

Analysis of Performance Management, Loyalty and Image of the Head of the Hotel Service towards the Perception of the Tomini Bay Community in the Framework of Strengthening the Maritime Area of Gorontalo Province

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Abstract: The aim of this research is to analyze hotel performance management in the context of hotel business management loyalty and the image of the hotel manager towards the perception of the people of the Tomini Bay area to strengthen the maritime region in Gorontalo province. The benefit of this research is to analyze the consistency of hotel management performance, including leadership and employees with hotel business management loyalty and the image of the head of hotel on the perception of the people of the Tomini Bay area to strengthen the maritime region in Gorontalo province. This is survey research with a mixed method approach, combining qualitative interviews with hotel leaders and quantitative analysis of employee performance data and perceptions of hotel users (consumers). The results conclude the importance of the results of appropriate leadership performance management analysis and increasingly implementing proactive and productive strategies for hotel business management loyalty in facing challenges, maintain high performance, and ensure long-term success in the hotel industry to maintain the image of the hotel business towards improving the public perception of the Tomini Bay area to strengthen the maritime region in Gorontalo province.

Keywords: Business Management Loyalty, Image, Performance Management, Public Perception

A. Introduction

The world of hospitality industry business is very important in helping the growth and development of the world economy, both from domestic and foreign tourists (Boora, & Dhankar, 2017; Khan et al., 2020; Sofronov, 2018). One of the industries in Indonesia that is increasing rapidly is the world of hotel business. The existence of hotels in the business world is very important and its development has a very significant impact (Aqaba, 2017; Zeglat, & Zigan, 2013). If every year visitors experience an increase, this can be seen from the level of room occupants (TKP) of star hotels, data for each province continues to increase, up to 2 percent every year.

The existence of each hotel continues to increase and the number continues to increase, so that the existence of hotels becomes increasingly fierce competition in maintaining the hotel's image and loyalty in serving customers so that the performance of leaders and employees in attracting new and old customers in the hotel industry will progress and improve. Based on the advantages of community consumers in the Tomini Bay area, they will be able to be trusted and have a relationship that exists between sellers (hotels) and buyers (hotel guests) in the future if the level of loyalty of hotels and the customers themselves will be established good. Increasing loyalty can occur because the company has a good product image, so that the advantages of leadership performance will increase and be measurable through service and customer or consumer satisfaction.

Hospitality will develop, very dependent on human resources and the performance of leaders and employees to utilize existing resources in the company to carry out work tasks within a focused framework for organizational development (CG Davidson, et al., 2011; Haynes, & Fryer, 2000; Sun et al., 2007). The success of all work tasks in a hotel is largely determined by the availability of quality human resources that are loyal to consumers (Ineson et al., 2013; Yao et al., 2019). The support of quality human resources is of course expected to play an active role in improving the self-image of hotel leaders and employees, by improving the performance of hotel resources. It is best for leaders to act as planners, implementers and supervisors of all company management activities. Not only does performance increase to measure the quality of human resources, but hoteliers are also required to continue to improve their image and loyalty to ensure hotel competitiveness through improving the quality of hotel management performance. Therefore, in order for hotels to develop optimally, maintaining harmonious and sustainable relationships with employees and users is very important.

The importance of this research is that every employee plays an active role in maintaining the existence of the most important elements in determining the progress and decline of a hotel, namely through performance, loyalty and hotel image (Anabila et al., 2022; Yang et al., 2012). Meanwhile, in achieving a hotel goal, it is important to prepare employee or employee performance that is in accordance with what is needed by the hotel itself, that meets the company's requirements and must also be able to carry out the tasks that have been given by the company. Every company will certainly always try to improve the performance of its employees, with the hope that the company's goals will be achieved.

The uniqueness of this research is that a leader as an individual is a personality dealing with a number of other individuals, each of whom is also a personality. In such a situation, the leader must understand each personality that is different from his own personality. Adaptation can improve changes in the increasingly complex and competitive hospitality environment, requiring every hotel to be more

responsive in order to survive and continue to develop. Leaders who perform well can be seen in the results of their work which can support hospitality work loyalty and the existence of a hotel image that is leading to better change (Book et al., 2019; Kandampully et al., 2011). The advantage of this research is that it can analyze leadership performance management variables in determining the loyalty and image of the leader, which is not easy, because the leader is a role model in the progress of the hotel, therefore changes in performance for the better must start from the highest level, namely the leader.

Based on a review of the importance, advantages and disadvantages of research, this research focuses on performance management analysis, loyalty and image of the head of hospitality towards the perception of the people of the Tomini Bay area to strengthen the maritime region in Gorontalo province. The aim of this research is to focus on research to analyze leadership performance management which can provide individual changes for each employee for hotel consumers, in order to maintain the loyalty and image of hotel leaders towards the perception of the people of the Tomini Bay area to strengthen the maritime region in Gorontalo province.

B. Methods

This is survey research with a mix method approach (Creswell & Hirose, 2019), according to Creswell (1999) that Mix method is a mixed method which is a research approach that combines qualitative research with quantitative research, namely; combining qualitative interviews with hotel leaders and quantitative analysis of employee performance data and perceptions of hotel users. Mixed research methods are a research method between quantitative methods and qualitative methods to be used together in a research activity, so that more comprehensive, valid, reliable and objective data is obtained. According to Creswell (1999), mixed methods research consists of strategies and stages for completing research. In this research, more emphasis is placed on quantitative methods.

Combining quantitative data with qualitative data is usually based on the results previously obtained from the first stage (Dunning et al., 2008). The main priority at this stage is more emphasized in the first stage, and the process of combining the two occurs when the researcher connects quantitative data collection with qualitative data analysis. In this research, qualitative data is used to explain quantitative data. Research Location in Gorontalo Province for 6 months from April-October 2024. The research population and sample were determined according to purposive sampling technique (Rai, & Thapa, 2015; Campbell et al., 2020), namely the target sample was aimed directly at management, hotel managers and employees as well as the Tomini Bay community in Gorontalo province Research data collection techniques through; 1) Observation 2) Interview 3) questionnaire (Phellas et al., 2011).

C. Results and Discussion

Results of Hospitality Performance Management Analysis

Results of hotel performance management analysis (leadership and employees) on the perceptions of coastal communities in the Tomini Bay area to strengthen maritime areas in Gorontalo province. Hotel performance management variables (leaders and employees) have the effect of increasing business management loyalty variables and effectively improving the hotel image which describes several leadership activities and actions that will be carried out by employees during the implementation of the leadership performance activity process together with employees based on community needs, as a consumer or hotel guest when visiting using hotel facilities.

Hotel Performance Management Indicators consist of 2 indicators and 10 sub-indicators and statements; 1) Work Strategy; a) performance strategy b) being able to compete c) maintaining the hotel brand 2) Focus on results; d) focus e) performance planning e) performance analysis f) knowledge management g) human resources h) performance i) work results.

Table 1. Hospitality Performance Management in Gorontalo Province

No	Category	Weight	Frequency	Achievement Score
1	Very Effective	5	21	105
2	Effective	4	20	80
3	Quite Effective	3	0	0
4	Less Effective	2	0	0
5	Ineffective	1	0	0
	Amount		41	185

Hospitality performance management variables; shows the percentage score with a total of 21 respondents who stated that they were very effective in carrying out performance management activities; and 20 people stated that they were effective in carrying out effective leadership performance management, 3 respondents stated that they carried out quite effective performance management leadership and 2 people stated that they were less effective in carrying out performance management.

There was 1 respondent who carried out leadership that was not effective in implementing the performance management function based on public perception. Coastal Area in Tomini Bay to Strengthen Maritime Areas in Gorontalo Province. These results are supported by interviews with the leadership of the Dumhil Hotel Gorontalo State University "Usually hotel managers (hotel leaders) carry out performance strategies related to opportunities to improve employee performance through planning and processes as well as evaluating effective leadership programs for human resources on employee creativity and innovation four to five times a

month, even up to 6 times in 2 months. Developing employees to maintain the quality and excellence of hotel business management. Performance management focuses on the hotel's processes, input and output, namely planning performance; organizing employees and evaluating to analyze the performance and knowledge of hotel leadership through human resources, namely hotel employees who are focused on work performance and employee work results. Leadership that has very effective performance can plan in advance and then organize the work process.

Coaching and evaluating human resources to get final results. Starting from the goals to be achieved, the work program activities, steps, to the work methods used and the final evaluation determined can be used to see the improvement of hotel employees, because the hotel work management function is the basis of a leader's managerial system in equipping employee activities so that the more a leader has a work strategy and is more focused on work, the more hotel employees can be equipped in work program activities starting from planning preparation and program preparation, it is hoped that it can improve quality. work activities of hotel leaders and employees, the more often the leader has and directs work strategies and coaching, it is hoped that each employee's human resources can increase their focus on their work results and can demonstrate productive and quality performance to maintain the good name and excellence of a better and better hotel brand (Manajer/W/TW/23.09.2024).

Based on the results of research and interviews conducted by researchers with the sources above, it can be stated that hotel managers are very effective in improving work strategies, namely; able to compete, maintain the brand and very effective in managing human resource knowledge planning, organizing, moving and supervising or controlling hotel employees in the company to continue to focus on input, processes and employee work results (Hoque, 2013; Marinakou, & Giousmpasoglou, 2019).

Hospitality Loyalty Analysis Results

Results of Loyalty Analysis of Hotel Business Industry Management on the Perceptions of Coastal Communities in the Tomini Bay Area to Strengthen Maritime Areas in Gorontalo Province. The Hotel Business Management Loyalty variable can measure the performance of hotel leaders and can show the results of employee work, thus, Hotel Business Management Loyalty can increase the work effectiveness of hotel leaders and employees which describes several activities and actions that will be carried out during the service process to the community, as consumers or hotel guests.

Loyalty Indicators for Hospitality Business Management consist of 2 indicators and 8 sub-indicators and statements; (1) Obedient/Ethical; consists of sub dimensions; a)

obedience, b) responsibility, c) volunteering/devotion/serving; d) honesty and (2) Maintaining Work, consisting of sub-indicators; a) cooperation b) feeling of belonging c) maintaining good relationships d) loving work; For more details, see the following:

Table 2. Loyalty of Hotel Business Management in Gorontalo Province

No	Category	Weight	Frequency	Achievement Score
1	Very Effective	5	25	100
2	Effective	4	15	75
3	Quite Effective	3	1	0
4	Less Effective	2	0	0
5	Ineffective	1	0	0
Amount			41	178

Table 2 shows the percentage score of 25 respondents who stated that Loyalty in Hospitality Business Management; In terms of the results of compliance ethics in hospitality loyalty and maintaining good work relationships as a working relationship with hotel users with very effective results, there were 15 respondents who stated that Loyalty in Hotel Business Management was effective, and who stated that it was quite effective in providing industrial services, there was 1 respondent who implemented loyalty. There are 0 respondents regarding the perception of coastal communities in the Tomini Bay area to strengthen maritime areas in Gorontalo Province.

These results are supported by an interview with the head of Hotel Yulia, Gorontalo City, usually I feel responsible and maintain ethics and obey rules and regulations as a form of work loyalty to the manager as a form of devotion to love work and maintain good relationships and continue to maintain cooperation with hotel leaders regarding service to hotel guests. Hotel loyalty which is very effective for improving the quality of implementation of hotel ethics/sops/rules/implementation and maintaining work relationships with hotel managers and employees; for ethics and communication with the community, every week or four to five times a month, even up to 6 times in 2 months. Coaching depends on the needs or situation. Loyal hotel business management carries out management functions; planning coaching and training first, then organizing the coaching process and evaluating the implementation of hospitality rules/ethics and to maintain good work relations to get good and quality work results; Starting from the goals to be achieved, to the implementation of ethics, the steps for using rules, to the methods and methods and techniques for implementing the soup used in the evaluation to measure the loyalty of hotel leaders and employees in using hotel employee rules. Because of the loyalty of hotel business management; consists of indicators;1) persistence in implementing ethics/sops with sub-indicators; a) obedience, b) responsibility, c) devotion; d) honesty and (2) maintaining work, consisting of dimensions; a) cooperation b) feeling of belonging c) maintaining good relationships d) loving work is a form of

employee service in providing for employee activities so that the more I as a leader foster hotel employees in providing material for loyalty services, it is hoped that it can improve the quality of activities of hotel leaders and employees, The more often I become a leader to teach loyalty, direct and foster loyalty in hotel business industry management services, it is hoped that employees can provide the best service for consumers, such as increasing guest customer satisfaction and increasing overnight guest transactions” (Manager/W/TW/23.09.2024).

Based on the results of research and interviews conducted by researchers with the sources above, it can be stated that hotel managers are always effective in equipping employees in planning, organizing, moving and supervising or controlling services (O’Fallon, & Rutherford, 2010) in implementing loyalty management in the hotel industry for implementing service programs in the process of building customer loyalty in management of the hotel business industry for hotel employees in their company regarding the public perception of hotel users/consumer guests.

Hotel Image Analysis Results

Results of Hospitality Image Analysis of the Perceptions of Coastal Communities in the Tomini Bay Area to Strengthen Maritime Areas in Gorontalo Province. The Hotel Image Variable can measure the performance of hotel leaders and can show the results of loyal employee work; thus, the Hotel Image can increase the work effectiveness of hotel leaders and employees which describes several activities and actions that will be carried out during the service process on the positive or negative influence of the variable. hotel image, on the perception of the public/consumers or hotel guests.

The Hospitality Image Indicator consists of 3 indicators and 9 sub-indicators and statements; (1) Impression; consists of sub dimensions; a) Good impression, b) Better image c) maintaining good relations d) Image Conformity Perception e) Image Description Good Image (2) Customer Satisfaction, consisting of sub-indicators; a) Image has an influence on satisfaction b) Image becomes an evaluation, a measure of satisfaction (3) Manifestation of trust a) Image becomes argument material; b) Principal image of the company; functional and emotional; For more details, see the following:

Table 3. Image of Hospitality in Gorontalo Province

No	Category	Weight	Frequency	Achievement Score
1	Very Effective	5	18	90
2	Effective	4	20	80
3	Quite Effective	3	2	6
4	Less Effective	2	1	2
5	Ineffective	1	0	0
	Amount		41	178

Table 3 shows the percentage score of 18 respondents who stated that the Hotel Image; in providing a good impression in terms of guest satisfaction as hotel consumers and as maintaining a sense of trust in maintaining good relationships between managers and employees as working relationships with hotel users with very effective results, there were 20 respondents who stated that the image of the hotel was effective, and those who stated that it was quite effective in providing a hotel image there were 2 respondents with less effective image implementation there was 1 respondent's answer and ineffective in implementing a Hotel image there were 0 respondents Regarding the Perception of Coastal Communities in the Tomini Bay Area to Strengthen Maritime Areas in Gorontalo Province.

These results are supported by interviews with the leadership of the Grand Q Hotel, Gorontalo City, usually I can maintain the hotel's image to increase loyalty and management of hotel performance; by giving a good impression so that guests feel satisfied when using the hotel and maintaining good working relationships as a form of work trust between managers and employees as a form of devotion to love work and maintaining good and very effective relationships and continuing to maintain cooperation with hotel leaders regarding service to hotel guests. A very effective hotel image to give a good impression in improving the quality of hotel implementation and maintaining work relationships with hotel managers and employees; provide satisfaction to customers; communicating well with each other in the community, evaluating as a measure of hotel image assessment carried out every week or four to five times a month, even up to 6 times in 2 months, for forms of training and development of hospitality image services; the form of communication and service as well as the form of attitude in welcoming and serving guests depends on the situational and conditional needs of the guest. Hotel image can build positive relationships between hotel managers and employees and hotel guests; namely by involving efforts to build strategies, values, norms and culture.

The hotel image pays attention to the form of activities, values and culture to maintain good work relations by getting good and quality end results (Hu et al., 2009; Mmutle, & Shonhe, 2017). Starting from the goals of work activities to be achieved, to the implementation of attitudes, personal, ethics, values, culture, systems, strategies, steps to use rules, to methods and methods and techniques for implementing the hotel image that are used from planning to evaluating and measuring the image of the leadership and hotel employees in using hotel employee regulations, because of the image of hotel business management; consists of indicators; (1) Impression; consists of sub dimensions; a) Good impression, b) Better image c) maintaining good relations d) Image Conformity Perception e) Image Description Good Image (2) Customer Satisfaction, consisting of sub-indicators; a) Image influences satisfaction. b) Image becomes an evaluation, a measure of satisfaction (3) Manifestation of Trust a) Image becomes material for argument; b) Principal image of the company; functional and emotional are indicators of hotel

image; both for visitor identification and employee service in providing employee activities so that more and more I am a leader in developing hotel employees in providing material for providing service image, to give a good impression, it is hoped that it can improve the quality of activities of hotel leaders and employees, the more often I am a leader to teach the hotel image, direct and develop the image of hotel services, it is hoped that employees can provide the best service satisfaction for consumers, such as providing information through guest-customer communication; improve personality and provide good service attitudes and behavior with good values, morals and culture so as to increase guest stay transactions (Manager/W/TW/23.09.2024).

Based on the results of research and interviews conducted by researchers with the sources above, it can be stated that hotel managers are always effective in equipping employees in planning, organizing, moving and supervising or controlling services in implementing the hotel image for the implementation of service programs in the process of building the image of hotel business industry management. for hotel employees in their company regarding the perception of the community of hotel consumer users/guests.

Building a positive image that is relevant to public relations is very important to build a positive image for the hotel in the eyes of the public (Irawan et al., 2024). This involves efforts to communicate the hotel's values, excellence and commitment to the public. By using appropriate communication strategies, public relations can form a good perception about the hotel, create trust, and eliminate misunderstandings or mistakes that may occur between managers, employees and the public, guests, consumers, users.

Table 4. Percentage Recapitulation of Performance Management Analysis scores; Loyalty and Hotel Image on the perception of coastal communities in the Tomini Bay area to strengthen maritime areas in Gorontalo province

No	Statement	Score	Ideal Score	Presentation	Category
1	Hospitality Performance Management	185	205	90%	Good
2	Loyalty	178	205	86%	Good
3	Image	178	205	86%	Good
	Amount	541	205	87.3%	Good

Table 4 summary evaluation of sub-indicator score percentage Analysis of Hotel Performance Management Development Model in the Hotel Industry Business Services regarding the perception of coastal communities in the Tomini Bay area to strengthen maritime areas in Gorontalo Province; research results data Effective leadership management variables 90%, Loyalty in the hotel business industry is 86%. and Hotel image is at 86% in the good category; thus, it can be concluded that the

Percentage of Performance Management Analysis scores; Loyalty and Hotel Image based on the perception of coastal communities in the Tomini Bay area to strengthen maritime areas in Gorontalo province is stated in the good category and is important information for the wider community, especially the Tomini Bay area to strengthen maritime affairs in Gorontalo province with a percentage of 87.3% in table4.

D. Conclusion

Performance Management Analysis; Loyalty and Hotel Image on the perception of coastal communities in the Tomini Bay area to strengthen maritime areas in Gorontalo province, 1) hotel performance management analysis is in the good category with presentation results of 90%; 2) hotel loyalty analysis is in the good category with a presentation result of 86%; and 3) hotel image analysis is in the good category with presentation results of 86%.

Leaders who have good performance management are very effective in carrying out hotel management functions; by carrying out the management function of a leader who has good performance in preparing employee work plans operationally by adapting to the current situation and conditions, so as to increase loyalty and the image of the business industry which is the demand and need for hotel guest reception. Leaders and employees who have good loyalty can provide good, precise and fast service to consumers, directly providing good satisfaction to hotel guests/consumers. A good hotel image can provide public satisfaction and can provide a good image for the existence of the hotel which is a direct testimony from the results of information from the public, consumers and hotel users. The public as consumers can feel the good performance of hotel leaders and good hotel loyalty and can feel the good image of the hotel. This research becomes information and can be used for further research and can be used with other variables.

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