

Future Trends in Human Resource Management (HRM) and Marketing: A Case Study in the Tourism Sector

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Article History

accepted 1/10/2024

approved 1/11/2024

published 30/12/2024

Abstract

The hospitality industry is very competitive including Renjana Beach House which has challenges from the menu and hotel marketing on social media. This study examines human resource management and marketing strategies at Renjana Beach House in Bira, Bulukumba, with a focus on increasing competitiveness in the tourism industry. This study uses a qualitative approach. Data collection techniques through observation and interviews. The results show that the hotel offers two menu options (western and Indonesian) to meet different tastes, this also creates operational complexity. In addition, the hotel's reliance on social media marketing, although effective, needs to be expanded with offline strategies such as establishing partnerships with local travel agents. Therefore, Renjana Beach House can improve guest satisfaction and operational efficiency by highlighting local cuisine, implementing an automated booking system, and strengthening collaboration with travel agents and influencers, thereby helping the hotel improve its overall competitiveness and service quality.

Keywords: *human resource management, marketing, tourism industry*

Abstrak

Industri perhotelan sangat kompetitif termasuk Renjana Beach House yang memiliki tantangan dari menu hidangan dan pemasaran hotel di media sosial. Penelitian ini mengkaji manajemen sumber daya manusia dan strategi pemasaran di Renjana Beach House di Bira, Bulukumba, dengan fokus untuk meningkatkan daya saing di industri pariwisata. Penelitian ini menggunakan pendekatan kualitatif. Teknik pengumpulan data melalui observasi dan wawancara. Hasil penelitian menunjukkan bahwa hotel menawarkan dua pilihan menu (western dan Indonesia) untuk memenuhi selera yang berbeda, hal ini juga menciptakan kompleksitas operasional. Selain itu, ketergantungan hotel pada pemasaran media sosial, meskipun efektif, perlu diperluas dengan strategi offline seperti menjalin kemitraan dengan agen perjalanan lokal. Oleh karena itu, Renjana Beach House dapat meningkatkan kepuasan tamu dan efisiensi operasional dengan menonjolkan masakan lokal, menerapkan sistem pemesanan otomatis, dan memperkuat kolaborasi dengan agen perjalanan dan influencer sehingga membantu hotel meningkatkan daya saing dan kualitas pelayanannya secara keseluruhan.

Kata kunci: *manajemen sumber daya manusia, pemasaran, industri pariwisata*



INTRODUCTION

The hospitality industry is dynamic and highly competitive, requiring continuous adaptation to changing customer preferences and demands. Renjana Beach House, located strategically in Bira, Tanete, Bulukumba, Indonesia, is an example of a hotel that operates in this competitive landscape. Its location offers picturesque views and attracts both local and international tourists, making it an appealing destination for travelers. However, despite its attractive location, Renjana Beach House faces significant challenges in satisfying the diverse preferences of its domestic guests, particularly with regard to food offerings. These challenges include varying expectations for meal types, from local Indonesian dishes to Western cuisine, and the difficulty in aligning the offerings with the expectations promoted on social media (Bhandari & A Sin, 2023; Morrison, 2023). Moreover, Renjana Beach House's marketing strategies need to be aligned with a well-executed human resource management (HRM) approach to meet the complex demands of its customers and ensure competitive advantage in the industry.

The significance of human resource management (HRM) in the hospitality sector cannot be overstated. HRM is essential not only in managing the workforce but also in crafting a service culture that aligns with the strategic goals of a hospitality business (Bhandari & A Sin, 2023; Romanov, 2021). Employees, from front-line staff to management, play a crucial role in shaping the customer experience. In hotels like Renjana Beach House, where guest satisfaction and loyalty are vital, an effective HRM strategy is key to ensuring that employees are well-trained, motivated, and capable of delivering exceptional service. Additionally, HRM practices can influence the ability of the hotel to respond to market changes and consumer behavior, particularly in terms of marketing initiatives and customer engagement (Asiati et al., 2019; Asnawi & Setyaningsih, 2021).

Marketing strategies in the hospitality industry are also critical to business success. Tourism and hospitality are heavily influenced by consumer trends, such as social media engagement and changing tastes, which necessitate adaptive and responsive marketing practices. Marketing strategies often involve segmentation, differentiation, and positioning to cater to specific market segments effectively. For Renjana Beach House, the marketing approach must consider both local and international travelers, ensuring that promotional materials reflect the actual experience while accounting for regional differences in preferences and expectations (Baker, 2012; Kotler, 2015). The challenge lies in balancing the promotional message with the actual service experience, which, as noted, is an issue at Renjana Beach House due to the inconsistency between what is advertised and what is available.

Furthermore, effective marketing must be rooted in the concept of value-based marketing, which focuses on delivering customer value and building long-term relationships with clients. This approach goes beyond traditional marketing tactics by aligning the product offerings with customer needs, enhancing satisfaction, and fostering loyalty. In Renjana Beach House's case, adopting a value-based marketing strategy could help bridge the gap between guest expectations and the actual service experience. By better understanding customer preferences and ensuring that their needs are met, the hotel can enhance customer satisfaction and retention (Guerola-Navarro et al., 2021; Narayanan & Brem, 2002). Value-based strategies also emphasize the importance of personalization and understanding the nuances of customer behavior, which is critical in addressing the challenges faced by Renjana Beach House.

Research on the impact of human resource practices on marketing effectiveness suggests that the alignment between HRM and marketing strategies leads to better service quality, higher customer satisfaction, and increased revenue (Bowen, 2024). At Renjana Beach House, an integrated approach where HRM practices support marketing initiatives could lead to improvements in service delivery. By aligning employee training

and development with marketing messages, the hotel can ensure a cohesive experience that matches guest expectations. This alignment can address some of the challenges the hotel faces, such as the inconsistency between the promotional materials and the actual offerings (Daniel Adolf Ohyver et al., 2024; Saleh et al., 2021)

In light of these challenges, Renjana Beach House must evaluate and improve its current strategies to regain the level of customer engagement and satisfaction experienced in 2023. With a decline in guest achievement rates from 80% in 2023 to just 50% in 2024, it is evident that immediate action is required to address both HRM and marketing challenges. The hotel must develop an adaptive HRM framework that allows employees to be agile in responding to diverse guest needs, while also refining its marketing approach to deliver a consistent and personalized experience (Becerril-Castrillejo & Muñoz-Gallego, 2022; Wijaya & Anggraini, 2023). Only through such a comprehensive approach can Renjana Beach House remain competitive and regain its position as a preferred destination for both local and international travelers. Based on the explanation, this study purpose to examine human resource management and marketing strategies at Renjana Beach House in Bira, Bulukumba, so that it can become competitive in the tourism industry.

METHODS

This study adopts a qualitative descriptive approach with a case study design (Moghadam, Arabi, and Khoshshima, 2021), focusing on Renjana Beach House located in Bira, Tanete, Bulukumba. The primary informant for this research is the Business Development Manager of Renjana Beach House, who possesses in-depth knowledge of the hotel's marketing strategies and human resource management (HRM). Data collection is conducted through in-depth interviews with the informant, along with direct observations of the hotel's operations and guest services. The collected data will be analyzed using thematic analysis to identify challenges and opportunities in the marketing strategies and HRM practices at Renjana Beach House (Patton, 2014).

The research is carried out between September and October 2024, providing the opportunity for the researcher to gain a comprehensive understanding of the current developments in marketing strategies and HRM practices at the hotel. The specific timeframe also allows for direct observation of operational conditions and interactions between staff and guests during this period. By employing this methodology, the study aims to identify practical solutions to enhance the competitiveness of Renjana Beach House in the local tourism industry (Bhangu et al., 2023).

RESULTS AND DISCUSSION

Result

The interview with the Business Development Manager of Renjana Beach House revealed several important insights regarding how the hotel adapts to its guests' varying preferences, and the strategies it employs to stay competitive in the dynamic hospitality industry. One of the key challenges faced by the hotel is meeting the diverse culinary preferences of its domestic guests. The manager explained, "*Our guests are mostly domestic, but their preferences vary. Some want heavy local dishes, while others ask for meals without rice. Currently, we provide both Western and Indonesian menus to meet these needs*". This response highlights how Renjana Beach House must balance offering traditional local flavors with the increasing demand for Western-style meals. The hotel's ability to provide both options helps ensure that a broad spectrum of guest preferences is accommodated, allowing it to maintain customer satisfaction and meet diverse expectations.

This challenge of catering to varied tastes is closely tied to the hotel's marketing strategy, particularly its use of social media to attract and engage customers. The

manager emphasized the importance of these digital platforms, saying, "*We are very active on social media, especially Instagram and TikTok. We also collaborate with content creators and influencers to expand our reach*". Social media has become a powerful tool for Renjana Beach House, offering a visual platform to promote the hotel's unique offerings. Through strategic collaborations with influencers, the hotel can tap into established networks of potential customers, driving awareness and engagement. However, while this strategy is successful in expanding the hotel's visibility, the manager also highlighted a potential area for growth "*We have not yet explored partnerships with local travel agents, which could extend our marketing reach further.*" This statement reveals an opportunity to strengthen the hotel's marketing by collaborating with local agencies, which could help attract more tourists seeking curated travel experiences.

The connection between guest feedback and marketing effectiveness is another important aspect of Renjana Beach House's strategy. The manager explained "*We regularly ask for feedback from guests before check-out, and this helps us a lot*". Additionally, management conducts regular competitor analysis to stay informed. This approach reflects the hotel's commitment to continuous improvement based on direct feedback from guests. By gathering insights from guests, Renjana Beach House can make adjustments to better meet their needs and expectations. In addition to feedback, the hotel also monitors competitors to ensure that it remains competitive. Despite these efforts, however, the manager acknowledged that the promotion of local cuisine remains an underexplored opportunity. This suggests that integrating local food offerings more prominently into the hotel's marketing strategy could enhance its appeal, especially in an era when tourists are increasingly interested in authentic, culturally immersive experiences.

While the hotel has room for growth in promoting local cuisine, it has been successful in differentiating itself through its location and property design. As the manager shared, "*We often highlight the beauty of our location and the unique geographical features of the area in our social media content*". This approach aligns with the growing trend in tourism where the natural and cultural uniqueness of a destination plays a key role in attracting visitors. The picturesque location and distinct design of Renjana Beach House serve as strong points of differentiation, contributing to its overall appeal. However, the manager pointed out that local culinary traditions could be incorporated into the marketing strategy to further differentiate the hotel. This would provide guests with a more complete, culturally enriched experience, enhancing the hotel's competitive edge.

Finally, the hotel evaluates the success of its marketing strategies using a combination of quantitative and qualitative metrics. The manager explained "*We monitor occupancy rates weekly and look at engagement levels on our social media platforms. Additionally, we have a membership program, #SahabatRenjana, which offers special discounts for returning guests*". These methods allow Renjana Beach House to assess the effectiveness of its marketing efforts and track customer engagement. The membership program, in particular, helps build customer loyalty by offering incentives for repeat visits, encouraging long-term patronage. However, the manager also identified a limitation with the current booking system, stating that the manual process could be improved. "*We still use a manual booking system, which can sometimes cause delays or confusion*". This suggests that adopting a more automated booking system could improve operational efficiency and enhance the overall guest experience, further supporting the hotel's efforts to maintain high levels of customer satisfaction.

The interview provided valuable information about the hotel's approach to catering to diverse guest preferences, its marketing strategies, and operational challenges. The insights not only reflect the hotel's efforts in adapting to the dynamic hospitality environment but also identify potential areas for improvement and growth. The following

matrix summarizes the key themes, interviewee responses, interpretations, and recommendations based on the findings from this interview.

Matrix 1. Insights from Business Development Manager of Renjana Beach House

Key Theme	Sub-theme	Interviewee Response	Interpretation & Recommendations
Catering to Customer Preferences	Menu Variety	"We provide both Western and Indonesian menus to meet diverse preferences."	Balance traditional local dishes with Western options to cater to a wide guest base.
	Local vs. International Needs	"Some want heavy local dishes, others ask for meals without rice."	Refine the menu by categorizing preferences more specifically to streamline offerings.
Marketing Strategy	Social Media Engagement	"We are very active on Instagram and TikTok, collaborating with influencers."	Increase social media partnerships with influencers to boost visibility and engagement.
	Travel Agency Collaboration	"We haven't yet partnered with travel agencies."	Explore collaborations with local travel agents to extend marketing reach.
Guest Feedback and Improvement	Feedback Process	"We regularly ask for feedback before check-out, which helps us a lot."	Formalize and expand guest feedback processes to gather more data on customer experiences.
	Competitor Analysis	"We conduct regular competitor analysis to stay informed."	Use competitor insights to further differentiate offerings and refine strategies.
Cultural Differentiation	Promotion of Local Cuisine	"We have not yet fully explored local cuisine promotion."	Integrate more local dishes into the menu and market them as part of the experience.
	Geographical & Cultural Focus	"We highlight the beauty and unique features of the area in our social media content."	Continue to emphasize the unique geographical and cultural aspects through visual content.
Operational Efficiency	Manual Booking System	"We still use a manual booking system, which can cause delays."	Switch to an automated booking system for better

	Membership Program	"We have a membership program offering discounts for returning guests."	efficiency and guest experience. Expand membership benefits and incentivize long-term guest loyalty.
Brand Differentiation	Design and USP	"We emphasize the beauty of our location and exceptional service."	Enhance design and property features to maintain a competitive edge and attract guests.

Source: The analysis data, 2024

The analysis matrix highlights several key aspects of Renjana Beach House's operations and marketing strategies. Firstly, the hotel has adopted a flexible approach to meet the diverse culinary preferences of its guests, offering both Western and Indonesian menus. This reflects an awareness of the varying tastes of domestic travelers, particularly in the context of regional diversity in food preferences. However, this approach also presents operational challenges, as it requires maintaining a balance between local and international offerings. The need for menu diversification can be streamlined by categorizing guest preferences more clearly, ensuring that staff can efficiently cater to customer demands while maintaining consistency in food quality. Additionally, the hotel has recognized the importance of using social media platforms like Instagram and TikTok for promotion, leveraging influencer collaborations to increase engagement. This strategy, while effective, could be expanded through further partnerships with travel agencies to boost reach and attract a larger audience, especially international tourists.

Secondly, the hotel places significant emphasis on guest feedback and competitor analysis, highlighting the importance of continuous improvement. The feedback process, while regularly conducted, could benefit from a more formalized system to capture broader customer insights, which would provide a more comprehensive understanding of guest experiences and expectations. Furthermore, the hotel's current reliance on a manual booking system poses operational inefficiencies, which could be mitigated by transitioning to an automated system, thus enhancing both customer satisfaction and operational efficiency. The focus on local cultural promotion is evident but remains underdeveloped, suggesting a potential opportunity for greater differentiation through local culinary offerings and deeper integration of the region's cultural and geographical uniqueness into the marketing strategy. By adopting these recommendations, Renjana Beach House could further strengthen its competitive position in the dynamic tourism market of Bira, Bulukumba.

In summary, the interview insights suggest that Renjana Beach House is on the right track with its marketing strategies, particularly its use of social media and customer feedback. However, there are clear opportunities for growth, particularly in promoting local culinary traditions and partnering with local travel agents. Additionally, streamlining operational processes, such as the booking system, could further improve the hotel's ability to provide exceptional service. These adjustments would not only enhance the guest experience but also strengthen the hotel's competitive position in the market.

Discussion

The findings of this study clearly show that Renjana Beach House is striving to meet the diverse culinary preferences of its guests by offering both Western and Indonesian menus. This approach, aimed at addressing the needs of its predominantly

domestic clientele, reflects an understanding of the varying tastes within the tourism market. In addition, the hotel's use of social media platforms like Instagram and TikTok, along with influencer collaborations, highlights its active digital marketing strategy. However, despite these efforts, challenges in balancing operational efficiency, guest satisfaction, and the promotion of local culture are evident, with opportunities for improvement in all these areas.

The hotel's diverse menu offerings can be attributed to the broad range of guest preferences, as food plays a crucial role in the overall guest experience. As (Chen et al., 2022; Lubowiecki-Vikuk et al., 2023) discuss, tourism preferences are influenced by both personal tastes and cultural factors, which justifies Renjana Beach House's approach of offering a diverse menu. However, the challenge lies in ensuring consistency and quality when catering to such a wide array of culinary tastes, which can strain kitchen operations. As (Kivela & Crotts, 2006) suggest, focusing on a more specific culinary tradition could streamline operations and create a more authentic experience, addressing the operational challenges tied to menu diversification.

Renjana Beach House's reliance on social media marketing has proven to be an effective strategy, as evidenced by its use of Instagram and TikTok to engage with potential customers. (Cahyani et al., 2021; Cizreliogullari et al., 2019) highlight the importance of social media in modern marketing, particularly in the hospitality industry, as it allows businesses to connect directly with tech-savvy travelers. However, (Omoniyi Imoukhome et al., 2022) argues that social media marketing, while popular, might not be sufficient on its own in a highly competitive tourism environment. To enhance its marketing reach, Renjana Beach House could consider establishing partnerships with local travel agencies, a suggestion supported by (Rahmadian et al., 2023), who emphasize the complementary benefits of blending digital and traditional marketing strategies to expand audience reach.

This study was limited by focusing on a single perspective from the Business Development Manager, and future research could benefit from a more comprehensive analysis, including guest and staff feedback. Additionally, a deeper investigation into customer satisfaction and financial performance would offer a more complete understanding of the hotel's operations. Although the current strategies provide a strong foundation, there are clear opportunities to refine both the hotel's menu offerings and marketing strategies. By incorporating local culinary traditions, expanding partnerships with travel agencies, and automating operational processes, Renjana Beach House can enhance its market position.

Based on the findings, several recommendations emerge. First, the hotel should consider emphasizing local cuisine more heavily in its marketing materials to attract tourists seeking authentic experiences. Second, expanding collaborations with travel agents and influencers would increase visibility, especially among international travelers. Third, moving toward an automated booking system would improve operational efficiency and enhance customer satisfaction. Finally, implementing a more structured guest feedback system could help the hotel better understand and respond to customer needs, fostering continuous improvement and enhancing its competitive advantage in the tourism market.

CONCLUSION

Based on the findings of this study, Renjana Beach House needs to optimize its marketing strategy and human resource management to enhance competitiveness and service quality in the tourism sector. To address the challenge of meeting diverse guest preferences, the hotel could introduce a more focused culinary approach by highlighting local dishes as part of its restaurant identity. This would not only enhance the authenticity of the guest experience but also strengthen Renjana Beach House's position in the

increasingly competitive market. Additionally, to solve the operational issues related to the manual booking system, the hotel is advised to transition to an automated booking system to improve efficiency and reduce communication mismatches between guests and staff.

In terms of marketing, a more integrated social media management strategy, alongside collaborations with local travel agents and influencers, could help reach a wider audience, particularly international travelers. More intensive monitoring of guest satisfaction through a structured feedback system would provide more accurate data to improve service quality. Finally, by leveraging technology and enhancing the skills of human resources in customer service, Renjana Beach House can more effectively capitalize on market opportunities and respond to shifts in tourist preferences, ultimately improving occupancy rates and overall guest satisfaction.

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