

## Qualitative Analysis of the Relationship between Workplace Culture and Work Environment on Employee Turnover Rate at Swiss-Belboutique Yogyakarta

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### KEYWORDS

work culture, work environment, turnover, human resources, hospitality

### ABSTRACT

This study aims to explore the relationship between workplace culture, work environment, and employee turnover rate at Swiss-Belboutique Yogyakarta. Using a qualitative approach, this study explores employee experiences and perceptions through in-depth interviews, participant observation, and documentation analysis as data collection techniques. The study population includes all Swiss-Belboutique Yogyakarta employees, while the sample was selected using purposive sampling with the criteria of employees who have at least one year of work experience. Data were analyzed using the Miles and Huberman framework, which involves data reduction, data presentation, and drawing and verifying conclusions. The results of the study indicate that an inclusive work culture and a supportive work environment contribute to employee loyalty. However, the gap between organizational values and field practices is one of the causes of dissatisfaction that drives turnover. In addition, high work pressure due to heavy workloads and lack of appreciation for performance are also major factors influencing employees' decisions to leave the organization. This study provides practical contributions in the form of recommendations to improve the implementation of work culture, create a more conducive work environment, and provide a clear career development path. These findings are expected to be a strategic reference in human resource management, especially in the hospitality sector.

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### INTRODUCTION

Workplace culture and work environment are fundamental elements that shape the character and dynamics of an organization. Workplace culture reflects the values, norms, and practices that are implemented and understood by all elements of the organization (Alvina & Djastuti, 2018). Previous research by Marwan et al. (2020) showed that a strong work culture can increase employee loyalty and reduce turnover rates. Meanwhile, the work environment, both physically and psychologically, plays a role in creating an atmosphere that supports employee productivity and well-being (Pambudi & Djastuti, 2021). This is in line with the study by Vanessa & Nawawi (2022) which found that a supportive work environment can reduce stress and increase job satisfaction. The combination of these two aspects not only affects individual performance but also employees' decisions to stay or leave the organization (Kristin et al., 2022). Therefore, organizations must ensure that culture and work environment are well managed to create human resource stability that has a positive impact on overall performance.

The hospitality industry, including Swiss-Belboutique Yogyakarta, faces major challenges in retaining employees. High employee turnover is a crucial issue because it can impact the sustainability of operations and the reputation of the organization (Kamaludin & Budiwinarto, 2024). Previous research by Hafid & Prasetyo (2017) revealed that employee turnover in the hospitality industry is often caused by internal factors, such as a non-inclusive work culture, and external factors, such as more attractive job offers elsewhere. High employee turnover is often caused by dissatisfaction with the workplace culture and a less

than optimal work environment (Pambudi & Djastuti, 2021). Therefore, understanding the relationship between these two factors is important in formulating an effective human resource management strategy (Alvina & Djastuti, 2018). The right strategy can reduce the negative impact of turnover and increase the competitiveness of organizations in the hospitality sector.

Swiss-Belboutique Yogyakarta, as a hotel engaged in the service sector, relies heavily on the quality of human resources to provide excellent service to guests. However, the dynamics of the competitive hospitality industry and high work demands often create stress for employees (Pambudi & Djastuti, 2021). Research from Rinanda & Achnes, (2016) shows that high work pressure can be minimized by creating a supportive work culture and a comfortable work environment. In this situation, a supportive workplace culture and a comfortable work environment can be a determining factor in retaining employees (Kristin et al., 2022). Conversely, a non-inclusive work culture and an uncondusive work environment can lead to high turnover rates (Kamaludin & Budiwinarto, 2024). This shows that investing in a positive work culture and environment is not only beneficial for employee well-being but also provides benefits to the organization.

This study uses a qualitative approach to explore in depth the experiences and perceptions of employees regarding workplace culture and work environment at Swiss-Belboutique Yogyakarta. Through in-depth interviews, this study aims to understand how these two factors affect employee turnover rates (Pambudi & Djastuti, 2021). This approach allows researchers to explore factors that may not be revealed through quantitative methods, as expressed by Fahriah et al (2021), who emphasize the importance of qualitative exploration in understanding employee perceptions of the work environment. With this approach, it is expected to produce a more comprehensive understanding (Alvina & Djastuti, 2018). This qualitative approach is important to provide a deeper picture of the challenges and opportunities faced by organizations in managing employee turnover.

This research is expected to provide real contributions in human resource management at Swiss-Belboutique Yogyakarta. In addition, the findings of this study are also expected to be a reference for other hospitality industries in developing an inclusive workplace culture and creating a work environment that supports employee welfare (Kristin et al., 2022). Previous studies by Qorfianalda & Wulandari (2021) also highlighted the importance of managing organizational culture in increasing employee loyalty. Thus, this study not only provides theoretical benefits but also applications in improving the quality of human resource management in the hospitality sector (Kamaludin & Budiwinarto, 2024). The results of this study can be a basis for designing organizational policies that are more adaptive and oriented towards employee welfare.

## LITERATURE REVIEW

### 1. Workplace Culture

Workplace culture is a set of values, norms, and practices that influence how employees interact in the workplace. According to Alvina and Djastuti (2018), a strong workplace culture contributes to increased employee loyalty and commitment to the organization. Research by Marwan et al. (2020) shows that an inclusive work culture can create an environment that supports collaboration and innovation. In the context of the hospitality industry, work culture is an important element because it determines the quality of service provided to guests (Hafid & Prasetyo, 2017). Therefore, a deep understanding of workplace culture is needed to ensure employee satisfaction and loyalty.

### 2. Work Environment

The work environment includes physical, social, and psychological conditions that affect employee well-being. Vanessa & Nawawi (2022) stated that a comfortable work environment can reduce employee stress and increase productivity. Research by Kristin et al. (2022) found that a supportive work environment not only increases job satisfaction but also reduces turnover intention. In the hospitality industry, Rinanda & Achnes, (2016) emphasized that high work pressure can be minimized through a comfortable and efficient work environment. Thus, organizations need to create a supportive work environment both physically and emotionally to maintain workforce stability.

### 3. Employee Turnover Rate

Turnover is a phenomenon of employees leaving an organization that can be caused by various factors, including dissatisfaction with the work culture and work environment (Pambudi & Djastuti, 2021). Kamaludin & Budiwinarto (2024) revealed that high turnover in the hospitality industry often has an impact on increasing recruitment and training costs. Research by Qorfianalda & Wulandari (2021). shows that organizations that successfully manage work culture and work environment have lower turnover rates. In the context of Swiss-Belboutique Yogyakarta, high turnover can disrupt operational stability and the image of the organization, so strategic steps need to be taken to overcome it.

### 4. Qualitative Approach to Understanding Turnover

A qualitative approach allows for in-depth exploration of employee experiences and perceptions regarding work culture and environment. Fahriah et al (2021), stated that this method is effective for exploring factors that may not be revealed in quantitative research. Pambudi and Djastuti's (2021) study shows that in-depth interviews can identify specific issues that affect employee turnover in the service sector. Therefore, the qualitative approach in this study is relevant to understanding the dynamics of culture and work environment at Swiss-Belboutique Yogyakarta.

### 5. Relationship between Workplace Culture, Work Environment, and Turnover

Previous studies have shown a significant relationship between work culture, work environment, and turnover. Alvina and Djastuti (2018) found that an inclusive work culture and a comfortable work environment can simultaneously reduce turnover rates. Kristin et al.'s (2022) study also confirmed that supportive working conditions can increase employee loyalty. In the hospitality context, Hafid & Prasetyo (2017) suggested that investing in work culture and work environment is a strategic step to reduce turnover. Based on these findings, this study aims to further explore the relationship between these three aspects at Swiss-Belboutique Yogyakarta.

Thus, previous studies have shown that workplace culture and work environment have a significant influence on employee turnover rates. However, specific research linking these three aspects in the context of the Indonesian hospitality industry is still limited. Therefore, this study aims to fill this gap through an in-depth qualitative approach. The findings of this study are expected to provide theoretical and practical contributions in human resource management in the hospitality sector.

## METHOD

This study uses a qualitative approach to explore the relationship between workplace culture, work environment, and employee turnover rates at Swiss-Belboutique Yogyakarta. This approach allows researchers to explore employee experiences, views, and perceptions in depth. The analytical framework used in this study refers to the Miles and Huberman (1994) interactive data analysis model, which involves the stages of data reduction, data presentation, and drawing and verifying conclusions. The study was

conducted at Swiss-Belboutique Yogyakarta involving employees from various departments as research subjects. Respondents were selected using a purposive sampling technique, where only employees with at least one year of work experience were included. Data were collected through in-depth interviews, participant observation, and document analysis. Interviews were conducted to gain an understanding of employee perceptions of workplace culture and work environment, while participant observation was conducted to directly observe interaction patterns and team dynamics in the workplace. Documentation, such as turnover reports and internal policies, was used to complement primary data. Data analysis was conducted using three main stages in the Miles and Huberman model. First, the data obtained is reduced by selecting information that is relevant to the focus of the research, such as the main themes and patterns of relationships between work culture, work environment, and employee turnover. Furthermore, the reduced data is presented in the form of a matrix or descriptive narrative to facilitate further interpretation and analysis. The final stage is drawing conclusions and verification, where researchers ensure the validity and reliability of the data through an iterative process. To ensure the validity of the data, this study applies source triangulation by comparing data from interviews, observations, and documentation. Member checking is done by asking respondents to verify the results of the interviews, while audit trails are used to ensure transparency throughout the research process. This approach aims to reduce bias and increase the accuracy of the findings.

## **RESULTS AND DISCUSSION**

### **1. Workplace Culture at Swiss-Belboutique Yogyakarta**

Interview results show that the work culture at Swiss-Belboutique Yogyakarta emphasizes the values of professionalism, teamwork, and guest satisfaction orientation. Most employees stated that this work culture provides clear direction on work expectations. However, some employees expressed a gap between the stated values and practices in the field, such as a lack of appreciation for individual contributions. This affects work motivation and, in some cases, triggers dissatisfaction.

### **2. Work Environment**

The physical working environment at Swiss-Belboutique Yogyakarta is considered quite adequate, with facilities that support employee operations. However, from a psychological perspective, several respondents reported high work pressure due to heavy workloads and tight schedules, especially during the holiday season. This factor was identified as the main cause of work stress, which has an impact on employees' decisions to leave the organization.

### **3. Employee Turnover Rate**

Internal hotel data shows a fairly high turnover rate in the last two years. Respondents stated that the main causes of turnover were dissatisfaction with management, a less psychologically conducive work environment, and minimal recognition for performance. Employees with shorter experience tend to be more vulnerable to leaving compared to employees who have been with the hotel for a long time.

### **4. Relationship between Workplace Culture and Work Environment to Turnover**

The analysis results show that a positive work culture and a comfortable work environment have a direct relationship with turnover rates. Employees who feel appreciated in the work culture tend to have higher loyalty, while those who feel pressured or under-appreciated tend to look for opportunities elsewhere.

## DISCUSSION

### 1. Workplace Culture as a Key Factor in Employee Loyalty

An inclusive work culture that values individual contributions is an important factor in retaining employees. This finding is in line with research by Alvina and Djastuti (2018), which states that a strong work culture can increase employee loyalty and commitment. However, the results of this study also highlight the gap between organizational values and implementation in the field, which can be a challenge for management to reduce turnover rates.

### 2. Work Environment and Employee Stress

A work environment that is not only physically but also psychologically supportive has been shown to influence employee job satisfaction. The results of this study support the findings of Kristin et al. (2022), which stated that high work pressure and lack of psychological support can increase turnover rates. Swiss-Belboutique Yogyakarta needs to pay attention to workload and redesign work schedules to be more balanced, especially during busy times.

### 3. Turnover as a Management Challenge

The high turnover rate at Swiss-Belboutique Yogyakarta indicates unresolved dissatisfaction among employees. This is consistent with research by Pambudi and Djastuti (2021), which found that dissatisfaction with management and lack of appreciation are the main causes of turnover in the service sector. To overcome this, strategic steps are needed such as improving reward programs and career development.

### 4. Correlation between Culture, Work Environment, and Turnover

This study found a close relationship between workplace culture, work environment, and turnover. A strong work culture and a supportive work environment can increase employee retention. This finding supports the research of Qorfianalda & Wulandari (2021). which shows that the combination of an inclusive work culture and a conducive work environment contributes to a decrease in turnover rates.

### 5. Practical Implications

The results of this study provide practical implications for Swiss-Belboutique Yogyakarta management to improve work culture and work environment. Investment in human resource development, such as performance-based training and rewards, can be an effective step to reduce turnover rates. In addition, improving the work environment that supports work-life balance can help increase employee satisfaction and loyalty. Thus, a positive work culture and supportive work environment have a significant influence on employee turnover rates at Swiss-Belboutique Yogyakarta. Although the organization already has a good work culture framework, its implementation needs to be improved to reduce turnover rates. Therefore, a more adaptive management strategy is needed to create an inclusive and employee-oriented workplace.

## CONCLUSION

This study shows that workplace culture and work environment have a significant influence on employee turnover rates at Swiss-Belboutique Yogyakarta. A positive, inclusive, and rewarding work culture has been shown to increase loyalty, while the gap between organizational values and practices in the field is a challenge that can drive turnover. A physically adequate but psychologically unsupportive work environment, especially in terms of workload and stress, is a major factor in employee dissatisfaction. The high turnover rate at Swiss-

Belboutique Yogyakarta reflects the need for management attention to human resource management, especially in rewarding performance, creating work-life balance, and improving workplace interactions. The relationship between work culture, work environment, and turnover shows that organizations that successfully create a strong work culture and a conducive work environment can significantly reduce turnover rates. As a practical implication, management needs to design strategic programs that focus on strengthening work culture, improving the work environment, and providing clear career development paths. Investing in employee well-being and managing a more balanced workload can be effective steps to increase employee retention and create a more productive and harmonious workplace. These findings provide a strong basis for developing more adaptive and employee-oriented organizational policies.

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