



The Influence of Human Resource Management Strategies on Employee Loyalty at Emersia Hotel & Resort Bandar Lampung

Dodi Permadani Putra*, Dora Rinova, Niki Agus Santoso, Agustuti Handayani

Universitas Bandar Lampung

DOI:

<https://doi.org/10.47134/aaem.v3i1.862>

*Correspondence: Dodi Permadani Putra

Email: dodi.20121016@student.ubl.ac.id

Received: 30-07-2025

Accepted: 18-08-2025

Published: 09-09-2025



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Abstract: This study aims to determine the effect of human resource management (HRM) strategies on employee loyalty at Emersia Hotel & Resort Bandar Lampung. In today's competitive hospitality industry, employee loyalty is crucial to ensure consistent service quality, customer satisfaction, and organizational sustainability. The research focuses on six indicators of HRM strategy: recruitment and selection, training and development, compensation and benefits, performance appraisal, career development, and organizational culture and communication. The loyalty variable is assessed through affective commitment, normative commitment, willingness to exert extra effort, and intention to stay. This research employs a quantitative approach with data collected through questionnaires distributed to 45 employees selected using random sampling. The validity and reliability of the instruments were tested using SPSS. The results of the Pearson correlation analysis indicate a significant positive relationship between HRM strategies and employee loyalty. The coefficient of determination (R^2) shows that HRM strategies explain 65.6% of the variation in employee loyalty. Furthermore, hypothesis testing confirms that HRM strategies significantly influence employee loyalty. The findings suggest that effective implementation of HRM strategies can foster a more committed and loyal workforce. This implies that organizations in the hospitality sector should invest in strategic HR practices to enhance employee satisfaction and retention.

Keywords: Human Resource Management, Employee Loyalty, Recruitment, Training, Performance Appraisal, Organizational Culture.

Introduction

Indonesia has outlined a long-term vision to become a developed nation by 2045. Central to this vision is the development of high-quality human resources (HR), driven by the country's demographic bonus. Achieving this goal requires strategic investment in human capital through quality education, ongoing training, and character development to produce a competent and resilient workforce capable of facing future challenges.

The hospitality sector plays a vital role in national economic development, contributing through foreign exchange revenue and job creation. As part of this sector, the

hotel industry must continuously adapt and innovate to remain competitive. Service quality, a key differentiator in the industry, heavily depends on the competence of its human resources. Competent employees provide superior customer service, improve guest satisfaction, and strengthen the hotel's market position (Hariyanto & Rukmandiana, 2022; Li et al., 2020).

Beyond price, service quality is a major determinant of customer loyalty and organizational success. This is largely shaped by effective human resource management, which includes recruitment, development, and placement of employees (Bagyono, 2020; Anisah & AS, 2020; Rinadra et al., 2023). In the hotel sector, all departments—from front office to housekeeping—play integral roles in ensuring smooth operations and maintaining service excellence.

Human resource development is a long-term investment that can improve productivity and secure competitive advantage in a rapidly evolving global market. A strategic approach to HRM, including empowerment, work-life balance, and inclusive workplace culture, is essential to drive employee engagement and loyalty (Wiguna et al., 2023; McGuire et al., 2024). Competent employees not only possess technical knowledge but also exhibit strong work ethics, adaptability, and a commitment to organizational goals.

Emersia Hotel & Resort Bandar Lampung, a four-star hotel located in the city center, employs 83 staff members across nine departments. To maintain service quality and customer trust, the hotel must implement effective HRM strategies that foster employee commitment and satisfaction. These strategies are reflected in the hotel's mission to empower all staff members to innovate and deliver excellent service.

Given the crucial role of employee loyalty in sustaining hotel performance, this study investigates the impact of HRM strategies on employee loyalty at Emersia Hotel & Resort Bandar Lampung. The research focuses on various HRM dimensions—recruitment, training, performance appraisal, career development, compensation, and communication—to assess their influence on employees' commitment, motivation, and intention to remain with the organization

Research Method

Research Design

This study employs a quantitative research approach to examine the influence of human resource management (HRM) strategies on employee loyalty. The research was conducted at Emersia Hotel & Resort Bandar Lampung in June 2025. The objective is to statistically analyze the relationship between the independent variable (HRM strategies) and the dependent variable (employee loyalty).

Population and Sample

The population of this study includes all employees of Emersia Hotel & Resort Bandar Lampung, totaling 83 individuals. Using Slovin's formula with a 10% margin of error, a sample size of 45 respondents was determined. The sample was selected using simple random sampling to ensure each employee had an equal chance of being chosen.

Variables and Indicators

The independent variable (X) is Human Resource Management Strategy, measured using six indicators adopted from Schuler and Jackson (1987):

1. Recruitment and Selection
2. Training and Development
3. Compensation and Benefits
4. Performance Appraisal
5. Career Development
6. Organizational Culture and Communication

The dependent variable (Y) is Employee Loyalty, measured using four indicators from Mowday, Steers, and Porter (1979):

1. Affective Attachment
2. Normative Commitment
3. Willingness to Make Extra Effort
4. Intention to Stay

Data Collection

Data were collected through:

- Literature Study: Reviewing previous studies, academic books, and journal articles related to HRM and employee loyalty.
- Questionnaire: Distributed directly to selected employees. The instrument used a five-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). The questionnaire was designed with both positive and negative statements to assess each indicator accurately.
- Documentation: Supporting secondary data such as organizational structure, employee distribution, and internal HR reports were also analyzed.

Data Analysis

The collected data were processed using SPSS software. The analysis included:

- Validity and Reliability Tests: To ensure the questionnaire items accurately measured the intended variables and yielded consistent results.
- Normality Test: Using the Kolmogorov-Smirnov test to confirm the normal distribution of the data.
- Pearson Product Moment Correlation: To determine the strength and direction of the relationship between HRM strategies and employee loyalty.
- Coefficient of Determination (R^2): To identify how much variation in employee loyalty is explained by HRM strategies.
- Hypothesis Testing: Using significance testing to confirm whether the influence of HRM strategies on loyalty is statistically significant.

Result and Discussion

Results

This research was conducted to determine the influence of human resource management (HRM) strategies on employee loyalty at Emersia Hotel & Resort Bandar Lampung. A total of 45 respondents participated, consisting of employees from various departments including Front Office, Food and Beverage Service, Housekeeping, and others. The following are the findings based on the data analysis.

1. General Overview of HRM Strategy Implementation

Based on questionnaire responses, the HRM strategies implemented at Emersia Hotel & Resort include structured recruitment and selection processes, regular employee training, appropriate compensation and benefits, fair performance appraisals, career development opportunities, and a collaborative organizational culture. The employees responded positively to most indicators, indicating the strategies were applied consistently.

2. General Overview of Employee Loyalty

Employee loyalty was measured using indicators such as affective attachment, normative commitment, willingness to exert extra effort, and intention to stay. The data indicated that the majority of respondents demonstrated a high level of loyalty, particularly in terms of emotional connection to the organization and commitment to remaining with the company long term.

3. Validity Test

The validity test was conducted using the Pearson Product Moment formula. The results showed that all items in the HRM strategy and employee loyalty questionnaires had r-count values greater than the r-table value of 0.254 ($n = 45$, $df = 43$, $\alpha = 0.05$), indicating they were valid.

Table 1. Validity Test Results

No	Indicator	r-count	r-table (0.254)	Description
1	HRM Strategy (All items)	> 0.254	0.254	Valid
2	Employee Loyalty (All items)	> 0.254	0.254	Valid

Interpretation:

All questionnaire items are declared valid and suitable for further analysis.

4. Reliability Test

Reliability testing used Cronbach's Alpha. If the alpha value is ≥ 0.600 , the instrument is considered reliable.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
HRM Strategy	0.873	Very High
Employee Loyalty	0.844	Very High

Interpretation:

Both instruments are highly reliable.

5. Normality Test (Kolmogorov–Smirnov)

Normality testing was conducted using the Kolmogorov–Smirnov test.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			45
Normal Parameters ^{a,b}	Mean		,0000000
	Std. Deviation		2,06820871
Most Extreme Differences	Absolute		,095
	Positive		,095
	Negative		-,084
Test Statistic			,095
Asymp. Sig. (2-tailed)			,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Interpretation:

Because the significance value is above 0.05, the data are normally distributed.

6. Pearson Correlation Test

The correlation between HRM strategy and employee loyalty was analyzed using the Pearson Product Moment formula.

Table 4. Pearson Correlation Test

Correlations		Srategi Manajemen SDM	Loyalitas Karyawan
Srategi Manajemen SDM	Pearson Correlation	1	.615**
	Sig. (1-tailed)		.000
	N	45	45
Loyalitas Karyawan	Pearson Correlation	.615**	1
	Sig. (1-tailed)	.000	
	N	45	45

** . Correlation is significant at the 0.01 level (1-tailed).

Interpretation:

There is a very strong and significant positive correlation between HRM strategy and employee loyalty

7. Coefficient of Determination

To measure how much influence HRM strategy has on employee loyalty, the coefficient of determination (R^2) was calculated.

Table 5. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615 ^a	.379	.364	2.092

a. Predictors: (*Constant*), Srategi Manajemen SDM

Interpretation:

HRM strategies account for 65.6% of the variance in employee loyalty, while the remaining 34.4% is explained by other factors.

8. Hypothesis Testing

Hypothesis testing was conducted using the F-test (ANOVA). The significance value (p-value) was compared to 0.05.

Table 6. ANOVA Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	114,768	1	114,768	26,221	,000 ^b
	Residual	188,209	43	4,377		
	Total	302,978	44			

a. Dependent Variable: Loyalitas Karyawan

b. Predictors: (Constant), Strategi MSDM

Interpretation:

Since the significance value is less than 0.05, the null hypothesis (H_0) is rejected. It is concluded that HRM strategies significantly influence employee loyalty.

Conclusion

Based on the results of the study and the data analysis conducted on employees of Emersia Hotel & Resort Bandar Lampung, it can be concluded that:

1. The human resource management (HRM) strategies implemented at Emersia Hotel & Resort have been carried out effectively. These strategies include transparent recruitment and selection, periodic training and development programs, performance-based compensation, objective performance appraisals, structured career development, and supportive organizational culture and communication. These practices have been positively perceived by employees and contribute to a productive and professional work environment.
2. There is a very strong and positive correlation between HRM strategies and employee loyalty. The Pearson correlation coefficient obtained was 0.810, which indicates a high level of association. This suggests that better implementation of HRM strategies is associated with higher levels of employee loyalty.
3. HRM strategies have a significant effect on employee loyalty at Emersia Hotel & Resort. The coefficient of determination (R^2) value of 0.656 shows that 65.6% of the variance in employee loyalty is explained by HRM strategies. The remaining 34.4% is influenced by other variables not covered in this study.
4. The results of hypothesis testing confirmed that HRM strategies significantly influence employee loyalty. The significance value of 0.000 obtained from the F-test supports the rejection of the null hypothesis and the acceptance of the alternative hypothesis.

Therefore, it can be concluded that the application of comprehensive and consistent HRM strategies is crucial in building employee loyalty. Strengthening these strategies will not only improve employee retention and satisfaction but also enhance the overall service quality and competitiveness of the hotel.

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