HOW MILLENIALS FIT IN HOTEL INDUSTRY AFTER THE PANDEMIC

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Abstract: *Before the pandemic, the hotel industry thrives worldwide. Hotel industry is a service-based and labor-intensive sector. Although many students pursue careers in the hospitality industry, they usually leave the industry within 6 years. Millennials are the population that currently dominates the workforce in the hotel industry, where the composition exceeds 50% among other generations in the workplace. Given the retention challenges facing the hotel industry, owners or managers need to know the ways in which they must be able to retain their millennial employees. This article investigates the extent to which the recruitment process, working environment conditions, and the information technology systems can influence millennial employees retain in the hotel industry. The validity test in this study was carried out twice on 40 samples by calculating the Pearson Product Moment correlation coefficient. The questionnaire was measured using a Likert scale. Multiple linear regression analysis was performed to test the effect of three independent variables on one dependent variable. The results show that the variables of the recruitment process, working conditions and environment, and the information technology have a significant positive effect on retaining employees.*

Keywords: *hotel industry, millennials, recruitment, information technology*

1. Introduction

A decade ago, the global marketplace of the 21st century was described as an ambiguous, changeable and highly competitive business environment. In general, the labor participation rate of millennials or Generation Y (born between 1980 and 2000) is expected to increase rapidly (LaCore, 2015). Entering the 21st century, various advances in information communication technology (ICT) and the existence of the internet have drastically changed the working environment (FadTech4U Admin, 2018; Natter, 2018; Zappa, 2014). A competitive, digital and virtual work environment is created due to advances in digital technology and globalization (Padhye, 2018). Millennials have brought a new dynamic to the workplace (Kane, 2018). Millennials are comfortable using various forms of digital technology, and they generally expect a good work-life balance, good pay and benefits, opportunities for advancement, meaningful work experiences, and a nurturing work environment. They often can't wait for promotions, and want more than just a job (Ng, Schweitzer, & Lyons, 2010). The mission, vision and values of the organization are very important to them, because they want to know where they stand in the bigger picture. Monetary compensation is not the only reward for millennials, as they generally value good working relationships, a flexible working environment, and recognition from

supervisors and/or managers. Millennials are generally peer-oriented and need to be treated as individuals (Hewlett, Sherbin, & Sumberg, 2009).

Apart from the challenges posed by increased digitalization and work-life balance, another defining characteristic of the new world of work is the increasing diversity of the workforce. Workforce diversity implies that individuals with different characteristics (such as gender, age, language, sexuality, education and work background) are employed in organizations (Samuels, 2018). Contemporary organizations also consist of individuals from different generational groups, notably baby boomers (individuals born approximately between 1945 and 1965), Generation X (born approximately between 1964 and 1980), millennials (born approximately 1980 and 1995), and Generation Z (born approximately between 1980 and 1995) between 1996 and 2010) (Francis & Hoefel, 2018).

The focus of this study is on the hospitality industry as one of the largest industries in the world. Hospitality is the largest sector in the tourism industry and the term 'tourism and hospitality industry' is widely used (WTTC, 2017). Due to its potential for economic growth and job creation, the hospitality industry is an important part of any economy (Fredericks, 2018). Millennials are a population that currently dominates the workforce in the hotel industry, where the composition exceeds 50% among other generations in the workplace. This generation can be a demographic component that works the most seriously in the current workforce with the consideration that they work in certain work situations and environments that suit their needs. (Indrayani, 2019).

The 2019/2020 Covid-19 outbreak, however, had a devastating impact on the hospitality industry globally, as countries closed their international borders and all forms of travel and tourism came to a halt (Armielia & Prawira, 2022). Before the outbreak of the pandemic, the hospitality industry accounted for one in every 10 jobs worldwide. It is known that the hospitality industry is a service-based and labor-intensive sector. Evidence shows that employee well-being, characterized by an assessment of employee experience based on their perceptions of life and work, is positively related to job satisfaction, organizational commitment, and individual work performance (Cooper, et al, 2019; Huang, et al, 2019; Su & Swanson, 2019; Ulus & Hatipoglu, 2016), and is negatively related to the intention to quit and work fatigue (Cheng & Lin, Lee, Choo, Hyun, 2016, Gordon, et al., 2019). Although many hospitality school graduates pursue careers in the hospitality industry, they usually leave the industry within 6 years (Giang, 2013). High stress, work-life conflicts, employee burnout, and high turnover rates are major challenges for human resource management (HR) in hospitality (Chen & Wu, 2017, Chen & Yi, 2018; Han, Bonn, and Cho, 2016). The characteristics of the millennial generation tend to avoid monotonous situations, integrate technology into work life, and like challenges; making the turnover rate of this generation quite high because of their flexibility to move to other companies (Indrayani, 2019). Therefore, the industry is experiencing constant turnover and retention challenges (Seqhobane & Kokt, 2021). Given the retention challenges facing the hospitality industry, owners or managers in the hospitality industry need to know the ways in which they must be able to retain employees.

Recruitment is defined as an effort to find a number of prospective employees who meet the requirements in a certain number so that companies can select the right people to fill existing job vacancies (Hariadja, 2002). Recruitment is one of the most important activities in human resource management as the beginning of activities to get the right employees to fill vacant

positions. A good employee recruitment strategy has a positive and significant relationship to employee retention rates (Kumara, 2018). The majority of employees want the same workplace attributes and professional development opportunities: competitive pay, medical benefits, multifaceted professional development plans, flexible working hours, and the ability to work remotely. Quality leadership and management are also important for all age groups, as is a transparent organization that fully engages employees in its goals. Early career professionals are more interested than later career workers in faster rotation through projects and roles, more ongoing feedback, and more paid free time (Zaharee, et al, 2018).

Working conditions and environment are Herzberg's motivating factors. In conceptualizing motivation in the work context, Hertzberg's two-factor theory identifies two factors, namely hygiene and motivator factors. Hygiene factors are aspects that need to exist so that individuals are not dissatisfied (for example, working conditions) and motivators to obtain performance from employees such as recognition and praise (Hertzberg, 1968). Motivational factors are grouped into dissatisfaction and satisfaction. Dissatisfiers cover aspects such as working conditions, salary and benefits and supervision, while satisfiers include recognition, responsibility, interesting work, growth, challenging work, achievement and continuous learning (Thurston, 2013). Millennials working in the hospitality industry need direct involvement in the learning process, positive working conditions, including managers who can encourage good working relationships and the availability of growth opportunities (Ruiz & Davis, 2017). Millennials can be maintained by providing a positive company culture, showing trust in them and offering them professional development opportunities (Elsbury, 2018). Millennials generally believe that respect must be earned and not asked for (Hannus, 2016). Millennials are motivated by continuous training and development, flexibility, and remuneration (Diamandis, 2015). In addition, millennial employees value fulfilling work and work-life balance (Walters & Ford, 2019).

Information technology is defined as a set of tools that help someone work with good information and information systems that should be easy to learn, controllable, clear and understandable, flexible and easy to use (Lestari, Fitriah, Hustia, 2021). With the development of increasingly sophisticated technological systems, the hospitality industry must be prepared to constantly update technological systems so that they are not left behind by other industries in increasing the quality and quantity of products and improving employee performance. The use of appropriate information technology has a positive and significant effect on job satisfaction and employee performance (Jieda & Mardalis, 2022).

High turnover rates can disrupt hotel operations, cause morale problems for surviving employees, and increase costs in the process of recruitment, selection, interviews, tests, administration of new employees, benefits, orientation, and training costs (Woods & Macaulay, 1989). Replacing potential and reliable employees requires one to two times the financial investment compared to the annual salary received (Fishman in Stewart, 2012). An organization must design certain policies and procedures to be able to retain its employees, even when they begin to have the intention to quit and leave the organization. Companies need to formulate a series of efforts to retain potential employees through employee retention programs (Indrayani, 2019).

If the employee retention program is not formulated properly, it will have an impact on increasing turnover which has negative implications for the productivity and profitability of the

company. Employee retention refers to the company's ability to retain potential employees who are loyal to the company so that company goals can be achieved (Mathis and Jackson, 2006).

2. Research Method

From the background of the problems above, the following is the hypothesis in this study:
Hypothesis 1 (H1) A clear description of the job desk and work procedures explained during the recruitment process has a positive effect on retaining employees.
Hypothesis 2 (H2) Good working conditions and environment have a positive effect on retaining employees.
Hypothesis 3 (H3) Application of appropriate technology and investment in information technology development has a positive effect on retaining employees.
The presentation of the model in this study is illustrated by the following diagram:

Picture 1. Path Analysis Diagram
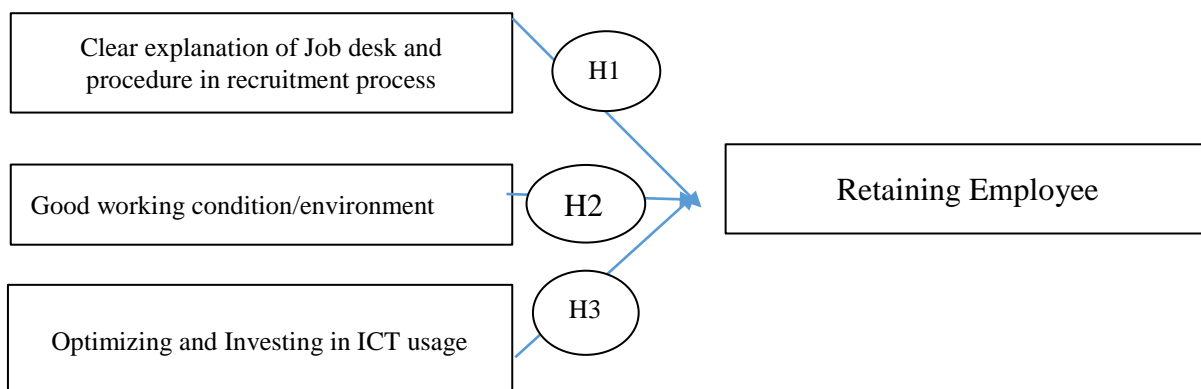
The research is quantitative in nature and this study uses a questionnaire to obtain the data. The questionnaire has been tested for validity before being distributed and filled in by respondents. The validity test in this study was carried out twice on 40 samples by calculating the Pearson Product Moment correlation coefficient. The characteristics of the respondents in this study are active employees in the hospitality industry. The questionnaire was measured using a Likert scale of 1-5, namely strongly disagree to strongly agree.

Multiple linear regression analysis was performed to test the effect of three independent variables on one dependent variable. Descriptive analysis was carried out first by assessing the quantity, frequency and then describing the results of the respondent's profile. The results of the data obtained from the questionnaire were processed in the validity and reliability tests using Pearson Product Moment and Cronbach alpha to measure the reliability and consistency of the variables. The classical assumption test needs to be carried out to check the suitability of the data for further analysis and to measure the accuracy of the research. The classic assumption test consists of tests for normality, linearity, multicollinearity and heteroscedasticity.

Regression analysis test can be done if it meets these criteria. There are three independent variables, namely Clear Explanation and Procedure of Recruitment (X1), Working Conditions and Environment (X2), Technology Usage and Investment (X3), and one dependent variable Retaining Employee (Y). The results of this multiple regression analysis will determine whether

or not there is an influence from the independent variables (X1, X2 and X3) on the dependent variable (Y). In addition, the direction of the relationship of each of these variables can also be known based on the resulting b coefficient value. When the result b is positive, it indicates a positive relationship between the two variables. Vice versa, if the b value is negative, then the relationship between the two variables is also negative (Malhotra, 2019).

3. Results and Discussion

3.1. Results

The data collection was carried out by distributing online questionnaires using Google forms with a total of 40 respondents. Respondents are active employees in the hospitality industry. Respondent profiles have been summarized in table 3.1 which explains gender, age, length of work, last education and position level. Of the total respondents, 25 people or 65% were men, and 14 people or 35% were women. Most of the respondents were aged 30-33 years, namely as many as 27 people or 68%.

Most of the respondents had the last education (I,II,III) of 18 people or 45%. As many as 43% of respondents had a bachelor's degree (S1/D4) or as many as 17 people. The highest number of respondents' positions were staff positions, namely 23 people or 58%. Respondents who held supervisory positions were 23% and only 20% held manager or assistant manager positions. The majority of respondents have worked for 1-2 years by 38%. The results are balanced by working 2-4 years, namely 38%. The majority of respondents' income per month ranges from Rp. 6,000,001 - Rp. 9,000,000, namely 45% and 33% of respondents have income greater than Rp. 12,000,000.

Table 1. Respondent Profiles

Profil Responden		
Gender	**Frequency**	**Percentage**
Female	14	35%
Male	26	65%
Total	**40**	**100%**
Age		
26-29	3	8%
30-33	27	68%
34-37	2	5%
38-41	8	20%
Total	**40**	**100%**
Education		
Diploma (I,II,III)	18	45%
Master (S2)	5	13%
Sarjana (S1 /D4)	17	43%
Total	**40**	**100%**
Jenjang Jabatan		
Asst Manager /Manager	8	20%
Staff	23	58%

Supervisor	9	23%
Total	**40**	**100%**
Lama Bekerja		
1-2 tahun	15	38%
2-4 tahun	15	38%
4-6 tahun	7	18%
>6 tahun	3	8%
Total	**40**	**100%**
Pendapatan per bulan		
Rp.3.000.001 - Rp. 6.000.000	1	3%
Rp. 6.000.001 - Rp. 9.000.000	18	45%
Rp. 9.000.001 - Rp. 12.000.000	8	20%
> Rp. 12.000.000	13	33%
Total	**40**	**100%**

Validity and reliability tests were carried out to analyze the indicator variables used that were accurate and reliable. The validity test that was carried out was the Pearson Product Moment correlation coefficient. The indicator variable is said to be valid if the significance value is less than 0.05 or the r-count value is greater than the r-table. (0.05,n-2=0.05.38) = 0.320. The calculation results in table 3.2 show that 21 indicator variables meet the criteria and can be said to be valid. The value of the validity of r count greater than 0.5 means that the indicator can measure latent variables greater than 50 percent.

Tabel 2. Validity and Reliability Test Results

| Indikator	r-hitung	p-value	Cronbach's Alpha	Keterangan
Cut off Value	**>0,320**	**<0,05**	**>0,6**	
Clear Explanation and Procedure of Recruitment (X1)			0,892	Reliabel
1. Companies recruit employees using internal sources (originating from within the company).	0,796	0,000		Valid
2. Companies recruit employees using external sources (advertising, outsourcing, etc.).	0,549	0,000		Valid
3. The job specifications described by the company are clear.	0,906	0,000		Valid
4. The recruitment process is carried out in a straightforward manner.	0,874	0,000		Valid
5. The company clearly informs prospective employees about career prospects during the recruitment process.	0,916	0,000		Valid

6. The company assures the employee candidates that the company's remuneration strategy is in line with the candidate's expectations.	0,866	0,000		Valid
Working Condition and Environment (X2)			0,938	Reliabel
1. The company provides clear explanations regarding work procedures (SOP) to employees.	0,904	0,000		Valid
2. The company explains the work targets and standard result in written form.	0,825	0,000		Valid
3. The company applies competitive (non-salary) benefits to employees compared to other companies.	0,610	0,000		Valid
4. The company provides opportunities for employees to freely express opinions and innovate in accordance with the company's values and credo.	0,795	0,000		Valid
5. The company provides feedback on employee complaints quickly and according to company procedures.	0,910	0,000		Valid
6. The company consistently improves performance from the suggestions of employees in accordance with the company's operational procedures.	0,778	0,000		Valid
7. The company evaluates the results of training, mentoring and coaching consistently.	0,909	0,000		Valid
8. The company improves the quality of performance from evaluation results quickly and effectively.	0,824	0,000		Valid
9. The company informs about opportunities to increase employee career paths openly.	0,777	0,000		Valid
Technology Usage and Investment (X3)			0,889	Reliabel
1. The company uses information and communication technology tools appropriately in the work process.	0,949	0,000		Valid
2. Companies use media that can reach many employee candidates according to the required criteria.	0,916	0,000		Valid

3. The company actively uses social media in the employee recruitment process.	0,846	0,000		Valid
Retaining Employee (Y)			0,727	Reliabel
1. The employee turnover rate is low because the recruitment process is well executed.	0,795	0,000		Valid
2. The employee turn-over rate is low because the company has a good working environment and conditions.	0,795	0,000		Valid
3. The employee turnover rate is low because the company applies the appropriate use of information technology systems.	0,833	0,000		Valid

The reliability test was carried out by measuring the value of Cronbach's Alpha for each latent variable. According to Malhotra (2019) the reliability value limit is more than 0.7 to be declared reliable. Based on table 3.2 the results of the reliability test on the variables Clear Explanation and Procedure of Recruitment (X1), Working Conditions and Environment (X2), Technology Usage and Investment (X3), and Retaining Employee (Y) show a number greater than 0.7, which means measurement of latent variables can provide consistent results and be free from random error.

In the linear regression test, it is necessary to carry out the classic assumption test, namely the normality test, linearity test, multicollinearity test and heteroscedasticity test. The normality test is used to test whether in a regression model, the dependent variable and independent variable have a normal distribution. The normality test was carried out with a scatter plot graph for each independent variable and the Kolmogrov smirnof test. The results of the normality test using scatter plot graphic analysis can be seen in the following figure:

Picture 2. Scatter Plot Normality Test
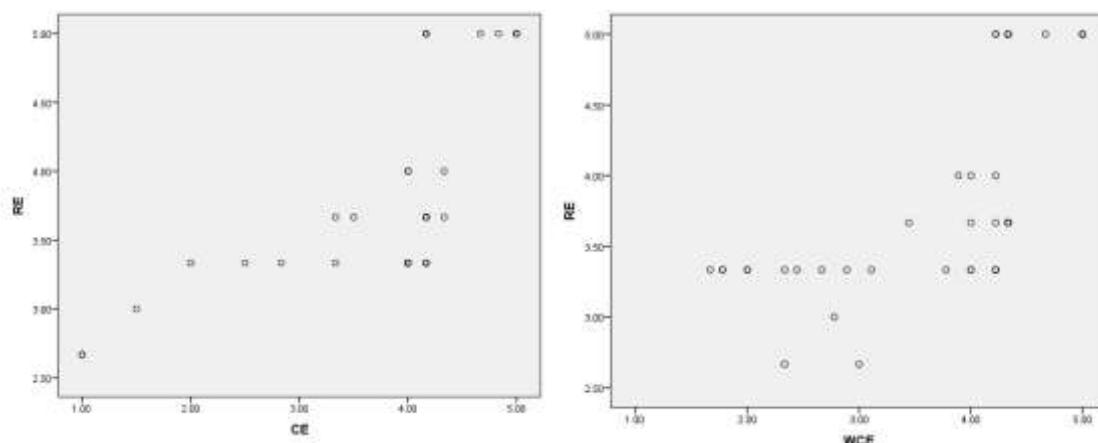
Scatter plot graphic analysis in Picture 2 shows that the points (data) spread from the bottom left to the top right which looks like a straight line. This shows that the data obtained meets the normality assumption and each independent variable has a positive relationship to the dependent variable. Kolmogorov-Smirnov (K-S) non-parametric test was also performed to test for normality. If the significance value is above 0.05, then the residual data is normally distributed. The normality test results using the Kolmogorov-Smirnov (K-S) statistical test can be seen in the table below:

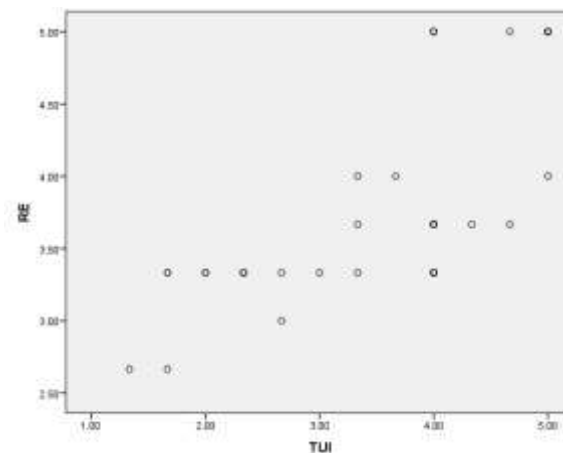**Picture 3. Kolmogorov-Smirnov Test Resulit**

Table 3. The Kolmogorov-Smirnov Non-Parametric Statistical

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters[a,b]	Mean	0,0000000
	Std. Deviation	1,2110093
Most Extreme Differences	Absolute	0,102
	Positive	0,102
	Negative	-0,084
Test Statistic		0,102
Asymp. Sig. (2-tailed)		0,200

Source: Processed Results of SPSS Statistics 22

The Kolmogorov-Smirnov non-parametric statistical test (K-S) in Table 3 above shows that the regression equation has a significance value of 0.200. This means that the regression model meets the normality assumption because it has a significance value above 0.05. Based on the two normality test results, it can be concluded that the regression model in this study is feasible to use because it fulfills the normality assumption.

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables or not. A good regression model should not have a correlation between independent variables. Multicollinearity testing can be done by looking at the tolerance value and variance inflation factor (VIF). The regression model has multicollinearity which can be seen if the tolerance value is ≥ 0.10 or equal to the VIF value ≤ 10. The results of the multicollinearity test are shown in the table below:

Table 4. Multicollinearity Test Results

	Tolerance	VIF
(Constant)		
Clear Explanation and Procedure of Recruitment	0,508	1,970
Working Condition and Environment	0,816	1,225
Technology Usage and Investment	0,470	2,127

Source: Processed Results of SPSS Statistics 22

Based on Table 4, it can be concluded that the results of calculating the collinearity statistic values show that there is no independent variable that has a tolerance ≥ 0.10 and the results of calculating the VIF value ≤ 10. So it can be concluded that there is no multicollinearity between variables in the regression equation.

The heteroscedasticity test aims to determine whether the regression model has an unequal residual variance from one observation to another. If the variance from one observation to another is constant, it is called homoscedasticity. If different, it is called heteroscedasticity. A good regression model is a model that does not have heteroscedasticity. In this study, the heteroscedasticity test was carried out by testing the scatter plot graph, where if there is no clear pattern and the points spread randomly, then the indication is that there is no heteroscedasticity in the regression model. The following are the results of the heteroscedasticity test.

Picture 4. Heteroscedasticity Graph
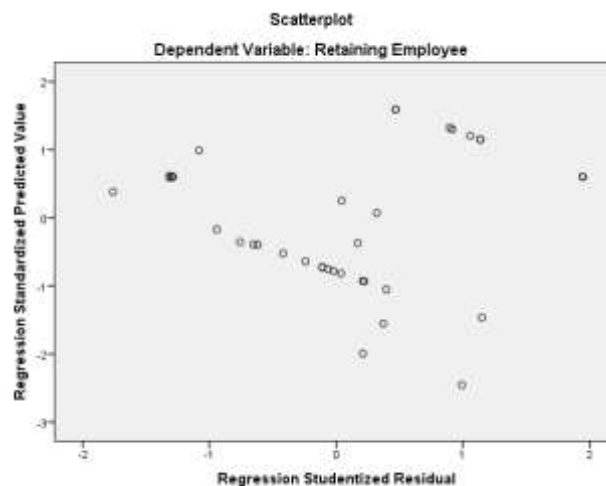
Source: Processed Results of SPSS Statistics 22

Based on Picture 4 above, it can be seen that the points spread randomly, do not form a clear pattern, and are well spread above and below the number 0 (zero) on the Y axis. This means that there is no heteroscedasticity in the regression equation so that the model regression is feasible to use.

Multiple linear regression analysis was used to determine the strength of the relationship between the independent variables Clear Explanation and Procedure of Recruitment (X1), Working Conditions and Environment (X2), and Technology Usage and Investment (X3) on the dependent variable Retaining Employee (Y).

Table 5. Regression Test Result

Variabel	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Konstanta	1,062	0,320		3,319	0,002
CE	0,201	0,096	0,267	2,095	0,043
WCE	0,309	0,076	0,412	4,091	0,000
TUI	0,240	0,089	0,357	2,692	0,011
R	0,838				
R Square	0,702				
F Hitung	28,278				
Sig F Hitung	0,000				

Based on Table 5, the calculated F value is 28.278 with a significance of 0.000. The calculated F value is greater than the F table value $_{(0.05,3.36)}$ = 2.84 and the significance is less than 0.05, so it can be said that the regression equation is significant for predicting Retaining Employee. The results show that the variables Clear Explanation and Procedure of Recruitment (X1), Working Conditions and Environment (X2), and Technology Usage and Investment (X3) together have an influence on Retaining Employee (Y).

Partial t analysis test was carried out to find out whether the independent variable has an effect on the dependent variable partially. The t test results for each independent variable are greater than t table $_{(0.05.38)}$ = 1.6860. Based on these results, the regression equation that reflects the variables in this study are:

$$Y = 1.062 + 0.201X1 + 0.309X2 + 0.240X3 + e$$

This equation explains that a constant value of 1.062 means that the value of retaining employees of the millennial generation (Y) is worth 1.062 if the variables Clear Explanation and Procedure of Recruitment (X1), Working Conditions and Environment (X2), and Technology Usage and Investment (X3) are zero. All independent variables show a number greater than t table 1.6860 and a significance of less than 0.05, so hypothesis 1, hypothesis 2 and hypothesis 3 are accepted.

3.2. Discussion

The variable Clear Explanation and Procedure of Recruitment (X1) has a regression coefficient of 0.201 and is positive. A positive coefficient value means that the Clear

Explanation and Procedure of Recruitment (X1) increases, the higher the Retaining Employee (Y) level in the millennial generation. The regression coefficient of 0.201 means an increase of 1 Clear Explanation and Procedure of Recruitment (X1), so the employee retaining value also increases by 0.201. Therefore, it can be concluded that hypothesis 1 is accepted, namely Clear Explanation and Procedure of Recruitment (X1) partially has a significant positive effect on Retaining Employee (Y).

The Working Condition and Environment variable (X2) has a regression coefficient value of 0.309 and is positive. A positive coefficient value means that the increasing Working Condition and Environment (X2), the higher the level of Retaining Employee (Y) in the millennial generation. The regression coefficient of 0.309 shows an increase of 1 Working Condition and Environment (X2), so Retaining Employee (Y) will also increase by 0.309. Therefore, Hypothesis 2 is accepted, namely Working Conditions and Environment (X2) partially have a significant positive effect on Retaining Employee (Y).

The Technology Usage and Investment variable (X3) has a regression coefficient value of 0.240 and is positive. A positive coefficient value means that the more Technology Usage and Investment (X3) increases, the higher the Retaining Employee (Y) level in the millennial generation. The regression coefficient of 0.240 shows an increase of 1 Technology Usage and Investment (X3), so Retaining Employee (Y) also increases by 0.240. Therefore, Hypothesis 3 is accepted that Technology Usage and Investment partially have a significant positive effect on Retaining Employee (Y).

The coefficient of determination (R^2) of this regression equation aims to determine how much the ability of the independent variable explains the dependent variable. In table 3.6 the value (R^2) or the coefficient of determination is 0.702 or 70.2%. This shows that the Retaining Employee (Y) regression equation can be explained by Clear Explanation and Procedure of Recruitment (X1), Working Conditions and Environment (X2), and Technology Usage and Investment (X3) of 70.2%, while the remaining 29.8 % explained by other variables outside the research. The correlation coefficient value of the independent and dependent variables is 0.838, which means that each independent variable has a strong positive relationship to the dependent variable.

4. Conclusion

The hospitality industry is a labor-intensive industry that is sufficient to support the global economy, but in recent years there have been obstacles to invest and grow in the hospitality sector due to a lack of manpower. It happens due to millennials who are dissatisfied with jobs in this sector. The millennial generation is an influential consumer group and currently dominates the job market, but for the hospitality industry, recruiting and retaining this generation is quite difficult, especially after the pandemic. In this research, it is concluded that the recruitment process, working environment conditions and the use and investment of information technology in the hospitality industry have a significant influence on companies in retaining millennial employees.

Due to time constraints, this research was only able to reach 40 respondents who worked in hotels in the Serpong area, Tangerang. This research is possible to be carried out in an area with a larger coverage and with a longer time. The results of this research model can also be used with the addition of other factors that can be used as mediating or intervening factors, such as the social conditions of the local area, or the education level of employees.

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