

**UNDERGRADUATE THESIS**

**EFFECT OF CAREER DEVELOPMENT,  
JOB SATISFACTION, AND ORGANIZATIONAL  
ENVIRONMENT ON EMPLOYEE LOYALTY AT MARRIOTT  
ORLANDO AIRPORT LAKESIDE**



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BADUNG  
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**This research thesis is submitted as one of the requirements to create an  
undergraduate thesis in Tourism Management Study Program  
in Politeknik Negeri Bali**



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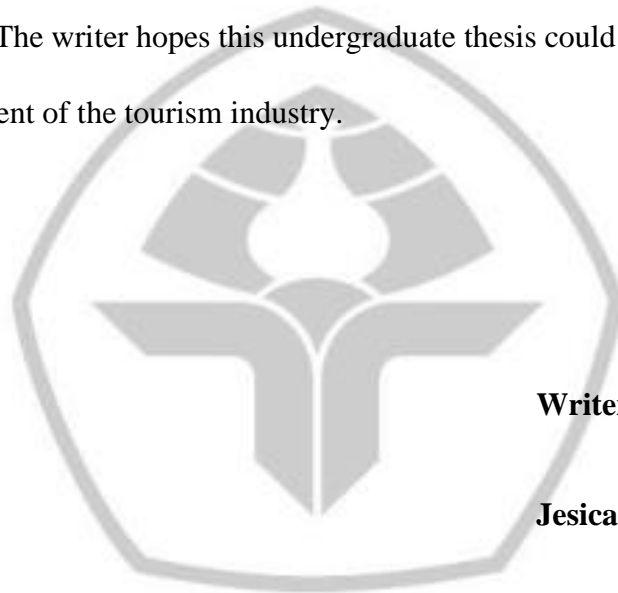
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## ABSTRACT

Jesica Putri Suastika. (2025). Effect of Career Development, Job Satisfaction, and Organizational Environment on Employee Loyalty at the Marriott Orlando Airport Lakeside. Tourism Business Management Study Program, Tourism Department, Politeknik Negeri Bali.

This thesis has been approved and examined by Supervisor I: Dr. Ni Nyoman Sri Astuti, SST.Par., M.Par, and Supervisor II: Ir. I Gusti Agung Bagus Mataram, MIT

**Keywords:** Employee Loyalty, Career Development, Job Satisfaction, Organizational Environment, Turnover Rate.

This research examines the effect of career development, job satisfaction, and organizational environment on employee loyalty at the Marriott Orlando Airport Lakeside. The study was motivated by the high turnover rate in the hospitality industry, which reached 36% in 2024 well above the ideal standard. A mixed-methods approach was used, combining quantitative and qualitative techniques, including questionnaires and interviews, to gain deeper insights into how these three variables influence employee loyalty. Career development, job satisfaction, and organizational environment served as the independent variables, while employee loyalty was the dependent variable. Quantitative analysis employed t-tests, F-tests, and multiple linear regression to assess both partial and simultaneous effects. The findings revealed that job satisfaction and organizational environment have a significant positive partial effect on employee loyalty, while career development does not show a significant partial effect. However, the Adjusted R Square value of 0.597 indicates that 59.7% of the variation in employee loyalty can be explained by the three independent variables, representing a moderate to strong relationship. Although it falls slightly short of the 0.67 threshold for a strong model, the result still demonstrates that these factors collectively play a substantial role in shaping employee loyalty at the hotel.

## **ABSTRAK**

Jesica Putri Suastika. (2025). Effect of Career Development, Job Satisfaction, and Organizational Environment on Employee Loyalty at the Marriott Orlando Airport Lakeside. *Program Studi Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali*.

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*Kata Kunci: Loyalitas Karyawan, Pengembangan Karier, Kepuasan Kerja, Lingkungan Organisasi, Tingkat Turnover.*

*Penelitian ini bertujuan untuk mengeksplorasi pengaruh pengembangan karier, kepuasan kerja, dan lingkungan organisasi terhadap loyalitas karyawan di Marriott Orlando Airport Lakeside. Industri perhotelan, khususnya di Florida, menghadapi tantangan tinggi dalam hal turnover karyawan, dengan tingkat turnover di bagian front desk mencapai 36% pada tahun 2024 jauh di atas angka ideal. Penelitian ini menggunakan pendekatan kuantitatif dan kualitatif untuk menyelidiki bagaimana ketiga variabel tersebut memengaruhi retensi dan keterlibatan karyawan. Hasil uji t menunjukkan bahwa kepuasan kerja dan lingkungan organisasi berpengaruh signifikan dan positif terhadap loyalitas karyawan, sedangkan pengembangan karier tidak memiliki pengaruh signifikan secara parsial. Namun, uji F menunjukkan bahwa ketiganya secara simultan berpengaruh signifikan terhadap loyalitas. Nilai Adjusted R Square sebesar 0,597 menunjukkan hubungan yang sedang hingga kuat antara variabel independen (pengembangan karier, kepuasan kerja, dan lingkungan organisasi) dengan loyalitas karyawan. Meskipun nilainya tidak melebihi 0,67 (yang sering dianggap sebagai tingkat hubungan yang kuat), nilai yang mendekati 0,60 tetap menunjukkan bahwa model tersebut mampu menjelaskan sebagian besar variasi dalam loyalitas karyawan. Oleh karena itu, hasil ini dapat dianggap cukup kuat.*

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# CHAPTER I

## INTRODUCTION

### 1.1 Research Background

High employee turnover continues to be a common issue in the hospitality sector due to fluctuating market demands and frequent job switching Ghani (Ghani et al., 2022). According to (Ahla', 2023), the COVID-19 pandemic intensified turnover trends across the hotel industry. In this study, three variables are explored for their influence on employee loyalty: career development, job satisfaction, and the organizational environment. These factors were chosen due to their strong connection to employee engagement and overall workplace satisfaction.

Marriott has introduced several initiatives aimed at improving employee engagement and retention. These include structured training programs, leadership development opportunities, and recognition awards like the "Spirit to Serve." Despite these efforts, the property recorded a turnover rate of 36% in 2024. HR Cloud also reinforces this guideline: "companies should aim to keep turnover under 10% to maintain healthy retention". This high attrition rate was most apparent in the front desk department, where challenges such as irregular schedules, perceived unfair compensation, and unmet career expectations contributed to staff departures. Feedback from management and employees also revealed several areas of concern. This research focuses on understanding how these three variables contribute to employee loyalty and what improvements could help reduce turnover.

Career development was chosen as one of the variables because, at the Marriott Orlando Airport Lakeside, it appears to be poorly communicated and inconsistently implemented. Interviews with several staff revealed a recurring frustration: some were offered promotions but faced excessively long and unclear processes, even after completing the promised requirements such as cross-department training. In several

cases, these trainings led nowhere, as management failed to proceed with the next promotion stage. These left employees feeling misled almost as if they had been given empty promises which ultimately pushed some to resign and seek better opportunities elsewhere. On the other hand, not all studies show a strong positive effect. (Lumiu et al., 2019) found that career development may not significantly influence loyalty in all contexts.

Job satisfaction was chosen as a variable due to the real issues observed at the Marriott Orlando Airport Lakeside, where several departing employees expressed frustration over reduced working hours that limited their ability to earn a sufficient salary. Many felt they were consistently scheduled for fewer hours, which directly impacted their income. In addition, certain rewards and incentives that once existed were removed, further decreasing motivation. Some staff also reported that their overall work experience fell far short of their expectations—especially those who had never worked in a highly regulated environment before. They found themselves struggling to adapt to strict appearance guidelines and multiple SOPs, which, while standard for the industry, came as a shock and added to their dissatisfaction. (Mauliddiyah, 2021) found that organizational culture may not always significantly influence loyalty, suggesting that its effect can vary depending on how it is implemented and experienced by employee.

Organizational environment was chosen because it emerged as one of the strongest factors keeping employees at the Marriott Orlando Airport Lakeside. Many chose to stay not because of career growth or salary, but because of the strong support they received from their colleagues and the comfortable atmosphere they experienced in their daily work. For some, their coworkers had become like family people they could laugh with, share personal stories with, and rely on during challenging shifts. This sense of belonging and camaraderie created an emotional bond that outweighed other workplace challenges, making them feel at home and less inclined to leave.



**Table 1. 1** Turnover Rate in March 2024 – March 2025

<b>Hotel's Department</b>	<b>No. of Employee Full Time and Parttime</b>	<b>No. of Employee Resignation</b>
Front Office	41	16
Housekeeping	40	12
Food and Beverage	32	5
Sales	5	-
Banquets	8	-
IT	4	-
Accounting	3	-
Lost and Prevention	2	-
Engineering	8	-
<b>Total</b>	<b>143</b>	<b>33</b>

Source: Marriott Orlando Airport Lakeside

The table shows the number of employees and resignations at the Marriott Orlando Airport Lakeside in 2024. Out of 143 total employees, 33 resigned during the year, with the highest turnover in the Front Office (16 resignations) and Housekeeping (12 resignations), indicating these departments experienced the most significant staffing challenges.

Based on this, the authors are motivated to conduct a study titled “Effect of Career Development, Job Satisfaction, And Organizational Environment on Employee Loyalty at the Marriott Orlando Airport Lakeside”

## **1.2 Research Questions**

Based from the background outlined above, the research problem can be formulated as follows:

1. What is the partial effect of career development, job satisfaction, and organizational environment on employee loyalty at the Marriott Orlando Airport Lakeside?
2. What is the simultaneous effect of career development, job satisfaction, and organizational environment on employee loyalty at the Marriott Orlando Airport Lakeside?

## **1.3 Research Objectives**

Based on the formulation of the problem that the researcher has formulated, the objectives to be achieved are:

1. Discover the partial effect of career development, job satisfaction, and organizational environment on employee loyalty at the Marriott Orlando Airport Lakeside.
2. Discover the simultaneous effect of career development, job satisfaction, and organizational environment on employee loyalty at the Marriott Orlando Airport Lakeside.

## **1.4 Research Significances**

The benefits of this research are:

### **1.4.1 Theoretical Benefits**

Theoretically, this study, "Effect of Career Development, Job Satisfaction, and Organizational Environment on Employee Loyalty at the Marriott Orlando Airport Lakeside" provides valuable insights for future research. It helps deepen understanding of how job satisfaction, career development, and organizational culture affect employee loyalty, particularly in the hospitality industry. This research can serve as a useful reference for advancing knowledge in these areas and guiding further studies in organizational and human resource management.

### **1.4.2 Practical Benefits**

#### **1) Benefit for the the Marriott Orlando Airport Lakeside.**

This research can help management improve employee satisfaction and loyalty by addressing career development opportunities and enhancing the organizational environment. This can lead to better employee retention, improved performance, and higher customer satisfaction.

#### **2) Benefit for Politeknik Negeri Bali.**

This research will serve as a valuable resource for Politeknik Negeri Bali students conducting further studies on the effect of job satisfaction, career development, and organizational environment on employee loyalty. This research can guide students in their academic pursuits and inform their analyses in related research projects.

#### **3) Benefit for Students.**

This research is an essential requirement for students completing their applied undergraduate studies at Politeknik Negeri Bali. It seeks to provide a meaningful comparative analysis and practical insights, effectively bridging the theoretical knowledge acquired in the classroom with real-world applications in the hospitality industry. Through this study, students will gain a deeper understanding of how academic concepts translate into practice, enhancing their readiness for professional careers.

### **1.5 Limitations and Scopes of Researches**

Limiting the scope of a problem helps prevent deviations or an expansion of the main issue, ensuring that the research remains focused and manageable. This focus makes it easier to discuss the topic and achieve the research objectives. The limitations of this study are as follows:

1. This research is conducted only on the Marriott Orlando Airport Lakeside employees.
2. This research focuses on several important variables: career development, job satisfaction, organizational environment, and employee loyalty. Any other variables that may exist will not be addressed in this research.
3. This study uses a quantitative approach to evaluate how career development, job satisfaction, and organizational environment affect employee loyalty. It will focus on four key variables: career development (X1), job satisfaction (X2), and

organizational environment (X3), which are considered independent variables, while employee loyalty (Y) is the dependent variable.



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## **CHAPTER V**

### **CONCLUSIONS AND SUGGESTIONS**

#### **5.1 Conclusion**

The analysis of the influence of career development, job satisfaction, and organizational environment on employee loyalty at the Marriott Orlando Airport Lakeside shows mixed results. The t-test results indicate that career development does not significantly affect employee loyalty, as the significance value is greater than 0.05 (Sig. = 0.084). In contrast, job satisfaction has a significant positive influence on employee loyalty (Sig. = 0.002), suggesting that employees who are satisfied with their work are more likely to remain committed to the organization. Similarly, the organizational environment has a significant positive effect on loyalty (Sig. = 0.000), meaning that a supportive and conducive workplace encourages stronger employee commitment. Furthermore, the F-test results demonstrate that the three variables collectively have a significant impact on employee loyalty (Sig. = 0.000). The R Square value of 0.618 indicates that 61.8% of employee loyalty can be explained by these variables, while the remaining 38.2% is likely influenced by other factors not covered in this research.

#### **5.2 Suggestions**

Based on the findings, the following suggestions are proposed for Marriott Orlando Airport Lakeside, since job satisfaction significantly affects loyalty, management should prioritize maintaining a positive work experience by ensuring fair

compensation, recognizing employee contributions, offering professional growth opportunities, and fostering clear communication. At the same time, enhancing the work environment is crucial, as it has the strongest influence on employee loyalty. This means creating a supportive, respectful, and collaborative workplace, strengthening leadership support, and nurturing good relationships among staff. Although career development did not show a significant effect in this study, it remains important in the long term; therefore, the company should provide clearer promotion pathways, regular feedback, and career planning support to increase its impact. Furthermore, other potential factors influencing loyalty—such as leadership style, personal motivation, job security, and organizational culture—should be explored in future research or internal evaluations. The writer suggests that future studies include new variables that can support employee loyalty, consider linking findings to turnover rates in the hospitality industry, and examine effectiveness behaviors through various indicators. Researchers are also encouraged to engage with relevant literature and journals to better understand current trends and challenges in sustainable hospitality practices, enabling them to build a strong theoretical framework and propose innovative solutions to human resource issues within the industry.

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