The Effect of Individual Characteristics and Employee Engagement on Hotel Employee Turnover Intention in Medan

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ABSTRACT

This study aims to determine whether Individual Characteristics and Employee Engagement affect the Turnover Intention of Hotel employees in Medan. The design of this study is quantitative, namely research to identify and show the influence of one variable on other variables. The study population included all hotel employees in Medan, totalling 211 people. The sampling technique used is Simple Random Sampling. This study's sample was all employees with permanent status at 3-star Hotels in Medan, totalling 68 respondents. This study used descriptive data analysis techniques and multiple regression analysis with the T-test (partial test), F-test (simultaneous test), and coefficient of determination test (R2). The tool in this data analysis test uses multiple linear regression models. The results of this study prove that individual Individual Characteristics significantly influence the Turnover Intention of Hotel employees in Medan. Employee engagement significantly influences the turnover intention of hotel employees in Medan. The results of simultaneous testing prove that Individual Characteristics and Employee Engagement simultaneously affect the Turnover Intention of Hotel employees in Medan.

INTRODUCTION

The development of tourist destinations in Medan City is an opportunity for the hotel industry. In addition to tourist attractions, public facilities, tourism facilities, accessibility, and interrelated communities, it is inseparable from the hotel industry's role in providing accommodation services. The hospitality industry is one of the most essential components of the more comprehensive service industry, catering to customers who require overnight accommodation. It is closely linked to the travel and hospitality industry, although there are significant differences in scope. In this article, you will learn more about the hospitality industry, its relation to other service industry sectors, and hotel and guest accommodation types. The problem that exists in the hotel industry is that there is still a high employee intention to move (turnover intention). Move intent is the estimated likelihood of an employee permanently leaving his or her current job or organization at some point shortly due to various factors.

The literature on Turnover Intention has become a widespread and quite serious problem. Mohsin, Lengler, & Kumar (2013) explained that the hotel industry in various countries also faces the problem of high Turnover Intention. In addition, Qiu, Haobin Ye, Hung, & York (2015) also stated that high Turnover Intention has become a problem in the hotel segment in China. Turnover Intention has even experienced a high upward trend. Turnover Intention indicates the likelihood of an employee leaving the current institution within a certain period due to various factors. This is the strongest predictor of actual turnover, which is expected to increase with increasing intent (Alkahtani, 2015). The hotel industry in Medan City is also facing similar problems.

Table 1. Presurvey Results of Turnover Intention in 3-star hotel employees in Medan City

No	Statement	Yes		No		Total	
		Org	(%)	Org	(%)	Org	(%)
1	Individual characteristics (I do not get along with unsupportive coworkers)	50	78,13	14	21,88	64	100
2	Employee engagement (My contribution to the company is underappreciated)	41	64,06	23	35,94	64	100
3	I often look for jobs elsewhere	43	67,19	21	32,81	64	100
4	I felt like I always wanted to leave where I worked	42	65,63	22	34,38	64	100
5	Have begun to leave work	40	62,50	24	37,50	64	100

Source: Presurvey Data, Processed (2023)

Survey data shows that there are still many problems with individual characteristics (I am not suitable with colleagues who are not supportive) and employee engagement (my contribution to the company is less appreciated) seen in employees showing interesting phenomena to do research. Yu & To (2021) found that trait factors have the most weight in the construct of difficult coworkers overall, followed by unprofessional behaviour (individual characteristics) indirectly affecting the intention to move.

The turnover intention in most organizations will negatively impact the company because of the high cost and time wasted recruiting employees. In addition, the costs and time spent on training and developing new staff are considerable. Talent retention and development in an organization can be maintained when the management team concentrates on moving intentions rather than actual turnover because the loss of employees involves higher costs (Haji Hasin & Haji Omar, 2007).

Studies have shown that turnover is one of the most researched phenomena in organizational behaviour (Cohen, Blake, & Goodman, 2016). Various commutation studies show the significance and complexity of this issue. The phenomenon attracts interest due to its psychological dimension, its organizational significance, and its economic dimension. Therefore, management must be able to assess and understand that several factors are inherent in countering staff intention or turnover. One theory establishes that hotel employees are particularly vulnerable to high turnover because of their increased risk of experiencing burnout and compassion fatigue associated with the work environment (Morrell, Loan-Clarke, & Wilkinson, 2004; Abdullah, Sidek, & Adnan, 2012). Studies Kinman & Jones (2008) reveal that most managers and employees strongly desire to leave and regret choosing their workplace. The leading causes are related to HRM practices, attitudes and Job satisfaction. This has potentially severe implications not only for the individuals themselves but also for the company. Another case with the results of research Aghimien, Aigbavboa, Anumba, & Thwala (2023) explains that employees want teamwork that they consider the skills and expectations of workers. Worker characteristics and engagement are critical considerations in an organization because they provide employees with tangible rewards for their services and a source of recognition and livelihood.

At the same time, managers must also be aware of whether the organization can prevent the decision to exit. This is important for intervention planning. It would be realistic to manage this turnover intention as unavoidable rather than spending on theoretical precautions, such as raises, supervision, workplace and work engagement. This loss of employees can also be described as a "necessary cause" (Morrell et al., 2004). Coworkers become very important as a collaborative effort of a group to achieve a common goal or complete a task effectively and efficiently. Teamwork is seen as a team, a group of interdependent individuals who work together to achieve a common goal. In terms of the working attitude of employees, job turnover or resignation is still a severe problem associated with this crisis. This results in lost trained and qualified employees due to mutation, termination, or resignation. Turnover intention can be the best predictor of actual turnover, along with increased expectations as intent increases. This is related to various factors, including individual characteristic components in psychological, cognitive, and behavioural aspects. It is said that the intention to move begins as a psychological response to the perception of the organization as well as unwanted work. This situation triggers the perception of not feeling at home or work. The action to withdraw from work done is to leave work to change fate and achievements and well-being elsewhere (Abraham & Sheeran, 2015).

Individual characteristics become evidence that can be attributed to the same source with a high degree of certainty. The probability that the specimen came from the exact origin is so high that it cannot be calculated mathematically. Evidence related to individual characteristics includes fingerprints, DNA, and work behaviour. Individual characteristics can be identified with certain people or things. Good employee individual characteristics can affect employee turnover intention directly or indirectly mediated by work motivation variables, meaning that good employee individual characteristics can directly increase employee turnover or increase work motivation first and then increase turnover intention (Rudolph, Katz, Lavigne, & Zacher, 2017).

The following variable that influences intent turnover is employee engagement. The use of this variable, because of its importance, builds an employee attachment to the company. Employee engagement is the strength of the mental and emotional connection that employees feel to the organization they work for, their team, and their work. Employee engagement is a human resource management (HRM) concept that describes a worker's enthusiasm and dedication toward his work. Engaged employees care about their work and the company's turnover intention and feel that their efforts make a difference in reducing turnover intention. Engaged employees will get more than just a salary and may consider their well-being concerning their Turnover Intention, thus playing an essential role in their company's success in increasing Turnover Intention.

Literature Review
1. Behavioural Intention Theory
Ajzen & Fishbein (1972) gave birth to an extensive research model that investigates the theory of behavioural intention and its application. At the same time, research in this field has been carried out in several disciplines. In linking attitudes to behaviour, Fishbein overcame traditional attitude-behaviour differences by stating that these gaps were caused by inadequate conceptualizations and measurements and the need to consider "other variables" in additional attitudes.

Employee attitudes and mindsets in the workplace can affect many aspects of a career, from how to communicate with colleagues to the employee's turnover intention. A positive attitude at work is essential to succeed in a career. Work attitude is a feeling that is possessed towards various aspects of the environment in the workplace. Feelings about work often influence behaviour at work.

2. Individual Characteristic
a. Understanding Individual Characteristic

Individual characteristics are intangible aspects of personality, experience, talents, abilities and social status that can be used to describe a person. It can be used to introduce oneself or to describe another person. Individual characteristics can be attributed to the same source with a high degree of certainty. The probability that the specimen came from the exact origin is so high that it cannot be calculated mathematically (Railsback & Grimm, 2019).

According to Suryanto & Sandra (2022), understanding individual characteristics is a psychological process that affects individuals in obtaining, consuming, and receiving goods, services, and experiences. Individual characteristics are internal (interpersonal) factors that move and influence individuals. In contrast, Gibson, D'Amico, Jaffe, & Arbesman (2011) explained that abilities and abilities, as well as background and demographics, define individual characteristics. The classification of demographics is gender and race. These are all characteristics that individuals have, and these characteristics will enter a new environment, namely the organization. According to Evertz & Süß (2017), individual characteristics are abilities, biographical characteristics, learning, attitudes, personality, perceptions, and values. In the work environment in certain age groups, there are considerable differences in the level of knowledge between individuals. In an attempt to pinpoint opportunities for intervention, individual characteristics associated with higher levels of understanding have been the subject of much research. So far, a series of attributes that can reliably characterize older people with a higher knowledge level have not been identified. Findings from various studies related to specific attributes are often not unified (KC & Lutz, 2017).

b. Indikator Individual Characteristic

According to Sockett (2009), individual characteristics characterize everyone as having different views, goals, needs, and abilities from each other. These differences will carry over in the world of work so that it will cause satisfaction between one person and another, even though they work in the same place. Individual characteristics can be measured from indicators of individual characteristics, including Abilities, Values, Attitudes, and Interests:

Table 2. Individual Characteristic measurement indicator

Indicator	Explanation
Abilities and competencies	Ability is an individual's capacity to carry out various tasks in a job. In other words, ability is a function of knowledge and skills
Value	A person's worth is based on satisfying, enjoyable work, relationships with others, intellectual development and time for family
Attitude	Attitude, attitude is an evaluative statement of whether one likes or dislikes an object, person or event. In this research, attitudes will focus on how a person feels about work, work groups, service

Indicator	Explanation
	providers and organizations
Interst	Interest is an attitude that makes people happy about a particular object or idea. This is followed by feelings of pleasure and a tendency to look for the object being observed. A person's interest point is one of the factors that determines a person's suitability for their job. People's interest in different types of work varies.

3. Employee Engagement

a. Pengertian Employee Engagement

Employee engagement is the strength of the mental and emotional connection employees feel to the organization they work for, their team, and their work. Gupta & Sharma (2016) says employee engagement involves investing emotionally in their work and organizational goals. Engaged employees typically show high commitment, are more productive, and contribute positively to company culture. They not only work for their next salary or promotion but are genuinely interested in their work and motivated to contribute to the organization's success. Turner (2020) explains that the most successful companies recognize the importance of labour and that human resources are their greatest asset. When employees are motivated and engaged, it unlocks their potential, increases productivity, and drives sustainable business growth.

b. Indicator Employee Engagement

According to Sayyed (2012), the dimensions and indicators of Employee Engagement are as follows:

Table 3. Employee Engagement measurement indicators

Dimension	Indicator
Spirit (Vigor)	- Desire - Energetic morale - Contribute
Dedikasi (Dedication)	- Antusiasm - Inspirasi - Pride
Absorption	- Concentration - Time - Difficulty

Source: (Sayyed & Suresh, 2012a; Sayyed & Suresh, 2012b)

4. Turnover Intention

a. Understanding Turnover Intention

Turnover refers to an employee's willingness or intention to quit his job or leave the company voluntarily. Although employee turnover refers to the total number of employees who leave an organization, move intent tells us how many employees want to leave. Mobley (2011) explained turnover theories: Organization Equilibrium Theory (TOE), Social Exchange Theory, Job Attachment Theory, Herzberg's Two Factor Theory, Resource-Based View, Equity Theory, Human Capital Theory, and Expectancy Theory.

Turnover intention is a crisis that challenges an organization's efficiency and production. It is defined as a reflection of the "(subjective) probability that an

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individual will change his or her job within a given period " (Sousa-Poza & Henneberger, 2004), and there is a good correlation between the intention to move and the actual turnover (Mobley, Griffeth, Hand, & Meglino, 1979). According to (Robbins & Judge, 2013), employee turnover intention refers to the possibility of an employee leaving his job. Every organization, regardless of location, size, or nature of its business, always pays primary attention to employee moving intent.

b. Turnover Intention Indicator
Mobley (2011) suggests that the indicator of turnover intention can be described as follows:

Table 4.Turnover intention measurement indicator

Indicator	Explanation
thoughts of quitting	Reflects individuals thinking about leaving work or remaining in the work environment
intention to quit	Refer individuals to seek employment at other organizations. If an employee has started to often think about leaving his job, the employee will try to look for a job outside the company that he feels is better.
intention to search for another job	Reflects individuals who intend to leave. Employees intend to leave when they get a better job, sooner or later it will end with the employee's decision to stay or leave their job.

5. Conceptual Framework
The influence of individual characteristics and employee engagement on turnover intention can be seen in the following research paradigms:
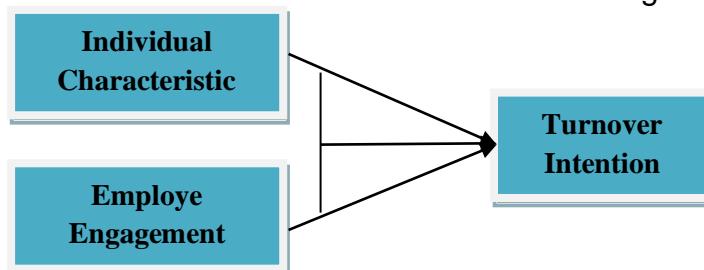

Figure 1. Conceptual Framework

6. Hipotesis
The hypothesis in this study indicates that several factors can potentially influence the turnover intention of hotel employees in Medan. First, the H1 hypothesis implies that individual characteristics significantly influence job turnover intentions. This suggests that factors such as personality, personal values, and individual work experience may have different impacts on employees' propensity to leave their jobs in the hospitality industry. Second, the H2 hypothesis states that employee involvement in their work can influence job-switching intent. This suggests that the more engaged employees are in their work, the lower their likelihood of finding a new job. Finally, the H3 hypothesis assumes that individual characteristics and employee

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engagement concomitantly influence job change intent. This indicates that these factors may complement or interact with each other in influencing employees' decisions to stay or leave their jobs in the hospitality industry. Thus, this study aims to test the extent to which the three hypotheses can be accepted in the specific context of the hotel industry in Medan.

METHOD

The implementation of this research is planned in 14 3-star Hotels in Medan. This research instrument uses a questionnaire, a list of questions related to research variables addressed to 3-star hotels in Medan employees. The research plan will be carried out from November 2023 to January 2024. The target of this population unit, namely hotel employees, is estimated at 211 people. Samples determined by solving formulation determined the results of 68 respondents.

The sampling technique used is Simple Random Sampling. The sample in this study is all permanent employees at 3-Star Hotels in Medan. Data analysis using multiple regression analysis is used to find a regression model that predicts the effect of more than one independent variable on the dependent variable. This test begins with data validity, reliability, normality, multicollinearity, and heteroscedasticity tests. Then, the test continued with the t-hypothesis test, F hypothesis test and determination coefficient.

RESULTS AND DISCUSSION

1. Research Sample Description

The questionnaires were distributed to respondents directly to employees of 3-star hotels in Medan. The questionnaire was distributed on November 5, 2023, through a Google form and recollected after one month of the questionnaire being received by respondents. Details of the distribution and return of the questionnaire are shown in the following table 5:

Table 5. Samples and Return Rates

No	Hotel Name	Number of Samples
1	Saka Hotel	5
2	Griya Hotel	5
3	Putra Mulia Hotel	5
4	Miyana Hotel	5
5	Harper Medan	5
6	Grand Inna	5
7	Grand Sakura	5
8	Grand Impression	4
9	Alpha Inn	5
10	Grand Kanaya	5
11	Pardede Hotel	4
12	Raz Hotel	5
13	Crew Hotel	5
14	Batik Hotel	5
	TOTAL	**68**

Source: primary data processed (2023)

The number of questionnaires distributed to respondents was 68 copies. All questionnaires distributed, returned, and worthy of processing and analysis were 68 samplers. This study has a response rate of 100% and deserves further analysis.

2. Hypothesis Testing

Multiple linear regression analysis testing aims to determine the direction of the relationship of the independent variable to the dependent variable. The results of multiple regression testing can be seen in Table 6.

Table 6. Multiple Linear Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Say.
1	(Constant)	3.931	3.063		1.283	.204
	Individual Characteristic	.451	.100	.480	4.518	.000
	Employee Engagement	.293	.104	.299	2.816	.006

Source: SPSS Output Attachment

The information displayed in the multiple regression results is a multiple regression equation between the independent variable (X) and the dependent variable (Y), which can be formulated in the form of the following equation:
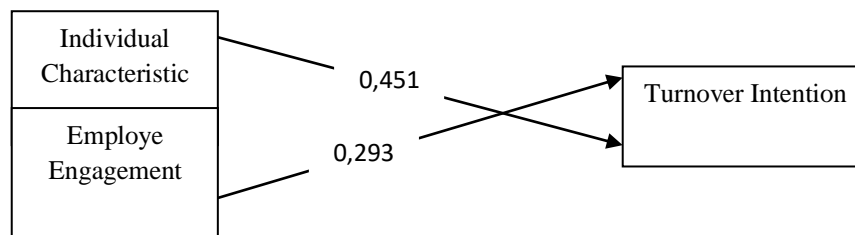
The above model will be described as follows:

$$Y = 3,931 + 0,451X1 + 0,293X2 + e$$

Based on the multiple regression equation, it can be seen that:
a. The constant value of 3.931 means that if the employee Turnover Intention variable is not influenced by the Individual Characteristic and Employee Engagement variables, then the employee Turnover Intention is assessed at 3.931 times.
b. The Beta coefficient value for the Individual Characteristic variable is 0.451, meaning that with every increase in the Individual Characteristic variable by 1%, the employee's Turnover Intention will increase by 45.1%, assuming the other variables are considered constant.
c. The Beta coefficient value for the Employee Engagement variable is 0.293, meaning that for every increase in the Employee Engagement variable by 1%, employee Turnover Intention will increase by 29.3%, assuming the other variables are considered constant.

3. The Effect of Individual Characteristics on Employee Turnover Intention

Based on Table 9 of the results of testing the hypothesis of the influence of Individual Characteristics on employee Turnover Intention obtained a t-count value (4,518) more incredible than t-table (1.999) with a significance of 0.000 (Sig.< 0.05) than Ha was accepted, and H0 was rejected. This means that individual

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characteristics significantly affect the turnover intention of 3-star hotel employees in Medan.

4. The Effect of Employee Engagement on Employee Turnover Intention

Based on Table 9 of the results of testing the hypothesis of the effect of Employee Engagement on employee Turnover Intention obtained a t-count value (2,816) more incredible than the t-table (1.999) with a significance of 0.006 (Sig.< 0.05) then H0 was accepted, and Ha was rejected. This means employee engagement significantly affects the Turnover Intention of 3-star Hotel employees in Medan.

5. Simultaneous Significance Test

Statistical test F (simultaneous test) results on Individual Characteristics dan Employe Engagement terhadap Intuisi can be seen in Table 7.

Table 7. Uji F

Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	235.049	2	117.524	26.774	.000a
	Residual	276.542	63	4.390		
	Total	511.591	65			

Source: SPSS Output Attachment

Based on the results of testing the hypothesis of the simultaneous influence of Individual Characteristics and Employee Engagement on Intuition, the Fcalculate value (26.774) is greater than the t-table (3.15) with a significance of 0.000 (Sig.< 0.05), then H0 is rejected and Ha is accepted. This means that Individual Characteristics and Employee Engagement simultaneously significantly affect the Turnover Intention of 3-star hotel employees in Medan.

6. Coefficient Determination

The statistical test of the coefficient of determination in this study aims to determine how far the model can explain the variation of the dependent variable. The statistical test of the coefficient of determination can be seen in Table 8 below:

Table 8. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.678a	.459	.442	2.09513

Source: SPSS Output Attachment

Table 8 shows that the Adjusted R Square value is 0.442 or 44.2%, which means that the percentage of influence of independent variables (Individual Characteristics and Employee Engagement) on employee Turnover Intention is equal to the value of the coefficient of determination or 44.2%. At the same time, the remaining 55.8% was influenced or explained by other variables that were not included in this research model.

Discussion

The results of this study proved that individual characteristics significantly affect the turnover intention of 3-star Hotel employees in Medan. The implications of the results of this study can explain previous theories and research that explain that individual characteristics influence turnover intention. According to Kell, Robbins, Su, & Brenneman (2018), "Individual characteristics are negatively associated with the

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desire for employee exit (Turnover Intention) from the company". Robbins's opinion above is supported by empirical studies, according to Thatcher, Stepina, & Boyle (2002), which conclude that individual employee characteristics significantly negatively influence turnover intention. It can be concluded that the influence of individual characteristics on Turnover Intention is the high and low level of individual characteristics of employees that are felt to affect the desire of employees to leave their jobs. If individual characteristics are achieved, the Turnover Intention will be lower. Based on the explanation above, individual characteristics are suspected to affect turnover intention.

The results of this study also prove that employer engagement significantly affects the turnover intention of 3-star Hotel employees in Medan. Employee engagement is one of the variables that can reduce the turnover intention rate (Juliantara, Sihombing, & Sulistyawati, 2020). When employees are engaged with the company, the possibility of employees leaving the company will be slight. The results of this study show a negative influence between employee engagement and turnover intention. Based on the statistical analysis results, employee engagement is included in the high category. This can be caused by the age factor, where the older the employee will be more engaged as stated (Schaufeli & Bakker, 2004). Age can be grouped into generations or genes. In their research, Hlongwane & Ledimo (2015) concluded that employee engagement levels vary depending on the generation group.

CONCLUSION

The results of this study prove that individual Individual Characteristics significantly influence the Turnover Intention of Hotel employees in Medan. Employee engagement significantly influences the turnover intention of hotel employees in Medan. The results of simultaneous testing prove that Individual Characteristics and Employee Engagement simultaneously affect the Turnover Intention of Hotel employees in Medan. The contribution of the influence of Individual Characteristics and Employee Engagement variables on employee Turnover Intention is 44.2%, while the remaining 55.8% is influenced by other variables such as compensation level, work environment, work discipline, promotion and so on. Researchers suggest that hotel management should be able to reduce turnover intention by first selecting employees who match the qualifications. Second, provide employee rights following their responsibilities. Third, hotel management must be able to ensure there is a clear career path and provide rewards and punishments. Fourth, hotel management must conduct professional employee job training and build a conducive work environment.

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