

The Effect of Work-Life Balance on Employee Retention at Ta'aktana Hotel, a Luxury Collection Resort & SPA Labuan Bajo

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Abstract: The hotel industry is a service industry that requires employees to perform their jobs optimally while maintaining their continuity within the organization. One factor considered to play a role in increasing employee retention is Work Life Balance, which refers to employees' ability to balance work demands with their personal lives. This study aims to analyze the effect of Work Life Balance on employee retention at Hotel TA'AKTANA, a Luxury Collection Resort & Spa, Labuan Bajo. This study employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to 68 employees of Hotel TA'AKTANA as respondents, selected using proportionate stratified random sampling from a population of 212 employees. The research instrument used a 4-point Likert scale, and the data were analyzed using simple linear regression with the assistance of SPSS 26. The results showed that Work Life Balance had a positive and significant effect on employee retention, evidenced by a regression coefficient of 0.615, a calculated t-value of 18.090 (greater than the t-table value of 1.997), and a significance value of 0.000 (< 0.05). The coefficient of determination (R^2) of 0.836 indicated that Work Life Balance explained 83.6% of the variation in employee retention, while the remaining 16.4% was influenced by other factors outside the scope of this study. Thus, the better the employees' perceived Work Life Balance, the higher their tendency to remain at Hotel TA'AKTANA, a Luxury Collection Resort & Spa, Labuan Bajo.

Keywords: Work Life Balance, Employee Retention, Hotel Industry

INTRODUCTION

The hospitality industry is one of the sectors that plays an important role in supporting the development of tourism because it provides accommodation and *hospitality* services needed by tourists during travel (Walker, 2021). Along with the increase in tourism activities, hotel companies are required to be able to provide quality services to create customer satisfaction and maintain the company's competitiveness (Kotler et al., 2022). In the *hospitality* industry, service quality is the main factor that determines the success of the company because the products offered are not only in the form of physical facilities, but also the service experience felt by customers (Kandampully et al., 2015). Therefore, the quality of human resources is a very important aspect because employees are parties who interact directly with guests during the service process.

Human resources are strategic assets that play a role in determining operational effectiveness and achieving organizational goals (Michael & Salim, 2023). Employees who are competent and highly committed will be able to provide consistent services that support the company's long-term success (Noe et al., 2021). On the other hand, the loss of potential employees can disrupt organizational stability because companies have to incur additional costs for the process of recruiting, selecting, training, and adapting new workers (Phillip & Connell, 2003). This condition requires companies to have the ability to retain employees to keep working in the organization, or known as employee retention.

According to (Mathis & Jackson, 2007), employee retention is the ability of an organization to retain a workforce that has the competencies and potential to remain employed for a certain period of time. Employee retention is an important indicator in human resource management because it shows the company's success in creating a work environment that is able to meet the needs and expectations of employees (Michael & Salim, 2023). A high retention rate reflects the presence of employee loyalty and commitment to the organization, while a low retention rate indicates an employee's tendency to leave the company (Allen et al.,

2010). According to (Kossivi et al., 2016), employee retention is influenced by organizational factors, such as career development opportunities, job satisfaction, organizational support, positive employment relationships, rewards and compensation, and *Work Life Balance*, in addition to individual factors such as commitment, loyalty, and work motivation. Organizations need to understand these factors in order to be able to design effective strategies in retaining a competent workforce (Hom et al., 2017); (Hausknecht et al., 2009).

In the *hospitality* industry, employee retention is an important issue because this sector is known to have a *relatively high turnover* rate compared to other industry sectors (Davidson et al., 2010). High employee *turnover* can reduce the company's operational effectiveness because organizations must continue to carry out the process of replacing outgoing workers (Yang et al., 2012), as well as potentially reducing service quality because companies have to readjust service standards to new workers (Phillip & Connell, 2003). This condition shows that efforts to improve employee retention are one of the main challenges in human resource management in the *hospitality* industry.

This phenomenon is also found at the TA'AKTANA Hotel, a *Luxury Collection Resort & Spa* Labuan Bajo. Based on data obtained from the *Human Resources Department*, the turnover rate of employees of this hotel shows an increase in the last two years, as presented in Table 1.

Table 1: Employee Turnover Rate of TA'AKTANA Hotels in 2024–2025

Year	Last Number of Employees	Number of Employees Leaving	Percentage of Employees Leaving
2024	218	17	8%
2025	227	34	15%

Source: Human Resources Department, 2026 (data processed)

According to (Amri et al., 2017), the *turnover* rate of 5%-10% per year is still in the range that is considered normal, while a *turnover* rate of 10% or more indicates a *relatively high turnover condition*. The data in Table 1 shows that the turnover rate of Hotel TA'AKTANA has increased from 8% in 2024 to 15% in 2025, which means that it has exceeded the normal limit. According to (Mathis & Jackson, 2007), high *turnover* is one of the indicators that can indicate a low employee retention rate in an organization. This condition has become more challenging for Hotel TA'AKTANA because the need for labor in the hotel industry is not only related to the number of employees, but also to the availability of a workforce that has competencies in accordance with the demands of the job.

The results of preliminary interviews with several employees of Hotel TA'AKTANA in the period of July 2025-January 2026 found that some employees do not have the confidence to stay on the job for a long period of time and are still considering job opportunities elsewhere if there is an opportunity that is considered better. In addition, it was found that there are indications of additional working hours (*overtime*) ranging from 2-4 hours per day, especially in the Front Office and Culinary departments, due to the limited *manning* in each *shift*, which in certain conditions is solved through a *double shift* system. This condition causes employees to have limited time to rest or do activities outside of work. According to (Greenhaus & Allen, 2021), the demands of work that take up time and reduce the individual's opportunity to carry out personal activities can be a condition that affects the work-life balance, or what is known as *Work Life Balance*.

Work Life Balance is seen as one of the factors that has the potential to influence an employee's decision to stay or leave the organization (Deery & Jago, 2015). Employees who are able to achieve a balance between work and personal life tend to have higher levels of job

satisfaction and organizational commitment (Koubova & Buchko, 2013). Theoretically, the relationship between *Work Life Balance* and employee retention can be explained through *Social Exchange Theory*, which explains that the organization's attention and support for employee well-being will be responded to by employees with a positive attitude in the form of commitment, loyalty, and a desire to remain in the organization (Blau, 1964), in (Ahmad et al., 2023). The empirical conditions at the TA'AKTANA Hotel which show the existence of additional working hours, disruption of employees' personal time, and high *turnover* indicate that the *Work Life Balance* of employees is not fully optimal, so it is suspected that it has an influence on employee retention at the hotel.

Work Life Balance itself is defined by (Fisher et al., 2009) as a condition when individuals are able to balance the demands of work and personal life so that the two aspects can support each other and minimize conflicts that occur. Fisher et al. (2009) identified four dimensions of *Work Life Balance*, namely *Work Interference with Personal Life (WIPL)* which describes the extent to which work interferes with personal life, *Personal Life Interference with Work (PLIW)* which describes the relationship between personal life and work performance, *Work Enhancement of Personal Life (WEPL)* which describes the benefits of work on personal life, and *Personal Life Enhancement of Work (PLEW)* which describes the benefits of personal life on the implementation of work. Employee retention in this study was measured through indicators of desire to stay employed, commitment to the organization, desire to work in the long term, willingness to re-choose the same company, resilience to job offers from other companies, meaning and pride in working in another company, and low tendency to look for work in other companies (Fisher et al., 2009); (Kyndt et al., 2009); (Rejeki et al., 2021).

Previous research on the relationship between *Work Life Balance* and employee retention has shown mixed results, as summarized in Table 2.

Table 2: Summary of Previous Research

Researcher	Methods & Samples	Research Results
(Handoko et al., 2024)	PLS-SEM; 300 millennial and Gen Z respondents	Work Life Balance has a positive and significant effect on employee retention
(Widyastuti et al., 2025)	Quantitative descriptive; 50 employees	Work Life Balance has a positive and significant effect on employee retention
(Yemima & Hernawan, 2025)	Quantitative; 100 employees	Work Life Balance has a positive and significant impact on employee retention
Immaculate Conception (2025)	Multiple regression; 64 out of 172 employees	Work Life Balance has no significant effect directly on employee retention

Source: data processed from various previous studies, 2026

Yuliani & Ekhsan, (2024) found that *Work Life Balance* has a positive and significant effect on employee retention. Similar results were put forward by (Darmawan & Bagis, 2024) who stated that the implementation of policies that support work-life balance and employee personal life can be one of the company's efforts to prevent and reduce employees' tendency to leave the organization. However, research by (Imelya & Warganegara, 2025) shows that *Work Life Balance* does not have a significant direct effect on employee retention. The difference in findings shows that the relationship between *Work Life Balance* and employee retention still produces mixed findings, so further research is needed. According to (Muarifah et al., 2024), this relationship has the potential to be mediated by other variables such as job satisfaction, so

Work Life Balance does not always have a direct effect on employee retention in every organizational context.

In addition to *the research gap*, research on the effect of *Work Life Balance* on employee retention at five-star hotels in the Labuan Bajo *Super Priority Tourism Destination* area is still relatively limited. The characteristics of work in the hotel industry that operates 24 hours a day, implement a rotating work system, and demand high service can pose its own challenges in maintaining employee *Work Life Balance* (Shu & Edward, 2023). Therefore, research on the effect of *Work Life Balance* on employee retention at Hotel TA'AKTANA, a *Luxury Collection Resort & Spa* Labuan Bajo is important to find out the extent to which *Work Life Balance* affects employee retention and provide input for companies in developing more effective human resource management strategies.

Based on this description, the formulation of the problem in this study is how the effect of *Work Life Balance* on employee retention at Hotel TA'AKTANA, a *Luxury Collection Resort & Spa* Labuan Bajo. In line with the formulation of the problem, this study aims to analyze the effect of *Work Life Balance* on employee retention at Hotel TA'AKTANA, a *Luxury Collection Resort & Spa* Labuan Bajo. The framework of thought that describes the relationship between the two variables is presented in Figure 1.

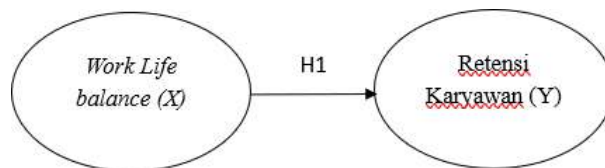


Figure 1. Research Model

Based on this frame of thought, the hypothesis proposed in this study is as follows. H0: *Work Life Balance* does not have a positive and significant effect on employee retention at Hotel TA'AKTANA, a *Luxury Collection Resort & Spa* Labuan Bajo. H1: *Work Life Balance* has a positive and significant effect on employee retention at Hotel TA'AKTANA, a *Luxury Collection Resort & Spa* Labuan Bajo. Theoretically, this research is expected to be able to enrich the study of human resource management regarding the relationship *between Work Life Balance* and employee retention in the hotel industry, while practically this research is expected to be a consideration for hotel management in evaluating and developing policies that support *employee Work Life Balance* in order to reduce turnover rates and maintain competent human resources.

METHODS

This study uses a quantitative approach with a survey method to analyze the effect of *Work Life Balance* as an independent variable (X) on Employee Retention as a bound variable (Y) at the TA'AKTANA Hotel, a *Luxury Collection Resort & Spa* Labuan Bajo. Quantitative data was obtained through the distribution of questionnaires prepared using the Likert scale, so that the research variables can be measured objectively and empirically tested. The research was carried out at the TA'AKTANA Hotel located on Jalan Pantai Wae Rana, Komodo District, West Manggarai Regency, East Nusa Tenggara Province, with a data collection period of June-August 2026.

The research population is all active employees of the TA'AKTANA Hotel which totals 212 people based on *Human Resources Department* data as of June 2026. The number of samples was determined using the Slovin formula with a *margin of error* of 10%, so that a sample number of 68 respondents was obtained. The sample extraction technique used is

Proportionate Stratified Random Sampling so that each department obtains a representative proportion of samples, as presented in Table 3.

Table 3: Population and Research Sample by Department

Departments	Population (N)	Sample (n)
Front Office	32	10
Housekeeping	24	8
Food & Beverage Service	46	15
Culinary	42	13
Engineering	8	3
Administration & General	32	10
Spa & Recreation	20	6
Loss Prevention	8	3
Total	212	68

Source: data processed, 2026

The data collection technique was carried out through a questionnaire which was distributed to respondents and filled out independently. The questionnaire instrument used a Likert scale with a score range of 1-4 to measure the level of approval of respondents to each statement on the *variables of Work Life Balance* and Employee Retention. The *Work Life Balance* (X) variable was measured using 17 statements covering four dimensions, namely *Work Interference with Personal Life (WIPL)*, *Personal Life Interference with Work (PLIW)*, *Work Enhancement of Personal Life (WEPL)*, and *Personal Life Enhancement of Work (PLEW)* (Fisher et al., 2009). The Employee Retention Variable (Y) was measured through indicators of the desire to stay in work, commitment to the organization, desire to work in the long term, willingness to re-choose the same company, resilience to job offers from other companies, meaning and pride in working in the company, and low tendency to look for work in other companies (Fisher et al., 2009); (Kyndt et al., 2009); (Rejeki et al., 2021).

The instrument validity test showed that all statement items in both variables were declared valid because they had a calculated r value greater than the table r of 0.361 at a significance level of 5% (Ghozali, 2021). The reliability test with Cronbach's Alpha coefficient showed values ranging from 0.838 to 0.952 for the four dimensions of *Work Life Balance* and 0.952 for the Employee Retention variable, so that all instruments were declared reliable because Cronbach's Alpha value was above the threshold of 0.60 (Ghozali, 2021).

The data analysis technique used consisted of a classical assumption test, which included a normality test using the *One-Sample Kolmogorov-Smirnov Test* and a heteroscedasticity test using the Glejser Test, followed by a simple linear regression analysis to determine the effect of *Work Life Balance* (X) on Employee Retention (Y) through the following equation.

$$\hat{Y} = a + bX + e \quad (1)$$

where $\hat{Y}$ is Employee Retention, a is constant, b is the regression coefficient, X is the *Work Life Balance*, and e is the error or error rate. Hypothesis testing was carried out through a t-test by comparing the value of t-count and t-table at the significance level of $\alpha = 5\%$; if t counts > t of the table or significance value < 0.05, then H0 is rejected and H1 is accepted. Furthermore, the determination coefficient (R^2) is used to find out how much *Work Life Balance* is able to explain the variation in Employee Retention. All data processing in this study was carried out with the help of the IBM SPSS Statistics version 26 program (Sugiyono, 2019); (Ghozali, 2021).

RESULT AND DISCUSSION

Data Description

TA'AKTANA, a *Luxury Collection Resort & Spa* Labuan Bajo is Marriott International's first property in Labuan Bajo at The *Luxury Collection* level with a *distinctive category*. The name TA'AKTANA comes from the Manggarai language which means "green land", while the hotel logo is inspired by *Lingko*, which is the communal rice field pattern of the Manggarai people that symbolizes fertility and prosperity, as shown in Figure 2. Standing on an area of 16 hectares, this hotel provides 75 accommodation units consisting of suite rooms and various types of villas, and is equipped with supporting facilities such as restaurants, bars, *Kids Club*, *Dive center*, and spa to support guests' stay experience.



Figure 2. Logo of TA'AKTANA, a *Luxury Collection Resort & Spa* Labuan Bajo

(Source: Human Resources Department, 2026)

The distribution of the questionnaire to 68 respondents resulted in the following characteristics. Based on gender, the majority of respondents were male (48 people or 70.59%), while the rest were female (20 people or 29.41%). Based on age, respondents were dominated by the age group of 21–30 years (46 people or 67.65%), while the rest were in the age range of 31–40 years (22 people or 32.35%), which indicates that the majority of employees were in the early productive age. Based on the last education, most of the respondents were educated D4/S1 (51 people or 75%), followed by Diploma D1–D3 (11 people or 16.18%), high school/vocational school (3 people or 4.41%), and Postgraduate (3 people or 4.41%). By department, the most respondents came from F&B Service (15 people or 22.06%), followed by Culinary (13 people or 19.12%), Administration & General and Front Office (10 people or 14.71% each), Housekeeping (8 people or 11.76%), Spa & Recreation (6 people or 8.82%), and Engineering and Loss Prevention (3 people or 4.41% each). Based on the length of service, the majority of respondents had a working period of 13–18 months (31 people or 45.59%), followed by the 7–12 months and 19–24 months (15 people or 22.06% respectively), and the group of more than 24 months (7 people or 10.29%). A summary of the characteristics of the respondents is presented in Table 4.

Table 4: Characteristics of Study Respondents (n = 68)

Categories	Groups	Frequency	Percentage (%)
Gender	Male	48	70,59
	Women	20	29,41
Age	21–30 years old	46	67,65
	31–40 years	22	32,35
Education	High School/Vocational School	3	4,41
	Diploma (D1–D3)	11	16,18
	D4/S1	51	75,00
	Postgraduate (S2/S3)	3	4,41
Departments	F&B Service	15	22,06
	Culinary	13	19,12
	Front Office	10	14,71

	Administration & General	10	14,71
	Housekeeping	8	11,76
	Spa & Recreation	6	8,82
	Engineering	3	4,41
	Loss Prevention	3	4,41
Tenure	7–12 months	15	22,06
	13–18 months	31	45,59
	19–24 months	15	22,06
	> 24 months	7	10,29

Source: research results, 2026

The description of respondents' responses was grouped into four assessment categories based on a score range of 1–4 with an interval length of 0.75, namely very low (1.00–1.75), low (1.76–2.50), high (2.51–3.25), and very high (3.26–4.00). The results of the descriptive analysis showed that the *Work Life Balance* variable obtained an average score of 2.66 which was included in the high category. Based on the constituent dimensions, the *Personal Life Interference with Work (PLIW)* dimension obtained the highest average score of 2.72, followed by *Personal Life Enhancement of Work (PLEW)* of 2.66, *Work Interference with Personal Life (WIPL)* of 2.62, and *Work Enhancement of Personal Life (WEPL)* of 2.59, as presented in Table 5.

Table 5: Recapitulation of Average Score of Work Life Balance and Employee Retention Dimensions

Variable / Dimension	Average Score	Categories
Personal Life Interference with Work (PLIW)	2,72	Height
Personal Life Enhancement of Work (PLEW)	2,66	Height
Work Interference with Personal Life (WIPL)	2,62	Height
Work Enhancement of Personal Life (WEPL)	2,59	Height
Work Life Balance (X) – overall	2,66	Height
Employee Retention (Y) – overall	2,67	Height

Source: research results, 2026 (data processed)

At the indicator level, the statement "I can focus on work during working hours" obtained the highest average score of 2.81, followed by the statement "I can still concentrate while working despite having personal affairs" of 2.79, indicating that most employees are able to maintain their focus on work despite having personal affairs outside of work. In contrast, the statement "I have enough time to do personal activities outside of work" obtained the lowest average value of 2.56, indicating that the amount of time for personal activities is still a relatively lower aspect compared to other *Work Life Balance* indicators.

The Employee Retention variable obtained an average score of 2.67 which was also in the high category. The indicator "I want to continue working at Hotel TA'AKTANA" obtained the highest average value of 2.79, followed by the indicators "I plan to work at Hotel TA'AKTANA for a long period of time" and "I still choose to work at Hotel TA'AKTANA despite job offers from other companies" which each obtained an average value of 2.74. In contrast, the indicator "I see a good future career at Hotel TA'AKTANA" obtained the lowest average value of 2.57, which shows that employees' perception of the future of their career is relatively lower than other retention indicators, although it is still in the high category.

Before the regression analysis is carried out, a classical assumption test is first carried out. The results of the normality test with the *One-Sample Kolmogorov-Smirnov Test* show an Asymp. Sig. (2-tailed) value of 0.200, greater than 0.05, so that the residual data is declared to be normally distributed. The results of the heteroscedasticity test with the Glejser Test show

that the significance value of the *Work Life Balance* variable is 0.970, far above 0.05, so that the regression model does not experience symptoms of heteroscedasticity and is declared to meet the assumption of homoscedasticity.

The results of the simple linear regression analysis showed a constant value of 1.556 and a regression coefficient of *Work Life Balance* of 0.615, resulting in a regression equation of $\hat{Y} = 1.556 + 0.615X$. The equation showed that every one unit increase in *Work Life Balance* would increase Employee Retention by 0.615 units, assuming other variables were constant. The results of the t-test showed a calculated t value of 18.090, greater than the t table of 1.997 (df = 66; $\alpha = 0.05$), with a significance value of 0.000 (< 0.05). Thus, H_0 was rejected and H_1 was accepted, so it can be concluded that *Work Life Balance* has a positive and significant effect on Employee Retention at the TA'AKTANA Hotel, as clarified in Figure 3.

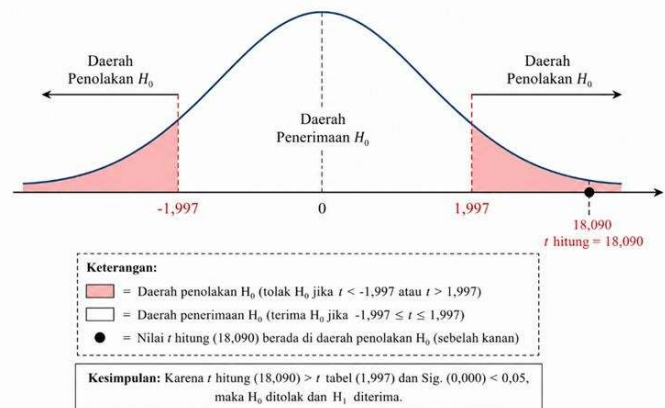


Figure 3. Hypothesis Acceptance and Rejection Regions (Double-Sided t-Test)
(Source: data processed, 2026)

The results of the study also showed a *Standardized Coefficients Beta* value of 0.914, which showed that *Work Life Balance* had a strong positive influence on Employee Retention. A determination coefficient value (R Square) of 0.836 showed that 83.6% of the variation in Employee Retention could be explained by *Work Life Balance*, while the remaining 16.4% was explained by other factors outside of this study model, such as career development opportunities, job satisfaction, organizational support, positive employment relationships, and rewards and compensation (Kossivi et al., 2016).

Discussion

The results of this study show that *Work Life Balance* has a positive and significant effect on Employee Retention at the TA'AKTANA Hotel, a *Luxury Collection Resort & Spa* Labuan Bajo. This finding is consistent with the concept of (Fisher et al., 2009) who explained that *Work Life Balance* is a condition when individuals are able to balance the demands of work and personal life so that harmony is created between the two aspects, while minimizing conflicts that can encourage employees to leave the organization. This relationship is also in line with *Social Exchange Theory* which explains that organizational support for employee welfare, in this case through the management of *Work Life Balance*, will be responded to by employees with commitment, loyalty, and a desire to stay in the organization (Blau, 1964); (Ahmad et al., 2023).

These findings reinforce the results of the research of (Handoko et al., 2024) and (Widyastuti et al., 2025) which also found a positive and significant influence of *Work Life*

Balance on employee retention in different industry contexts. However, these results are different from the findings of (Imelya & Warganegara, 2025) which show that *Work Life Balance* does not have a significant direct effect on employee retention. This difference indicates that the strength of the relationship between *Work Life Balance* and employee retention can be influenced by the characteristics of the research object as well as the existence of other variables, such as job satisfaction, which according to (Muarifah et al., 2024) can play an intervening variable in the relationship. In the context of the TA'AKTANA Hotel, the determination coefficient value of 0.836 shows that *Work Life Balance* has a very strong explanatory ability, so this variable can be considered as one of the main determinants of employee retention in the object of this study.

Although the average value of *Work Life Balance* is in the high category (2.66), the indicator regarding the adequacy of time for personal activities outside of work obtained the lowest average value (2.56). This condition is in line with the findings of preliminary interviews which show that there are additional working hours in several operational departments, such as Front Office and Culinary. Therefore, although the overall *Work Life Balance* of Hotel TA'AKTANA employees is in the high category, the management still has room to make improvements, especially through more regular work schedules, proportional distribution of workload, and the provision of adequate rest time so that employees have sufficient opportunities to carry out personal activities outside of work.

In terms of employee retention, the lowest average score was found in the indicator of perception of the future of the career (2.57). According to (Kossivi et al., 2016), employees who see opportunities to develop and obtain career advancement tend to have stronger reasons to stay in the organization. Therefore, companies also have opportunities to improve Employee Retention through the provision of clearer career development paths, transparent promotion opportunities, competency development programs, and reward systems that can increase employee satisfaction and loyalty, in line with the view of (Mathis & Jackson, 2007) that organizations need to create conditions that are able to retain competent employees and contribute to the company.

Practically, these findings indicate the importance for the management of TA'AKTANA Hotels to maintain and improve policies that support *employee Work Life Balance* as one of the strategies to reduce turnover rates and maintain competent human resources. Theoretically, this study enriches the study of the application of *Social Exchange Theory* in the context of the hotel industry, especially in five-star hotels in the Labuan Bajo *Super Priority Tourism Destination* area where research is still relatively limited. The limitation of this study lies in the coverage of variables that only focus on *Work Life Balance*, so that 16.4% of unexplained variations in Employee Retention have the opportunity to be explained by other variables, such as job satisfaction, career development, and compensation, which can be the direction for future research.

CONCLUSION

Based on the results of simple linear regression analysis, it can be concluded that *Work Life Balance* has a positive and significant effect on Employee Retention at the TA'AKTANA Hotel, a *Luxury Collection Resort & Spa* Labuan Bajo. This is proven by a calculated t value of 18.090 which is greater than the t table of 1.997, and a significance value of 0.000 which is smaller than 0.05, so that H0 is rejected and H1 is accepted. The value of the regression coefficient of 0.615 shows that the better the *Work Life Balance* felt by employees, the higher the Employee Retention. *Work Life Balance* was able to explain the variation in Employee

Retention by 83.6%, while the remaining 16.4% was influenced by other factors that were not included in this study model.

Based on these findings, the management of the TA'AKTANA Hotel is advised to maintain the condition of the *Work Life Balance* which has been in the high category, while making improvements in the aspect of sufficient time for personal activities outside of work through more regular work schedule management, proportional division of workload, and the arrangement of rest and overtime times that still consider the needs of employees. Management is also advised to strengthen career development pathways and reward systems to increase employees' perception of the future of careers in the company. For future researchers, it is recommended to develop this study by adding other variables that have the potential to affect Employee Retention, such as job satisfaction, career development, and compensation, as well as expanding the research object on several hotels with diverse characteristics so that the research results have a broader level of generalization.

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