerke R Square metric. This is an adapted version of the Cox and Snell coefficient that adjusts its scale to range between 0 and 1. A Nagelkerke R Square value near 0 suggests that the independent variables have a minimal explanatory power over the dependent variable. Conversely, a value close to 1 implies that the independent variables comprehensively account for the variability in the dependent variable [37]. Table VI shows that the Nagelkerke's R-squared value is 0.109. This indicates that the independent variable impacts employee retention decisions by 10.9%, while the remaining 81.9% is accounted for by factors not included in the study model. In evaluating the model's predictive capacity regarding employee retention decisions, the Predictive Accuracy Test is employed.

G. Predictive Accuracy

The accuracy of predictions is used to explain the strength of a regression model in predicting whether an employee will stay or leave their job Prediction accuracy in logistic regression is assessed by examining the class plot. Table VII determines the correct and incorrect prediction. According to the classification table, the predicted number of observations of employees who leave the organization is 0, with a classification accuracy of 0%. The forecast for observations of employee who remain with the organization is 128 with 100% classification accuracy. The model total accuracy in predicting employee decisions to remain with the organization is 83.7%.

H. Partial Hypothesis Test

The objective of this test is to assess how leadership style, team cohesion, and organizational commitment, as independent variables, affect the dependent variable, which is employee retention. To test specific hypotheses, the Wald test is implemented. A significance value (Sig) below 0.05 indicates that the independent variable significantly impacts the dependent variable.

TABLE VIII. RESULTS OF PARTIAL HYPOTHESIS TEST

	B	S.E.	Wald	df	Sig.	Exp (B)	95% C.I. for EXP(B)		
							Lower	Upper	
Step 1 ^a	OC	-.145	.122	1.401	1	.236	.865	.681	1.100
	TC	.061	.112	.296	1	.586	1.063	.853	1.324
	LS	.244	.112	4.771	1	.029	1.276	1.025	1.587
	Constant	-2.051	1.486	1.905	1	.168	.129		

The outcome of the first hypothesis indicates that organizational commitment positively influences employee retention. However, according to Table VIII, the relationship between organizational commitment and employee retention is not statistically significant, as the p-value exceeds 0.05. These findings lead to the rejection of Hypothesis 1, aligning with the viewpoint that there is no substantial positive impact of organizational commitment on retaining employees [6]. Organizational commitment reflects an individual's desire to be bound to the values and goals of the organization. It must be acknowledged that organizational commitment does not have a significant impact on employee retention due to employees' low emotional attachment to the organization. Employees are uncertain about their expectations, such as not being sure about career paths that are not aligned with their expectations [6].

Social exchange theory posits that individuals will feel a reciprocal obligation or positive reciprocity when they have obtained benefits or good things from another party [38]. However, the social exchange mechanism described by social exchange theory does not apply significantly between organizational commitment and employee retention. Although individuals feel reciprocal obligations related to the benefits they receive from the organization, it is not a factor that makes employees decide to stay in the company where they work.

The analysis of Hypothesis 2, as presented in Table VIII, demonstrates a positive influence of team cohesion on retaining employees, though the data indicates that the effect of organizational commitment on employee retention does not achieve significance, with a p-value exceeding 0.05. Such results indicate that Hypothesis 2 is rejected. The findings of this study are consistent with argument that team cohesion as a component of the non-physical work environment had no significant effect on employee retention (i.e. [39], [40]).

Social exchange theory posits that interactions between individuals or groups are contingent on trust and social ethics. In this regard, more cohesive groups are more likely to engage in helping behavior towards others, and members of cohesive groups are more likely to like and trust each other [41]. However, the social exchange mechanisms described by social exchange theory do not significantly apply between team cohesion and employee retention. Each employee may have different preferences and needs, so team cohesion alone is not sufficient to retain employees in their current positions.

Table VIII shows that leadership style to employee retention is significant (p-value < 0.05). These outcomes support Hypothesis 3, aligning with the assertion that leadership style positively influences employee retention according to this research's evidence. (i.e. [13], [28], [29]). Employee retention is possible achieved if employers work systematically to create an atmosphere that can fulfill the different demands of their employees, encouraging their commitment to remaining with the organization [32].

I. Simultaneous Hypothesis Test

This examination seeks to evaluate the combined influence of all the independent variables on the dependent variable. It indicates that when organizational commitment, team cohesion, and leadership style are considered together, they positively contribute to retaining employees. Table IX show the outcomes of the Omnibus Test of Model Coefficients, showing a Chi-Square statistic of 10.203 with degrees of freedom (df) = 3 and a significance level below 0.05. This evidence supports hypothesis 4, affirming the collective positive impact of organizational commitment, team cohesion, and leadership style on the retention of employees. Such findings are in agreement with previous research ([29], [31], [30]), which also documented a positive correlation between these factors and employee retention. Overall, preserving organizational commitment, developing team cohesion, and implementing proper leadership styles can encourage employees to remain at the hotel, with a percentage value of 83.7% indicating that this is the right option.

TABLE IX. RESULTS OF SIMULTANEOUS HYPOTHESIS TEST

Omnibus Tests of Model Coefficients		Chi-square	df	Sig.
Step 1	Step	10.203	3	.017
	Block	10.203	3	.017
	Model	10.203	3	.017

V. CONCLUSION

Based on the results of the research conducted using logistic regression analysis, hypothesis 1 is not accepted, suggesting that there is no a substantial and positive influence of organizational commitment on the retention of employees. Hypothesis 2 is not accepted, showing no significant and beneficial effect of team cohesion on keeping employees. Hypothesis 3 is accepted, demonstrating that the style of leadership significantly and positively influences the retention of employees. Hypothesis 4 is accepted, showing that organizational commitment, team cohesion, and leadership style together have a significant effect on retaining employees.

In the hospitality industry in the Special Region of Yogyakarta, although organizational commitment and team cohesion partially do not significantly influence employee retention, leadership style has been proven to have an important impact. Therefore, employee retention strategies should focus on developing supportive, inspirational, and adaptive leadership styles. Nevertheless, organizational commitment and team cohesion remain important in the overall context. Hotel management should integrate these three factors while still emphasizing efforts to strengthen organizational commitment and team cohesion, as well as enhance leadership effectiveness. Steps such as leadership training, creating a collaborative work environment, and building commitment through transparent communication and employee recognition can significantly improve employee retention.

This research has been conducted in accordance with scientific procedures, however the researcher is aware that there are still limitations in carrying out the study. The limitations of this research include focusing solely on the hospitality industry, which means that the findings cannot be generalized to other industries. Additionally, the study does not differentiate between hotel specifications and does not mention differences in respondents' education levels and positions. Suggestions for future researchers include increasing the sample size for more accurate results, conducting comparative tests on hotel specifications due to varying characteristics among different star-rated hotels, and comparing respondents with different education levels and positions.

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