

**HOW MEDIUM-SIZED TOURISM ENTERPRISES
RESPONDING BUSINESS ENVIRONMENT CHANGES
FOR ITS SUSTAINABILITY**

FINAL PROJECT

By

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**Undergraduate Program
School of Business and Management
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ABSTRACT

The role of Medium-sized Enterprises in a country's economic growth is considered important. They have a large and crucial contribution to the Indonesian economy. Medium-sized Tourism Enterprises that filling Bandung as the best tourism city always compete and maintain their business presence. The sustainability issues faced by Medium-sized Tourism Enterprises challenge the ability of entrepreneurs to not falter and continue to survive. The tourism sector whose situation fluctuates depending on how business or market performance and external conditions require entrepreneurs to adapt and make policies to be sensitive to change. In this research, this observation was carried out in Bandung with a questionnaire method involving 16 respondents and in-depth interview method involving four informants. The background problem of this study is the impact of actions taken in change management towards sustainability of Medium-sized Tourism Enterprises in Bandung. After getting the problem, the research is aimed at knowing the responses to changes in the business environment, the needs to be developed to implement change management strategies, and the scope of Medium-sized Tourism Enterprises in Bandung in making changes for its sustainability. The Star Model will be the framework for effective strategy execution. Each component has its underlying purpose and impact. How the organization can effectively align the components with each other makes a huge difference in achieving an impact. Furthermore, the author will look at the business forms and types of changes made based on the analysis of the Star Model elements of the framework to link to sustainability by Medium-sized Tourism Enterprises in Bandung.

Keywords: Medium-sized Enterprises, Tourism, Change Management, Sustainability.

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ABSTRAK

Peran Usaha Menengah dalam pertumbuhan ekonomi suatu negara dianggap penting. Mereka memiliki kontribusi besar dan penting bagi perekonomian Indonesia. Perusahaan Pariwisata Menengah yang mengisi Bandung sebagai kota pariwisata terbaik selalu bersaing dan mempertahankan keberadaan bisnis mereka. Isu keberlanjutan yang dihadapi oleh Perusahaan Pariwisata Menengah menantang kemampuan wirausahawan untuk tidak goyah dan terus bertahan. Sektor pariwisata yang situasinya berfluktuasi tergantung pada bagaimana kinerja bisnis atau pasar dan kondisi eksternal menuntut pengusaha untuk beradaptasi dan membuat kebijakan untuk peka terhadap perubahan. Dalam penelitian ini, observasi ini dilakukan di Bandung dengan metode kuesioner yang melibatkan 16 responden dan metode wawancara yang melibatkan empat informan. Latar belakang masalah dari penelitian ini adalah dampak dari tindakan yang diambil dalam manajemen perubahan terhadap keberlanjutan Usaha Pariwisata Menengah di Bandung. Setelah mendapatkan masalah, penelitian ini bertujuan untuk mengetahui tanggapan terhadap perubahan dalam lingkungan bisnis, kebutuhan untuk dikembangkan untuk menerapkan strategi manajemen perubahan, dan ruang lingkup Usaha Pariwisata Menengah di Bandung dalam membuat perubahan untuk keberlanjutannya. Star Model akan menjadi kerangka kerja untuk pelaksanaan strategi yang efektif. Setiap komponen memiliki tujuan dan dampak yang mendasarinya. Bagaimana organisasi dapat secara efektif menyelaraskan komponen satu sama lain membuat perbedaan besar dalam mencapai dampak. Selanjutnya, penulis akan melihat bentuk bisnis dan jenis perubahan yang dibuat berdasarkan analisis elemen Star Model kerangka kerja untuk menghubungkan ke keberlanjutan oleh Perusahaan Pariwisata Menengah di Bandung.

Kata Kunci: UKM, Industri Pariwisata, Manajemen Perubahan, Keberlanjutan Organisasi.

APPROVAL PAGE

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By

Rina Chairunnisa

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**A Final Project in Partial Fulfillment
of the Requirement for the Degree of Bachelor of Management**

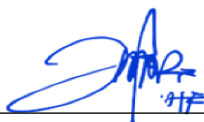
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Hary Febriansyah S.Si., MT, Ph.D

FOREWORD

With boundless appreciation and love, the author would like to extend her heartfelt gratitude and appreciation to the people who helped her bring this study into reality. This Final Project report entitled “**How Medium-Sized Tourism Enterprises Responding Business Environment Changes For Its Sustainability**” prepared to meet and fulfill the requirement for the Undergraduate Program in School of Business and Management Institut Teknologi Bandung. The author would like to extend her profound gratitude to the following:

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Serang, June 2020

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CHAPTER 1

INTRODUCTION

1.1 Background

Indonesia is one of the countries which have abundant natural resources that can be a capital in developing the country's economy by generating a product then it increases sustainable economic growth. The current state of the business world is experiencing intense competition. There are two things that must be done by businesses in the developing stage, which are the ability to produce products and the ability to face competition with other business people. (Intan Shaferi; Ekaningtyas Widiastuti, 2013).

One who contributes in development and growth of a country's economy is Small and Medium sized Enterprises (SMEs). In Indonesia, the government defines SMEs based on their assets and revenues according to Law No. 20/2008 shown in Table 1. SMEs stands for Micro, Small, and Medium which are approved as: "small companies owned and managed by a person or owned by a small group of people with a certain amount of wealth and income."

Table 1.1 Classification of SME

Type	Criteria	
	Maximum Asset (IDR)	Maximum Revenue (IDR)
Micro	50,000,000	300,000,000
Small	500,000,000	2,500,000,000
Medium	10,000,000,000	50,000,000,000

Source: Law No. 20/2008 about SMEs

According to the Cooperatives and SME Ministry, in 2018, Indonesia had 64.194.057 SMEs which contributed to around 60% of the country's GDP and absorbed 96% of the country's workforce. SMEs are the largest power of business corps in Indonesia and reflect more than 99% of the enterprise's quantity in Indonesia, but merely 57% of that

enhance value (Mourougane, 2012). Bandung has 371 SMEs engaged in various sectors including 100 tourism SMEs (Data.co.id, 2020). According to Kuncoro, SMEs have quite severe challenges in strengthening the national economy (Alief, 2015). Currently in the midst of globalization era competition makes SMEs must be able to face global challenges. SMEs are required to continue to innovate in developing products, increasing human resources and technology, and expanding their marketing. This is necessary in order to be able to minimize or even eliminate the causes of weak competitiveness faced by SMEs. Tambunan (2009) stated that Indonesian SMEs that are located in a huge city are facing a much harder competition without any entrance. In addition, SMEs have strong competition because the new markets in the country are from global commerce and are a warning to SMEs.

The result of the technology era relieves several aspects of human life, including tourism. Ministry of tourism data in 2019 shows local tourists numbers have been growing over 6.6 million people and compared to the previous years is up by 1.97%. Foreign tourists visiting Indonesia compared to the previous years also up by 4.86% in.

The latest data is updated by Data Statistics Agency (BPS) No. 25/03 / Year.XXII shows an increase in foreign tourist arrivals to Indonesia in January 2020 by 1,272,083 compared to the number in January 2019 by 1,201,735 or year to year presentation 5.85%, but decreased in month to month with a difference of 7.62% from December 2019.

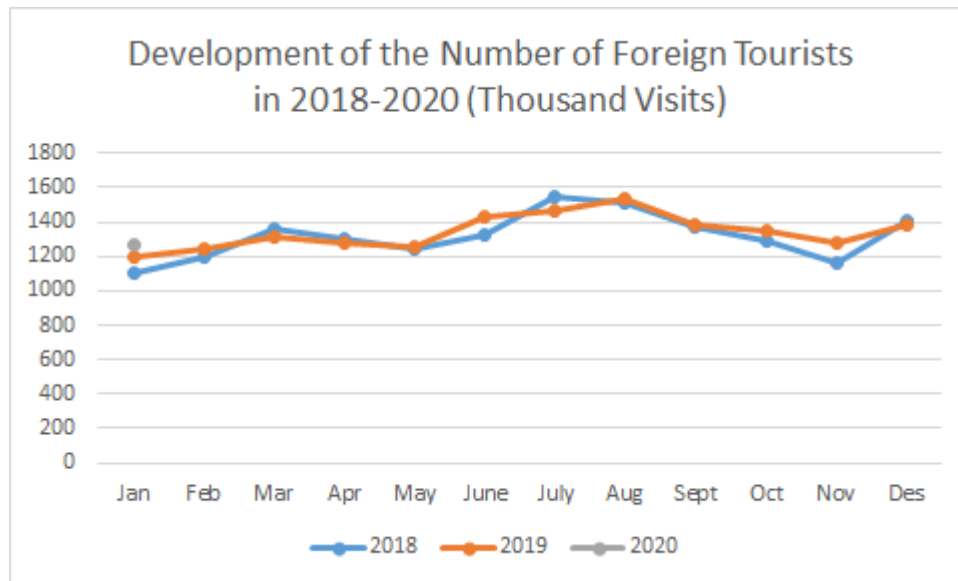


Figure 1.1 Number of Foreign Tourists in 2018-2020
Source: Data Statistics Agency (BPS) No. 25/03/Year.XXIII

Indonesia as a country in South-east Asia has a strategic spot because it consists of thousands of islands and makes the places interesting scenery to be visited. Bandung, capital of West Java, is one of the cities in Indonesia that is known as a tourist destination because it has a lot of potential tourism sector. Bandung is also known as Paris van Java because it has been a tourism icon in West Java and included top tourist destinations because it contributes to the advanced tourism index in Indonesia. In this study, the tourist sector business in Bandung is devoted to Medium-sized Enterprises. Along with many tourist areas in Indonesia, it can be an opportunity for Medium-sized Tourism in Bandung to drive the economy in their respective areas. Bandung tourism businesses give a big contribution to the city and country's economy. In addition, Medium-sized Tourism Enterprises destinations in their development must take a part to grow the number of visitors to boost destination attributes as the prosperity of life. The number of foreign tourists visiting West Java in 2019 is up from the previous year (Figure 2). Meanwhile, the number of domestic tourists visiting Bandung attractions in 2018 was 5,864,721 people, up by 80.23% from the previous year.

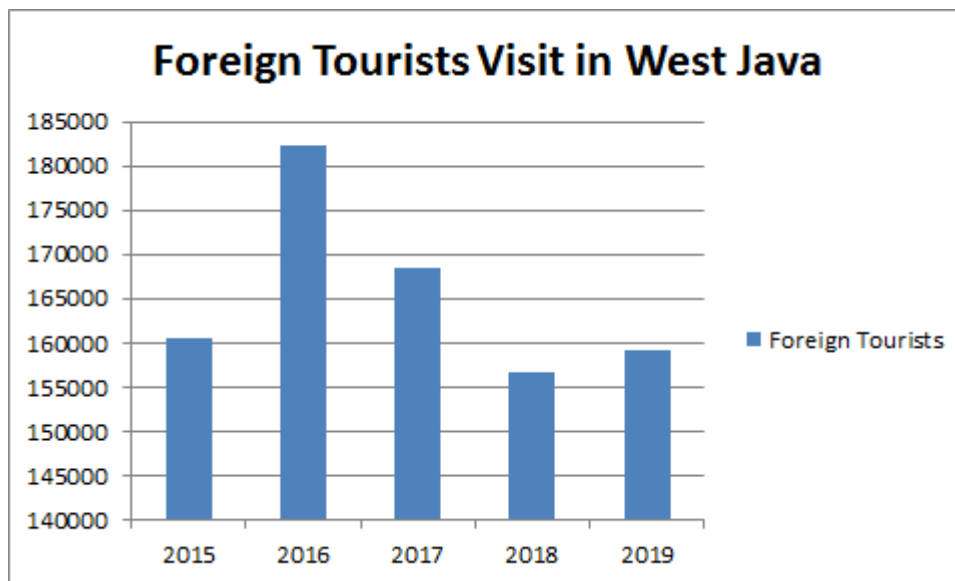


Figure 1.2 Foreign Tourists Visit in West Java
Source: Data Statistics Agency (BPS)

Bandung is not just a city that is home to millions of its citizens. Bandung has always been famous for its beauty. This city surrounded by mountains does save millions of natural beauty. Not only that, various kinds of interesting tourist destinations including recreational areas can be found in the city of Bandung. Besides being known as Paris Van Java and the City of Flowers, Bandung was nicknamed The Most European City in the East Indies, Bandung Excelsior, Centrum Van Indie Intelectuele, Europe in The Tropen, Permai City, Educational City, Creative City and Culinary City.

Definition of sustainable tourism according to Butler is as “tourism in a form which can sustain its survival in scope for an unlimited time” (1999, p. 36). Some important arguments about tourism sustainability are cultural susceptibility and tourism impacts from its evaluation. Thus, the nature of the industry of tourism business could be very unpredictable towards tourism development sustainability. It needs collaboration and partnership between agencies so that the tourism sector can grow and succeed in the long term (Bramwell, 2004). Tourism business players should be able to design tourism strategies well and on target. There should be commitment from all parties to participate to succeed the strategy so the tourism performance is increasing.

Page (2003) said that change explains the expansion of tourism via the years since tourism is a lively phenomenon. Change coming from communication between demand

and supply of tourists related to the destination. The discovery of these destinations surely takes elements of change over time. Changes or transformation that is particularly in the Bandung tourism sector must be facing problems about its destinations. The need for change is driven from the historical mindset by the evolution of tourism as a form of business activity each year, which represents ongoing events and changes. Continuity means that tourism is a form of lifestyle driver of people's leisure, while change is categorized as the evolution of tourism in the form of dynamic and ever-changing phenomena. Furthermore, to deal with business life and dynamic patterns, this study aims to understand Medium-sized Tourism Enterprises' change management strategy by quantitative method use questionnaire and qualitative use in-depth interview to be analyzed at the end. In addition, this research can be useful for the Medium-sized Tourism Enterprises in Bandung to apply the change management strategy in order to survive and be sustainable for the long run.

Tourism in this study is focused on fourteen travel agencies and two hotels located in Bandung. The intended travel agencies are commercial business activities that organize, and provide services for a person, a group of people, to travel with the primary purpose of traveling. The travel agencies discussed include business entities that carry out business travel activities at home and abroad. The scope of business activities is; making, selling and organizing tour packages; take care of individual or group transportation services that are administered; serving accommodation, restaurant and other tourist facilities; arrange travel documents; organizing travel guides; serving the organization of the convention. The hotel referred to in this study is a commercial establishment offering lodgings to travelers and sometimes to permanent residents, and often having restaurants, meeting rooms, stores, etc., that are available to the general public.

Organizational change is essential for companies that want to evolve and remain competitive, but organizational change can also be incredibly disruptive without a strategy to guide the transformation initiatives. Organizations in tourism sector must have the ability to change not just once, but, given the constant flux in the business environment, as a normal response to changes in their environment.

The author in this study wants to know how the responses made by the research subject to changes in the business environment, then things that must be implemented in making change management strategies, and the perceived limitations in making changes to the organization. The development of the tourism SMEs capacity for change may be limited by the lack of resources and by the concentration on specific change projects. On the other side, SMEs may successfully foster such a capacity by strengthening such organizational dimensions as flexibility, learning, and a culture of change.

1.2 Research Question

There are three research questions for this research study. They are made to guide the focus of research efforts. In addition, they are designed to obtain specific answers related to change management, identified as problems to see the effect on the sustainability of Medium-sized Tourism Enterprises.

1. How does the Medium-sized Tourism Enterprises in Bandung respond to changes in the business environment?
2. What things that Medium-sized Tourism Enterprises in Bandung feels need to be developed to implement change management strategies?
3. What is the limitation in making changes to the organization of Medium-sized Tourism Enterprises for its sustainability?

1.3 Research Objective

The purpose of this research is to analyze the change management model applied by Medium-sized Tourism and its impact on their organization sustainability. The objective of this research consist of:

1. To understand how the Medium-sized Tourism Enterprises in Bandung respond to changes in the business environment.
2. To understand what things that Medium-sized Tourism Enterprises in Bandung feels need to be developed to implement change management strategies.
3. To understand the limitation in making changes to the organization of Medium-sized Tourism Enterprises for its sustainability.

1.4 Research Scope and Limitation

This research is aimed and focused to analyze the Change Management strategy of Medium-sized Enterprises of the tourism business sector in Bandung. Thus, the scope of this research is Medium-sized Tourism Enterprises in Bandung. SMEs' minimum age is three years and has a minimum of five employees (Muditomo, 2012). The enterprises originated from local and sixteen will be samples located in Bandung. The limitation is change management strategies implemented by organizations in their business environment in order to bring the organization into sustainability and data collection based on 16 samples from 100 populations.

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CHAPTER 2

LITERATURE REVIEW

2.1 Change Management

Moran and Brightman (2001) explain the meaning of change management as a stage to continually renew the structure, direction, and organization's ability to service changes that always occur to external and internal organization. Change asks for a current situation towards development and has an impact on the methods. Organizations change with the purpose to adjust the needs and optimize their culture to be more competitive in the future. Furthermore, the objective is through change management, peak enterprise achievement must be taken. (Guimaraes and Armstrong, 1998).

Change management is necessary to enterprises, it is capable to successfully manage a skill (Senior, 2002). Self and Schraeder (2009) said that change management has special condition and distinct tactics that could increase their achievement. According to Austin and Curie (2003), change indicates to an entity that changed, for example, the introduction of a new system. At the time change is influenced to an organisation, it influences the processes and systems within an organisation. It is a route to switchover individuals, teams, and organizations to a hoped future conditions (Kotter, 2011). It shows that change concerns about going to next work and conditions while change management refers to techniques, processes or tools for influence that change. Moran and Brightman (2001) stated that change is about the nonlinear things that there is no clear beginning and end, powerful change is for top-down or down-top processing that ties with measurements because it has a significant people ideality, and the last is change is the number of objectives and progress improvement. Change management requires careful planning, implementing concrete action plan and involving everyone in the organization who are affected by these changes. Problems may occur only if the change is made in a constrained way. It is necessary that a change be realistic, achievable and measurable. It can be concluded that change management improves the organization's leadership while increasing productivity to the maximum level.

Change is uncertain in the future since it could pay attention to the society's worth, skills, and excellence, so the human resources in the organization do not help out

change except that they are confident towards the change. The community might have embedded itself in the status quo; and then declining the change will dodge the uncertain future of organizational business (Cummings and Worley, 2004)

2.1.1 Change Management Models and Frameworks

Change not depending on majesty and years but happens over in all of the businesses. The world changes fast that makes the organizations shall be changed rapidly in developing and surviving organization (Alvesson & Sveningsson, 2008). Models and theories indicated in control to the organization changes for leaders to observe, evaluate and purpose changes with arrangement to its surroundings watch the scheme of change by people, outcomes, technology and trade (Van Ossten, 2006).

The STAR model that aims to help direct the design process and build organizations was introduced by Galbraith in the 1980s. This robust yet simple design is shown in Figure 3 and 4. In its application it requires different strategies for different organizations. Strategy is defined as a collection of abilities where the organization must be able to achieve strategic objectives. The responsibility of the leader is to design and influence the structure, processes, rewards, and people practices to build capabilities as needs. Rows of ideas are fundamental to Star Model. The points represented in the model in each element of the organization function to support the strategy. The more desired actions and behaviors are strengthened by structure, processes, rewards, and people practices, the better the organization's ability to achieve its objectives is shown. In addition to the harmony that must be possessed by the organization, flexibility is also needed to recognize and respond to opportunities and threats. (Kates & Galbraith, 2007).

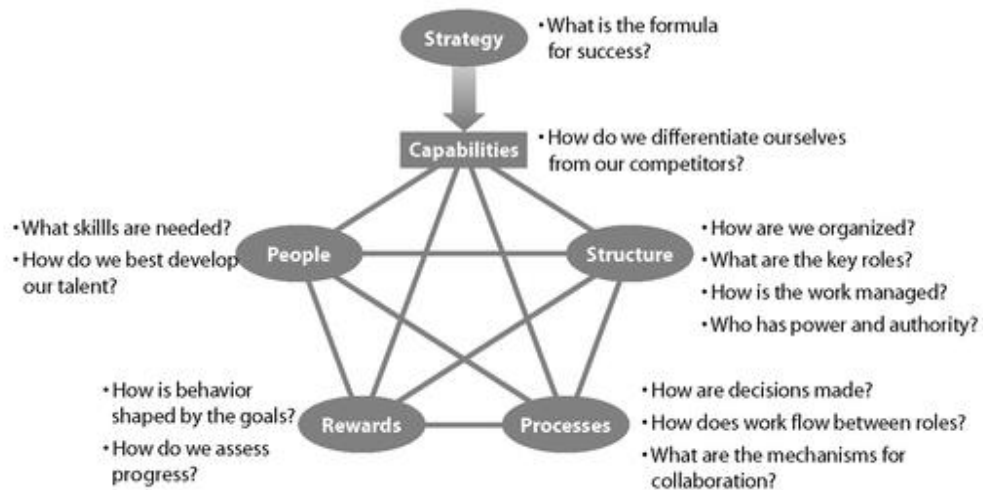


Figure 2.1 Star Model (Kates & Galbraith, 2007)

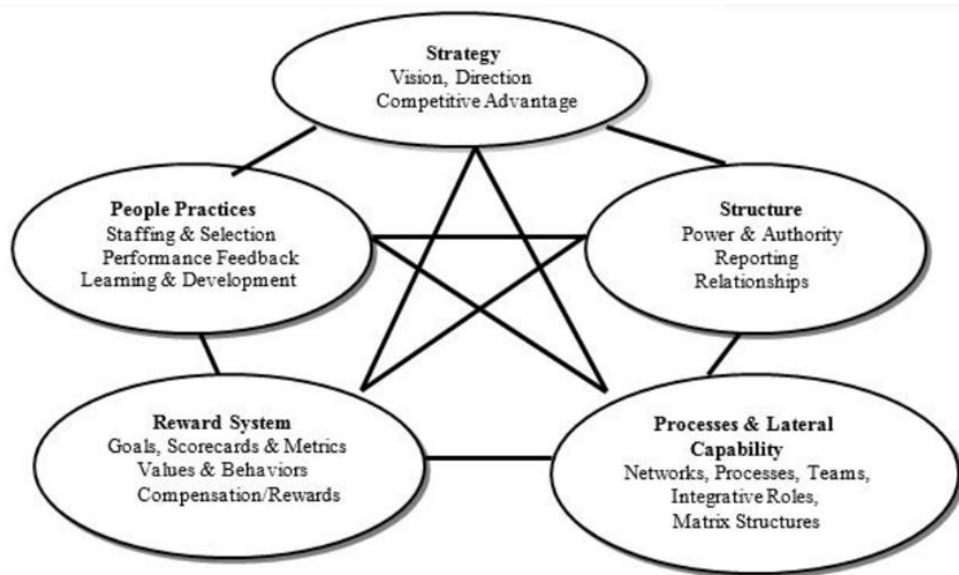
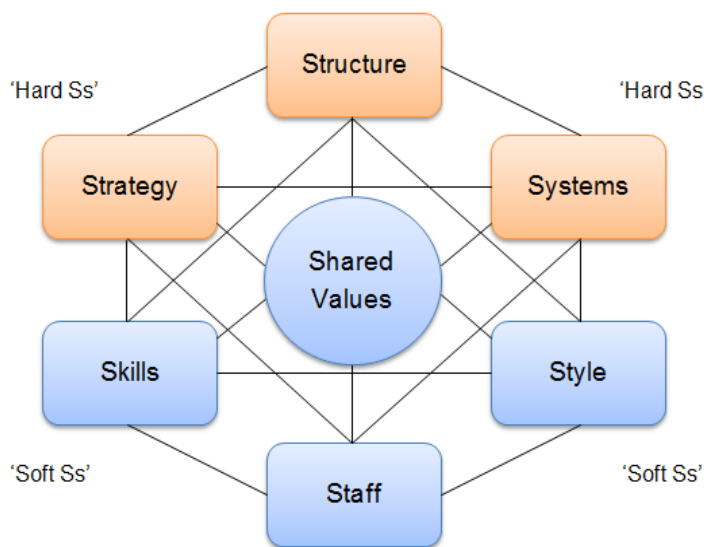


Figure 2.2 Star Model (Galbraith, 1995)

The McKinsey model signifies seven areas of change and then divides into two categories, soft and hard. Strategy, systems, and structure are included in hard fields, while skills, style, staff, and shared values are included in soft fields which are difficult to manage in general but can be well thought out as evidence of the competitiveness of sustainability gains and organizational basis. Strategy is an arrangement developed to achieve sustainable competitive advantage along with strong mission, vision and values. Structure is part of a company organizational chart that shows the appropriate tasks in the unit based on labor and hierarchy. A system is a process and activity that is reflected

in day-to-day work and about how to gather policy makers or arrange in detail about how a business is practically settled. Skills show the ability or strength and competence to solve a particular problem. Style is a picture of how top management manages the organization and organizational performance as a result of their leadership style. Shared values concern the criteria and a basis for assessing how workers behave and act which will be considered as the basis of the organization. (Peters & Waterman, 1982).



*Figure 2.3 McKinsey's Model
(Peters, T. and Waterman, R.,1982)*

Table 2.1 Comparison Between Change Management Models

Model	Implications
STAR	• In a fast-changing business environment, and in matrix organizations, structure is becoming less important, while processes, rewards, and people are becoming more important. • Different strategies lead to different organizations. The combination of designs, that should be chosen is the one that best meets the criteria derived from the strategy. • Interweaving nature of the lines that form the star shape. For an organization to be effective, all the policies must be aligned and interacting harmoniously with one another.
7S Mc-Kinsey	• Examine the likely effects of future changes in the organization, or to align departments and processes during organizational merger,

	new systems, and change of leadership. • To identify which elements need to realign to improve performance, or to maintain alignment and performance during other changes. • Assesses the wellbeing of seven internal factors of an organization as a means of determining whether a company has the structural support to be successful.
--	---

Organizational effectiveness exists because of the interrelating relationships between factors and the success of changes that require attraction at the relationships level. The strategy must be clear so that there are criteria that form the basis of other decisions. (Palmer, I., 2009). Therefore, the author chose the Star Model framework because it also represented the most comprehensive model for how some organizations were structured, and offered a systemic framework that guided the investigation.

2.1.1.1 *Star Model Framework*

The model consists of (a) “strategy,” or what the respective department /functional unit are trying to accomplish (the department’s mission); (b) “structure” that promotes interrelationships or abilities in the delivery of learning and services between staff, customers and beneficiaries.; (c) the “processes” employed to break down traditional vertical, horizontal, external, geographic structures and barriers; (d) the “people practices” of how learning and services are created, coordinated, and managed within the department; and (e) what “rewards/accountability” systems are in place to motivate cross-functional behaviors. It is an outline about one critically thinking holistically about the five major components of the organization design. The model shows a chief module of the design and direction of the organization. (Galbraith et al., 2002).

Alignment of ideas is the most basic thing in the Star Model. The more expected actions and behaviors are strengthened by structure, processes, rewards, and shared values, the better the organization's ability to achieve its objectives. Initial alignment is also very important because it can bring the organization back to its path when circumstances change. The interrelationship between resources, the stages of the process used, and the thought capital that influences current success will have an impact on making plans for

the future. This creates efficiency when in a stable condition. Flexibility to know and respond to opportunities and threats is needed in organizations to achieve harmony. The design aims to maintain organizational clarity and simplicity for customers and employees. Managing the complexity created by organizational design is the task of leaders and managers. (Kates & Galbraith, 2007).

In conclusion, management must align procedures in order for their association to remain influential and successful. These procedures must combine in a consistent way. By creating such alignment, management can use the procedures to converse strongly. The star model further shows that management has the ability to regulate procedure, influence performance, and organizational effectiveness (Galbraith et al., 2002; Kates & Galbraith, 2007).

2.1.1.1.1 Strategy

Strategy set the direction of the organization. Management can use the direction of the organization in broad terms to incorporate their vision, short-and long-term goals. It sets out the basic direction of the organization, the products and amenities delivered, the markets examined, and the worth presented to the client. The direction of the organization also stipulates foundations of economic benefits (Galbraith et al., 2002).

Strategy is a formula that is designed to determine the company's success. The strategy comes from the responsiveness of a leadership related to external factors (competitors, suppliers, customers, and the existence of technology) to support the company. Then the leader will combine their understanding of the relationship between organizational strength and external factors. An organizational strategy is needed as the main foundation in the process of designing an organization. Different implementation strategies require different organizational and design capabilities. Increasing the possibility of building the right organizational capabilities begins with accuracy in choosing a design. Design criteria in each design that has been decided can be tested as a determination whether the bias can help to create the desired organizational capabilities or not. The following is an explanation of organizational capabilities:

- Unique or different from the others, a collection of skills that blend and become a unified whole, processes, and abilities possessed by humans. This does not explain simple technology or programs that can be copied from other companies.
- Created to be applied in an organization. They are not traded and conferred by rules or monopoly positions. The reality is that they have experienced internal development, refinement and protection.
- Organizations are distinguished based on their factors and can provide competitive advantages. This is very important because there are many good aspects that must be owned by the company, just like its competitors, although only a few really need to be better.

The initial step in designing and explaining the relationship between strategy and organizational form is the process of identifying organizational capabilities. Once identified, it will produce a collection of organizational implications that aim to form a fundamental discussion of alternatives (Kates & Galbraith, 2007).

2.1.1.1.2 Structure

The structure of organizations, entails the position of prescribed control within an organization as well as the core modules, such as organizational departments, their chain of command, and interactivity. Distinction between internal modules are situated around their purposes and then subsequently organized constructed upon supervisory proficiencies. Deals with the location of authority and placement of people and decision-making within the organization. It stands up for specialization at the first, then second is form, and the last is distribution of power and departmentalization (Galbraith et al., 2002). The specialization explains about the type and amount of work force used as part of doing work. The form alludes to a collection of individuals that crosses control at each level of the structure. Issues discussed in centralization or decentralization are included in the vertical measurement in the distribution of power. The reason for forming offices / functional units at each level of the structure is the term of departmentalization. Measurement of the forms of work processes, markets, and clients is a standard measurement (Galbraith et al., 2002).

Power and authority are formally determined by the organizational structure. The organizational structure must be precise and correct so that it is easy to align between other design elements. Structure influences the interrelationship of reports, power distribution, and communication channels. This is to see who is in contact with whom. Structure interprets a message about what work is most important. If the strategy is not supported by a nominal structure, then all workers in the organization will feel that they are working in a constrained environment. (Kates & Galbraith, 2007).

2.1.1.1.3 Processes

Evidence and choice procedures intersect the structure of the organization. Thinking of structure as the composition of the association, one can see that the procedures represent the organization's composition. Leadership procedures go vertically and horizontally. Vertical procedures are usually planning and budgeting processes that are central to effective functioning. Leadership designed horizontal (i.e., lateral procedures) according to labor by creating novel products and fulfilling customers' orders. Procedure and lateral competency allows the business to combine the correct individuals to explain setbacks, generate prospects, and complete trials (Galbraith et al., 2002).

The process is defined as a collection of activities that are interconnected to move information to upper and lower management levels and across the organization. This includes work processes, such as planning and estimating sales, business portfolio management, pricing, standard development, capacitation management, and conflict decisions. Processes that go beyond organizational boundaries will force parts of the organizational unit to work together to stay on the right path. The unit works vertically or laterally is determined by the design in the process because it has a very significant effect. (Kates & Galbraith, 2007, p.17).

2.1.1.1.4 Rewards

Management can use the reward scheme to support the employee objective along with the association. A scheme that can provide inspiration and persuasion to achieve strategy is a gift. Management can use the association's reward scheme to outline

procedures of the company that control employee incomes, advancements, advantages, and qualities (Galbraith et al., 2002).

Rewards relate to the behavior and performance of individuals with the goals held by the organization. Rewards motivates employees to work and strengthen behaviors that can add value to the organization, through salary, bonuses, stock, benefits, and recognition. How to create incentives to form collaborative behavior patterns is a major challenge in designing metrics and rewards. Cross-unit coordination has a very large role in determining the steps of awarding rewards, and it is not recommended to make simple steps that work for independent units because it cannot drive business results within the organization. (Kates & Galbraith, 2007).

2.1.1.1.5 People Practices

People practices govern human resource policies, which can include employment, preparation, improvement, and performance management. Management can create policies for use with human resources and combine these to influence the appropriate aptitude necessary to strategize and construct the association, producing the abilities to apply any direction chosen for the company. (Galbraith et al., 2002, p. 20)

Through people practices, human resource policies are explained in terms of selection, staffing, training, and development that are formed to help create the abilities and mindsets that workers must have because they are needed to support the implementation of organizational strategy. The complexity of an organization requires employees at all levels to have a collection of basic competencies as material for cross-organizational interaction. People want to actively participate in teams and make decisions that consider all aspects of perspective. The choices and developments made by the organization regarding competence include the ability to:

- Look at the issues in a holistic viewpoint also cross-cultural and cross-functional perspective
- Negotiating and influencing without having formal authority or positional power
- Able to work well through informal media and building relationships
- Doing collaboration without compromise or intimidation and advocacy

- Distribute the rights and resources of decisions, then make joint decisions together with colleagues
- Conflict resolution and exhibition flexibility

(Kates & Galbraith, 2007 p.22).

2.2 Sustainability and Organizational Change

Many scholars give a recommendation about the way for the application of corporate sustainability fundamental guides via the application oriented towards sustainability organizational culture. Achieving greater sustainability is a major challenge in the management of organizational change in the contemporary world (Benn, Dunphy, & Griffiths, 2014). In sustainable development there are very diverse challenges, for example criteria that explain how to ask for the delivery of environmental, social, ethical and economic results. Managers are not only vigilant and focus on cost reduction and risk control in creating shareholder value, but also on developing innovation, enhancing the company's good name among external stakeholders and building quality growth directions for the future (De Matos & Clegg, 2013).

2.3 Sustainable Tourism

The World Tourism Organization gives a definition about sustainable tourism as follows : The development of sustainable tourism should preserve and generate opportunities for the future, plus meet the needs of the tourists who are currently present and also include destinations. Sustainable tourism is described as a direction for managing resources in the social, economic, and aesthetic needs that can be met while maintaining cultural sincerity, essential ecological processes, and life support systems (Liburd and Edwards, 2010).

The concept of sustainable tourism has appeared with the purpose of minimizing the negative effects of tourism activities, and become commonly accepted as a desirable and politically suitable approach to the development of the tourism sector (Sharpley, 2000). The aim of sustainable tourism is to build an equilibrium among secure the environment, preserved cultural integrity, ascertaining social equity and push economic advantages, and fulfill the needs of the host occupant in accordance with

improved standard of living (Liu et al., 2013). Sustainable tourism is a tourism that considers the impact of the economy, social, and environment at the moment and in the future and fulfills the need of visitors, industry, environment, and the local community. Mass tourism and other types of tourism activities are included in the application of forms of tourism activities in all types of tourist destinations. (Indonesia Sustainable Tourism Award, 2017:9). Then, another explanation mentions that sustainable tourism is tourism that meets the needs of present generations without compromising the ability of future generations to meet their own needs (Weaver and Lawton, 2014:322). Some things or strategies that can be done to realize sustainable tourism have been elaborated at glance in A Guidance Booklet of Sustainable Tourism Destination Awards (2017). Contained in this booklet is the development of tourist object accessibility, facilities in and around attractions, tourism activities in and around attractions that consider the capacity and carrying capacity of economic growth, the environment, social, health, cultural heritage, safety, and aesthetics. The parties involved must refer to the sustainability standard which involves important aspects, such as management of the tourist area, hotel, tourism operations, homestay, and others.

2.4 Medium-sized Tourism Enterprises

Entrepreneurs should be seen as actors, whose own values and experiences affect their business decisions (Storti, 2011). So, the private occupation strongly influences the tendency towards sustainability practices (Puhakka and al, 2009). Tourism enterprises nowadays deal with changes that are very radical at the start of the new generation of millenia (Al-Kasasbeh et al., 2016:106). Travel agencies are such an example of tourism business SMEs enterprises (Ghorbani and Iran, 2013:77). If there is no proper recognition of how tourism is noticed by communities who manage local resources, there will appear a risk that sustainable tourism will not happen (Hardy and Beeton, 2001). The composition of tourism organizations will be changed by the threats in the future (Koo et al., 2015:1). Over an accurately purposeful and executed strategy of tourism development, decision makers can transform a state's primary resources into large demands of economic capital (World Tourism Organization, 2015).

Entrepreneurs in the tourism sector will have many new ideas from various sources, including the following:

- a. Abilities, skills, and talents: The more you stimulate creativity in yourself shows that the more practice you do.
- b. Common needs: From the needs that arise everyday will generate ideas.
- c. Existing situation: Maybe it has been out there that has been disturbing people's minds and has been asking themselves questions: Why don't they do it right away, that way or this way?
- d. An everyday problem: Entrepreneurs with their creative thinking to solve the problems are based on finding some ideas from customers, channels, existing businesses, government patent office, and investigation and development (Botha et al., 2006).

In addition, if the strategy is effective, a connection between growth in the tourism industry and growth in the economy will be general. For example, empirical criticism of the relationship between tourism growth and economic growth in the Organization for Economic Co-operation and Development (OECD) and non-OECD countries deduced causal relations stem from tourism growth to economic development in OECD countries (Lee and Chang, 2008, p. 191). This is a notably prominent point based on the forecasts from the World Tourism Organization (WTO) that 1.8 billion people in 2030 will take part in the tourism sector (World Tourism Organization, 2015). Thus, nations must be active to develop management tactics about the destination and strategies to reflect a positive figure also increasing tourism earnings share (Lee, Rodriguez, & Sar, 2012).

CHAPTER 3

METHODOLOGY

3.1 Research Design

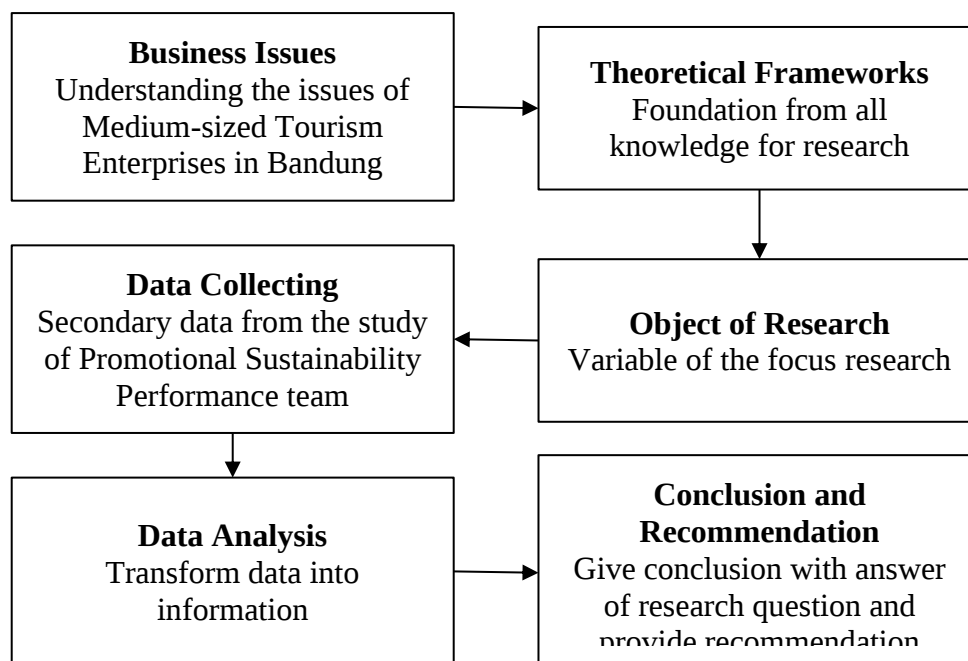


Figure 3.1 Research Design

In the beginning, the author will understand the problems that are happening now or for the long term in Medium-sized Tourism Enterprises. These may prevent the business from executing strategy and achieving goals. Business issues could threaten the long term survival of the company. Then make a concept about the theoretical framework to describe the theory of Change Management and its models, Sustainability and Organizational Change, Sustainable Tourism, and Medium-sized Tourism Enterprises exist. The authors will focus on what the research is trying to achieve based on the variables. Then the author will collect data based on secondary data from the study of the Promotional Sustainability Performance team. The data obtained will be analyzed and transformed into information that will later be processed again using descriptive quantitative and Content Analysis. The results obtained will be useful information in the explanation of the conclusions that answer the research question, as well as recommendations for the author's object.

3.1.1 Research Methodology

Research methodology used in a research to collect, put together and assess the data use tools to obtain certain information in a particular research study. In this research, the author will use Mixed methods. A mixed method design is the type of research which involves collecting, analyzing and combining based on quantitative and qualitative data of the research process phase inside its study, also used to conceive a research problem entirely (adapted from Creswell, 2014). The first step will be gathered and analysed by quantitative research, then qualitative data research to support the quantitative data will be followed.

3.2 Data Collection

3.2.1 Quantitative

Promoting Sustainable Performance (PSP) by Birmingham City University (Gkikas, Gilman, and Febriansyah, 2017) as the questionnaire will be used in this research. This questionnaire involves 16 Medium-sized Tourism Enterprises owners/managers as the respondents. It enhances broad data that will be analysed later and as the first-hand information from certain Medium-sized Tourism Enterprises' respondents (owners/managers).

3.2.2 Qualitative

Qualitative research aims to represent and analyze problems or phenomena from the point of view of the participants that are being studied, and to produce recent ideas or theories (Viswambharan and Priya, 2016). Data obtained through methods such as in-depth interview in the narrative form with informants from company representatives. In-depth interview is the distinctive resource of information for qualitative researchers (DiCicco-Bloom and Crabtree, 2006). The interview with a small number of respondents that are selected will be carried to conduct intensive individual interviews and explore their perspectives on a particular content of the topic.

3.3 Selected Research Participants

3.3.1 Quantitative

Respondents were taken from 16 Medium-sized Tourism Enterprises in Bandung that asked to retrieve data based on questionnaire answers that will be analyzed for the next stage. The selected respondents have been determined by Birmingham City University with their consideration and the research team only accepts the number of respondents' results without discussion being held.

Table 3.1 List of Questionnaire Respondents

No	Company	No	Company
1	HS	9	AT
2	HI	10	DH
3	NTT	11	ETB
4	RTT	12	QTT
5	ATT	13	CV. BF
6	BT	14	ATO
7	FTT	15	EBTT
8	SV	16	BT

3.3.2 Qualitative

There are four selected informants Medium-sized Tourism Enterprises in Bandung that will be taking an interview session to get more in-depth data related to the topic and purpose of this research. The selection of four informants from 16 respondents was based on the age of the business, how to answer well structured in the questionnaire, its characteristics, and company background. Business age has a positive and significant effect on the success of UK business performance. This indicates that the longer a company operates, it will increase the success of business performance. Because the business age of the company is quite high, it can be concluded that the success of SME business performance as an informant is quite high. The characteristics means a feature or quality belonging typically to an organization. Company background that tells about its setback and comeback from the failures.

Table 3.2 List of Interview Informants

No	Company	Informant (s)	Position	Date Retrieval
1	QTT	Ap	CEO	2 May 2020
2	ATO	PRM	Owner	20 April 2020
3	AT	Tg	Owner	25 February 2020
4	SV	Dn	CEO	27 February 2020

3.4 Data Processing

3.4.1 Measurement Tools

The measuring instruments that will be used by the author are electronic questionnaire blueprint as a detailed framework for policy making which includes setting goals and objectives, strategies, and focusing on activities or steps implementation that must be carried out by sections with the subject of this research (Change Management and Sustainability) and the interview protocol with informants who contribute to the information in this study.

3.4.1.1 Blueprint Questionnaire

The blueprint is presented in a tabular form that contains the component's attributes that have items, and indicators for each component. In writing blueprint items can give an idea of the contents of the scale, and also can be a guideline for me to be in the right measuring scope. From two variables, the author generates 50 items. Based on the explanation above, the blueprint that author use is as follows:

Table 3.3 Blueprint Questionnaire

Variable	Component	Indicator	Number of Items
Change Management	Strategy	1.Management and Strategy 2.Marketing and Competition 3.Supply Chain 4.Growth 5.Innovation 6.Technology	21
	Structure	1.Background	9

	Processes	1.Sales 2.Pricing	4
	Rewards	1.Payment	2
	People	1.Human Resource Management 2.Training and Development 3.Performance Management	8
Sustainability	Sustainable Development	1. Corporate Social Responsibility 2.Length of Business 3.International Business	6

Table below shows the questions taken from the research questionnaire for this study material.

Table 3.4 Questionnaire Question.

Component: Strategy	
No	Question (s)
1	“Do you know for certain the challenges your business will face in achieving organizational development and future performance improvement?”
2	“How many competitors does the company have for its main product or service?”
3	“In the past 3 years, has your business entered into a formal / informal collaboration or collaboration agreement?”
4	“Is this formal / informal collaboration or collaboration with:”
5	“In your opinion, which of the following statements best describes the term 'main customer' in your business? "The main customers for our organization are those ..." (choose as many as possible)”
6	“In your opinion, which of the following statements best describes the term 'main supplier' for your business? "The main supplier for our business is the one ..." (choose as many as is appropriate for the situation)”
7	“In terms of suppliers, how many suppliers do you have and how many do you refer to as main suppliers?”
8	“Starting with the most important, mention 3 factors that support the growth of your business over the past 3 years:”

9	“Starting with the most important, mention 3 factors that have limited your business growth over the past 3 years:”
10	“For the next 3 years, what factors do you consider to develop your business growth (write down these three factors):”
11	“For the next 3 years, what factors do you consider to be inhibiting your business growth: (write down these three factors)”
12	“How your business is managed?”
13	“Does your business have a strategic plan?”
14	“Are these issues included in your business strategy plan? (Choose as much as possible)”
15	“Who made the strategic plan?”
16	“With whom is the strategic plan communicated?”
17	“Over the past 3 years, has your company introduced product / service innovation through:”
18	“Over the past 3 years, did your company introduce process innovation through:”
19	“Over the past 3 years, what are the inhibiting factors in meeting the innovation goals in your company?”
20	“Do you use technology in the following fields?”
21	“How long term investment is made in your business?”
Component: Structure	
No	Question(s)
1	“What year was your organization founded?”
2	“Was this organization established as:”
3	“What is your line of business:”
4	“Approximately what percentage (%) proportion of the business sectors owned by the following capital holders (the sum of all must be 100%)”
5	“Approximately what percentage (%) proportion of the business sectors are managed by the following capital holders (the sum of all must be 100%)”
6	“How many employees do you currently have”
7	“In the next 12 months, what do you want for your line of business”

8	“Approximately, in the past year, what percentage (%) of the proportion of sales achieved in the following marketing locations? (total must be 100%)”
9	“If the proportion is outside of Indonesia, then mention the main international market that you serve!”
Component: Processes	
No	Question(s)
1	“Approximately, in the past year, what proportion (%) of your profits in international sales have been achieved through the following? (total must be 100%)”
2	“For your main product / service, which best describes the sales you have been serving lately?”
3	“In the past year, what proportion (%) have your sales achieved through each of the strategic approaches below?”
4	“In the last year or so, what was your total sales turnover?”
Component: Rewards	
1	“Does your line of business collect data about the following things?”
2	“Which is the most appropriate among the choices below that can describe how you pay for employee services?”
Component: People	
No	Question(s)
1	“Does your business have a special manager who is solely responsible or with other units in handling matters regarding HR?”
2	“Does your line of business use the following human resource practices?”
3	“Does the manager communicate with employees using the following method?”
4	“Approximately how many hours a general employee works in one week?”
5	“In this year, Does your business allocate a special budget for employee training?”
6	“On average, how many days per year each employee gets training?”
7	“Where training is usually held?”
8	“In the past 3 years, has the employee received the following training or skills

	development:"
Component: Sustainability	
1	“What generation are your line of business in the family?”
2	“What this business is”
3	“What year did your business start to join in international activities on an ongoing basis?”
4	“Over the next 3 years, if you promote your business as an 'environmentally friendly' company, will it affect the development of your business?”
5	“Have you ever taken the initiative to consider or implement corporate social responsibility that involves the following matters?”
6	“If anything, anything that has been implemented in your company?”

3.4.2 Data Processing Plan

There are two types of data processing in this research. First is quantitative descriptive to find out the value of an independent variable, either one or more variables (independent) without making comparisons or connecting with other variables. Second is using Content Analysis in deep levels from the data of interviews results.

3.5 Data Analysis

As already mentioned in the research methodology, the author uses mixed methods with *Explanatory Sequential Mixed Methods Design* types and will be conducted in two stages, quantitative and qualitative phase. The advantage of this design is to have the qualitative data help explain in more detail the initial quantitative results (Creswell, 2014). Afterwards, in this analysis tools will be used Descriptive Quantitative and Content Analysis. There will be descriptive hypotheses that are determined by setting certain criteria or based on theoretical studies by the author, while for Content Analysis is to analyze, collect and archive almost any data type and connect to author transcribed data.

3.6 Conclusion and Recommendation

The Author uses mixed methods in this study by combining quantitative and qualitative data. Data will be obtained based on the author's target subject in Medium-sized Tourism Enterprises in Bandung through questionnaires and in-depth interviews in

accordance with the procedure of explaining sequential mixed design methods. Next stage is analysing data using Descriptive Quantitative and Content Analysis to interpret and analyze data for appropriate results. The final results of research analysis obtained can be input for the research subject or can be used as further research material related to the topic.

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CHAPTER 4

DATA ANALYSIS

4.1 Introduction

This research study was conducted to analyze the impact of change management towards sustainability of medium-sized tourism enterprises in Bandung using the Star model framework. The study was guided by the research question that was presented in three parts: a) How does the Medium-sized Tourism Enterprises in Bandung respond to changes in the business environment? b) What things that Medium-sized Tourism Enterprises in Bandung feels need to be developed to implement change management strategies? c) What is the limitation in making changes to the organization of Medium-sized Tourism Enterprises for its sustainability? To answer these questions, I conducted scholarly research and literature reviews, and used secondary data from participants who were involved in author's research by medium-sized tourism entrepreneurs in Bandung. According to Jay Galbraith (2002), sustainability must be embedded in organizational culture to achieve its true value. He developed a star model, explaining five important elements for changing organizational culture; strategy, structure, process, rewards, and people practice. The five elements have to be closely intertwined with change management to gain competitive advantage. A closer look at all these elements will reflect the importance of change management in organizational sustainability, bringing a positive change. The author links this analysis to the Star Model, and sustainability section.

Table 4.1 Exposure of linkage for Star Model and sustainability.

Strategy	To understand the management and strategy that was conducted by Medium-sized Tourism Enterprises.
Structure	To understand a system for how Medium-sized Tourism Enterprises organization's activities are directed in order to achieve its goals
Processes	To understand interrelated activities for sending information to upper and lower management sections as well as within the entire organization in Medium-sized Tourism Enterprise.
Rewards	To understand the reward scheme to support the employee objective

	with the objectives of the association in Medium-sized Tourism Enterprises.
People	To understand the strategic approach to the effective management of people in Medium-sized Tourism Enterprises organization such that they help their business gain a competitive advantage.
Sustainability	To understand the ability of Medium-sized Tourism Enterprises to maintain the organization at a certain rate or level.

4.2 Quantitative Data Analysis

The stages in quantitative research are first by stating the problem and bringing about the formation of hypotheses, literature review, and the analysis of quantitative data. The findings from quantitative research will be clear, predictable, and confirmed. (Creswell, 2014). In this analysis, the author carried out a Questionnaire of 16 Medium-sized Tourism Enterprises in Bandung City with the owners or managers as respondents.

Table 4.2 List of Respondents of Medium-sized Tourism Enterprises

Respondent (s)	Gender	Age	Education
HS	Male	47	Diploma II
HI	Female	36	STPB
NTT	Male	27	Bachelor Degree
RTT	Male	33	Bachelor Degree
ATT	Male	32	Bachelor Degree
TB	Male	34	Master Degree
FTT	Male	38	Bachelor Degree
SV	Male	43	Bachelor Degree
AT	Male	40	Elementary School
DH	Male	37	Senior High School
ETB	Male	28	Bachelor Degree
QTT	Male	42	Bachelor Degree
CV.BF	Female	38	Bachelor Degree

ATO	Male	28	Bachelor Degree
EBTT	Male	42	Bachelor Degree
BT	Female	40	Diploma I

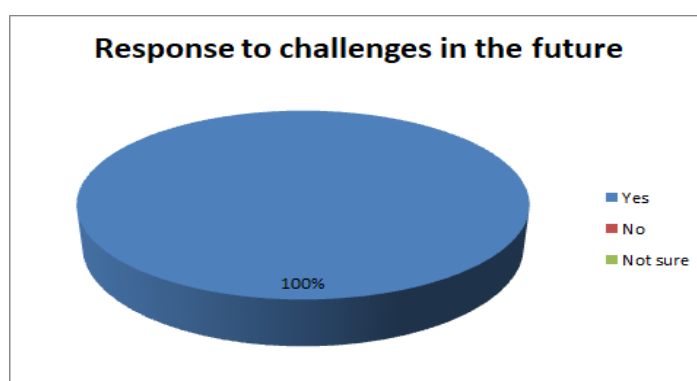
The result of the Questionnaire is divided into six groups, each of which becomes the supporting data for the next step conducting the In-depth Interview analysis.

4.2.1 Understanding the management and strategy that was conducted by Medium-sized Tourism Enterprises.

- Reaction to see the world of future competition

Every business experiences problems and barriers, and the author wants to see how the manager / owner's perspective on challenges in achieving organizational development and future performance improvements.

Graph 1.1 below explains the Medium-sized Tourism Enterprises responses to situations that will be faced with in the future.

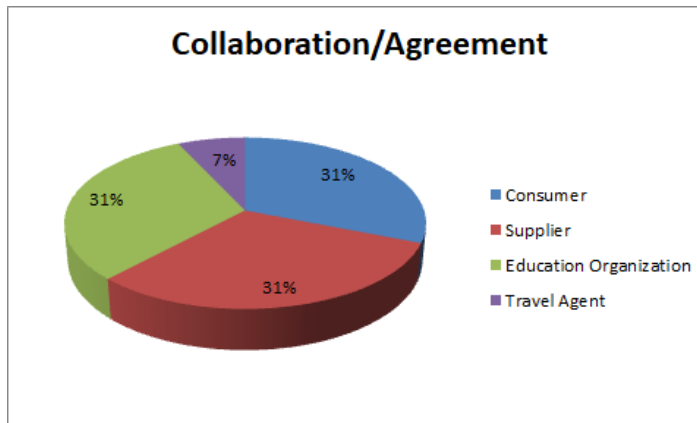


Graph 4.1 Medium-sized Tourism Enterprises Response to Challenges In The Future.

- Business collaboration or agreement with parties

Set of direction conducted with other parties that have internal or external common goals to solve problems or achieve missions through a variety of skills, strengths, and points of view for the past three years.

Graph 1.2 below explains the Medium-sized Tourism Enterprises making connections with whom they collaborated in one form of planned.

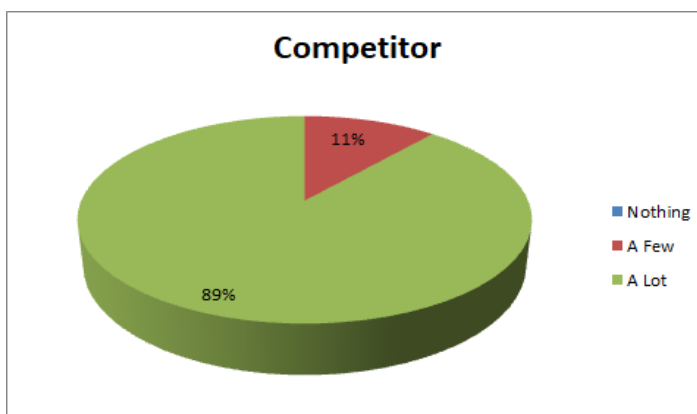


Graph 4.2 Medium-sized Tourism Enterprises Collaboration or Agreement with Parties.

- Market and competition that happened in Medium-Sized Tourism Enterprises

The existence of competitors owned for the main product or service in the same niche that is faced in the market as a challenge to keep maintaining the business.

Graph 1.3 below explains the awareness of the competitors presence that Medium-sized Tourism Enterprises has for its main product or service.

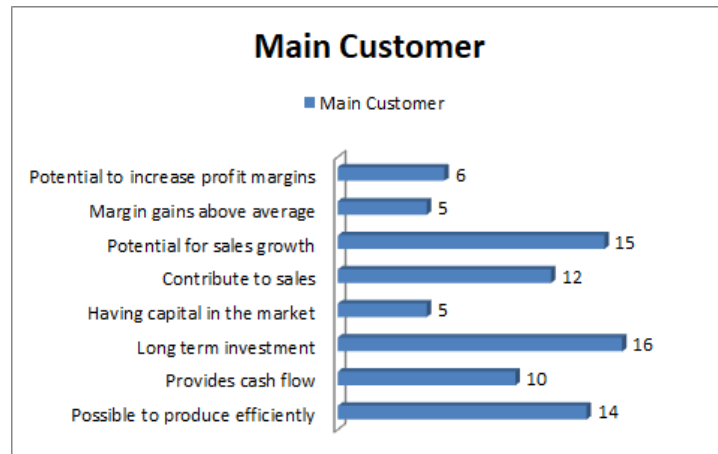


Graph 4.3 Competitor Owned by Medium-sized Tourism Enterprises.

- Describes the meaning term of 'main customer' by the Medium-Sized Tourism Entrepreneurs.

Understanding of the main customer terms carried out by enterprises as encouraging revenue and maintaining business continuity to rotate the income results.

Graph 1.4 below explains the definition of best one that purchases a commodity or service by Medium-sized Tourism Enterprises.

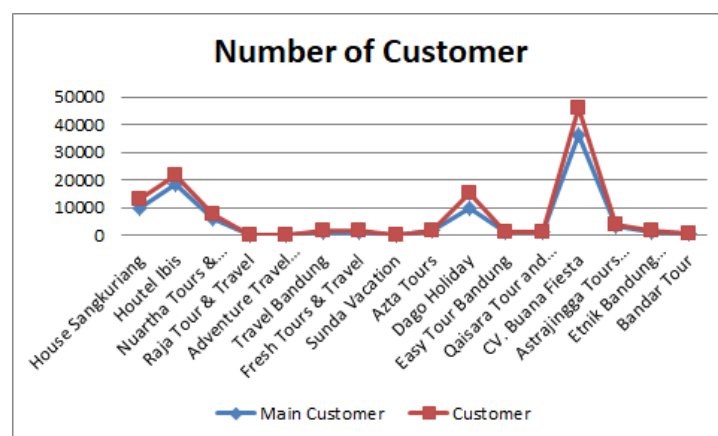


Graph 4.4 Main Customer Meanings by Medium-Sized Tourism Enterprises.

- The number of customers owned and the number of main customers mentioned for Medium-sized Tourism Enterprises.

The development of the number of customers who ordered products or services and main customers as individuals or groups who do repurchase owned by enterprises and bring influence to sustainability of the businesses life.

Graph 1.5 below explains the amount number of customers and main customers who bring influence to drive profit of Medium-sized Tourism Enterprises.

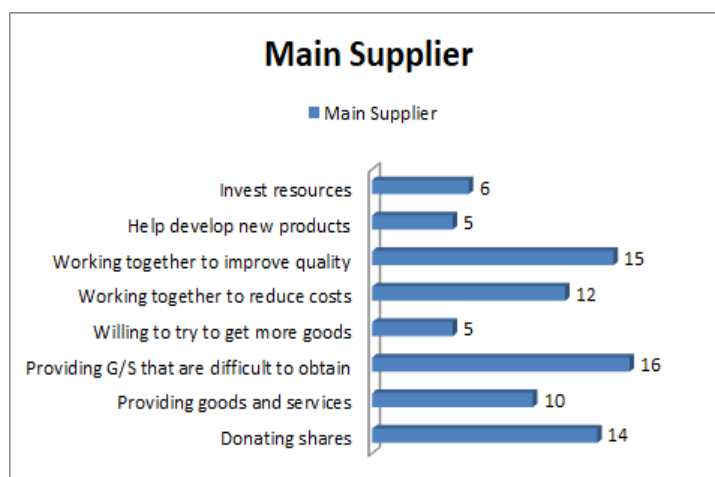


Graph 4.5 Number of Customer Owned by Medium-sized Tourism Enterprises.

- Describes the meaning term of 'main supplier' in the Medium-Sized Tourism Entrepreneurs.

Understanding of the main supplier terms carried out by enterprises as a provider for products or services with value in a large quantity within it to the business. Suppliers are important because they can help enterprises develop their business by its raw materials or components that the organization uses.

Graph 1.6 Below explains the definition of the best one that manages supply resources by Medium-sized tourism enterprises.

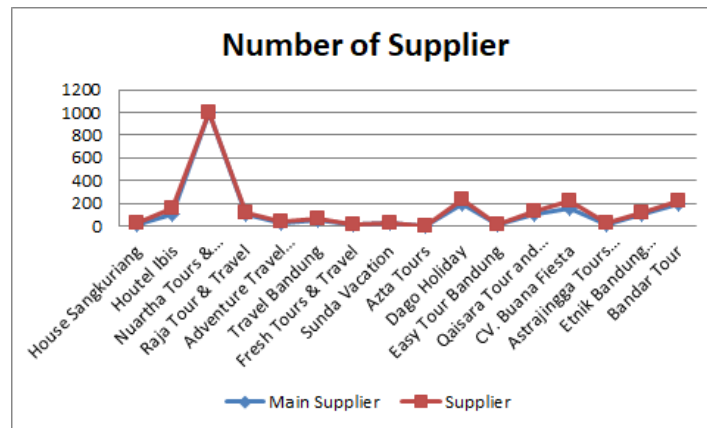


Graph 4.6 Main Supplier Meanings by Medium-Sized Tourism Enterprises.

- The number of suppliers owned and the number of main suppliers mentioned for Medium-sized Tourism Enterprises.

The development of the number of suppliers who provide main ingredients and main suppliers who continue to maintain their relationship as a provider of quality goods.

Graph 1.7 Below explains the amount number of suppliers and main suppliers who will help to coordinate processes and align flows for Medium-sized Tourism Enterprises.



Graph 4.7 Number of Supplier Owned by Medium-sized Tourism Enterprises.

- Process of improving some measure of Medium-sized Tourism Enterprises success and its crucial process to the long-term survival for the business.

A healthy business is an ideal and develops over time, mentioned by supporting enterprises to encourage the business and its opponents as obstacles to the business experienced as a form of challenge resulting from the strategies formed.

Table below explains the factors that influence the course of growth occurred by Medium-sized Tourism Enterprises.

Table 4.3 Factors That Affect Medium-sized Tourism Enterprises Growth.

Company	Supporting Growth	Inhibits Growth	Growth development for the next three years	Growth inhibitor for the next three years
HS	1. The advantage of the Bandung region is that there is a lot of tourism 2. Human Resources (HR) 3. A solid team	1. High airplane tickets 2. Electoral / democratic conditions in Indonesia 3. Factors from the outside environment	1. More qualified human resources 2. The team is getting more solid 3. Innovation	1. High plane ticket prices 2. Lack of government support for tourism in Bandung 3. Competitors
HI	1. Good service 2. Strategic location 3. Surrounding	-	1. Facility services 2. Customer service is better	1. Competitors 2. Quality HR is often taken by competitors

	facilities		3. Brand value	3. Under qualified human resources
NTT	1. IT 2. Human Resources (HR) 3. Marketing	-	1. Innovation 2. Marketing 3. IT	1. The travel agent image has been corrupted by several individuals 2. Government laws that are not clear and explicit 3. Competitors
RTT	1. Service Quality 2. Economic stability 3. Quality HR	1. Fair price competition 2. Non-strict government regulations regarding foreign tourists coming to Indonesia 3. Limited capital	1. The international market is still very broad 2. There are still many clients who trust and are satisfied with the service 3. The field of tourism in the future will continue to increase in demand	1. Flight ticket prices are rising / prices from vendors are expensive 2. Infrastructure (traffic jams) 3. Difficult regulation of regional government
ATT	1. Management 2. External Relationship 3. Has two superior products	1. Human Resources (HR) 2. Tax regulations 3. Consumer handling	1. Other product innovations 2. Management 3. Building better relationships with customers	1. Lack of quality Human Resources (HR) and attitude 2. Consumer handling 3. Tax regulations
TB	1. Quality Human Resources (HR) 2. Tourism	-	1. Venture capital funding 2. Government support	1. Regulation 2. Capital 3. Human Resources

	regulation 3. Innovation		3. Innovation	
FTT	1. Tour / product updates 2. Maintain customer trust 3. Creating varu products / services	1. E-commerce is currently starting to enter the tour and travel markets such as traveloka, Tiket.com, etc. 2. The political year has little effect 3. Image of travel agent is not good	1. Enter e-commerce 2. Creating a new product or service 3. Maintain customer confidence	1. Image of travel agent that is not good 2. Many vendors are naughty / cannot maintain trust 3. Regulations from the government where there are no sanctions for bad travel
SV	1. Marketing 2. Known reputation 3. Speed of service to customers	1. Competitors online 2. Government policies that are not supportive 3. Declining level of people's purchasing power	1. Increased marketing 2. Development of products online 3. Following the digital age 4.0	1. Online competitors 2. Policies from the government that are less supportive 3. The level of people's purchasing power is declining
AT	1. Good business climate 2. Service quality 3. Well maintained units (cars)	1. Competitors 2. Uncertain investment climate 3. Election conditions	1. Improved service quality 2. Add units (cars) 3. Increased HR attitude	1. Attitude HR (driver power) 2. Market place competitors 3. Capital
DH	1. Marketing 2. The quality of services and new infrastructure 3. Communication to customers	-	1. Always refresh new units 2. Improve online marketing 3. Improve communication with customers	1. Negative competitors 2. SDM (driver) 3. Price competition from competitors

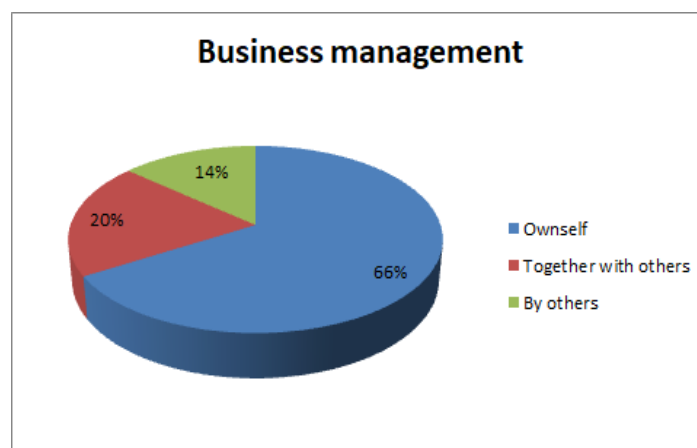
ETB	1. Service 2. Marketing 3. HR	1. Cannot manage risk properly 2. Online market place 3. Market segmentation is down	1. Improve service 2. Improve marketing 3. Improve relations	1. Internal factors (can't manage risks properly) 2. Online market place 3. HR
QTT	Cheaper price Digital marketing Service quality	1. High domestic ticket prices 2. Traffic jams from Jakarta to Bandung 3. Public purchasing power	1. Strengthening digital marketing 2. Additional marketing costs 3. innovation	1. Poor quality human resources 2. Public purchasing power 3. Traffic jams from Jakarta to Bandung
CV.BF	1. Price 2. Service 3. Gift giving	1. Online market place 2. Innovations made by competitors 3. Price of airplane tickets goes up	1. Develop innovation in the field of transportation 2. Improve service 3. Improve the website	1. Online market place 2. Promos given by competitors 3. High aircraft prices
ATO	1. Strong digital marketing 2. Service 3. Branding	1. Competitors 2. The transfer of bandung airport to kertajati	1. Expansion of market share 2. Create a per-agent website 3. Opening outbound outside of ASEAN	1. Competitors 2. Bandung airport transfer to kertajati 3. Capital for innovation
EBTT	1. Service 2. The vendor 3. Marketing	-	1. Legalize this business 2. Improve service 3. Expanding relations	1. Price competition 2. Legal process 3. Government regulation

BT	1. Reputation 2. Quality of service 3. Digital marketing	-	1. Expanding the network 2. Increase digital marketing 3. Product / service innovation	1. High flight ticket prices 2. Infrastructure facilities 3. HR
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- Business management conducted by Medium-sized Tourism Enterprises.

This form of business management is very important for the progress of the business besides the desired profit. Stakeholder involvement can also help in managing a business that utilizes an item or service to become a new item that provides more benefits for the organization.

Graph 1.8 below explains how the owners or managers manage the coordination and organization of business activities so they can meet the objectives of the policy.



Graph 4.8 Business Management Conducted by Medium-sized Tourism Enterprises.

- Strategic plans makers and its delivery process through communication that has been done by Medium-sized Tourism Enterprises.

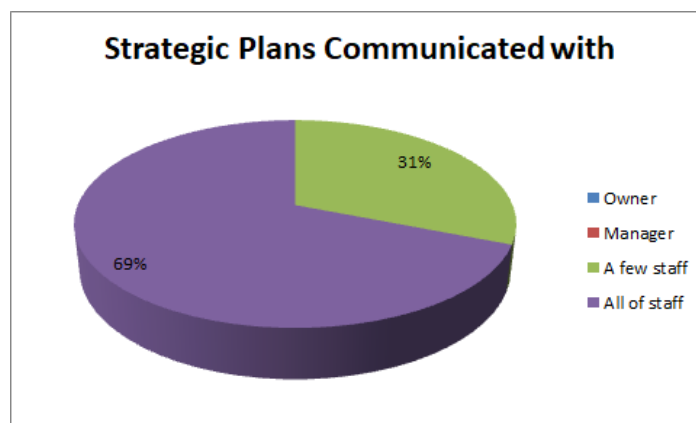
The involvement of those who make strategic plans in the form of documents plays an important role in determining direction in the efforts to achieve goals in the future.

Dissemination of information on the results of the making is also done so that there is cooperation between parties and a feeling of ownership by stakeholders.

Graph 1.9 and graph 1.10 below explain who makes the strategic plans and the results will be communicated with who is involved in the organization.



Graph 4.9 Strategic Plans Makers in Medium-sized Tourism Enterprises.



Graph 4.10 Dissemination of Strategic Plans Information in Medium-sized Tourism Enterprises.

- Issues that form a strategic plan for Medium-sized Tourism Enterprises

In making a strategic plan there are things that must be considered or put forward in development planning because of the significant impact on the entity in the future.

Graph 1.11 below explains how Medium-sized Tourism Enterprises do analyzing the business and setting realistic goals and objectives for their organization.

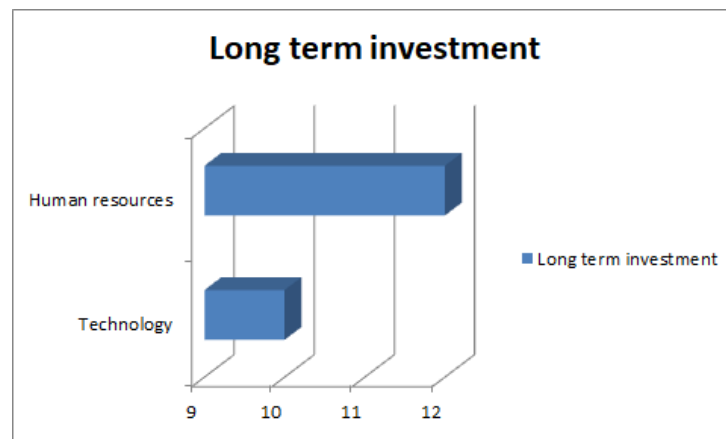


Graph 4.11 Strategic Planning Issues by Medium-sized Tourism Enterprises.

- The application of making long-term investments by Medium-sized Tourism Enterprises in the hope of being able to benefit in the future.

Intangible long-term investment has a very important use in supporting company operations and its contribution to growth in organizational productivity.

Graph 1.12 below explain about the act by Medium-sized Tourism Enterprises of doing something in the current time to get more benefits in the future.

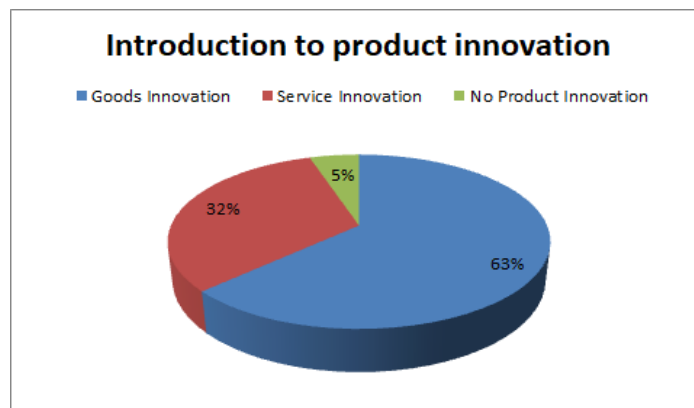


Graph 4.12 Long-term Investment Application by Medium-sized Tourism Enterprises.

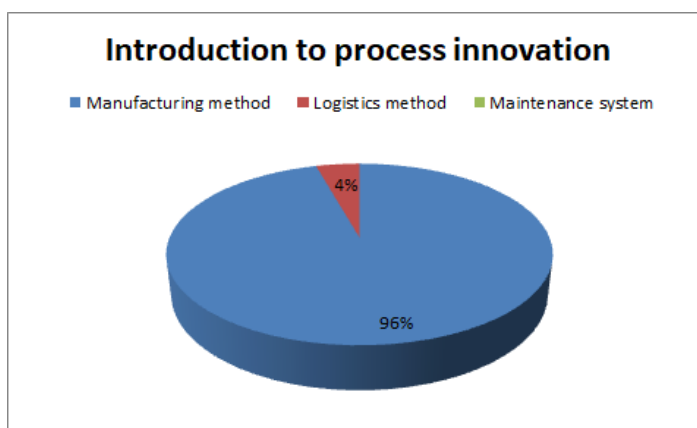
- Methods for introducing product / service innovations and process innovations during the past three years carried out by Medium-sized Tourism Enterprises

The results of developing the use of skills to create or improve new products that provide value. Product innovation is a process that seeks to provide solutions to existing problems while process innovation is a process that seeks to provide solutions to existing problems.

Graph 1.13 and 1.14 below explain how medium-sized tourism enterprises organisation introduces their new processes, services, or products to affect positive change in their business.



Graph 4.13 Introduction To Product Innovation by Medium-sized Tourism Enterprises.

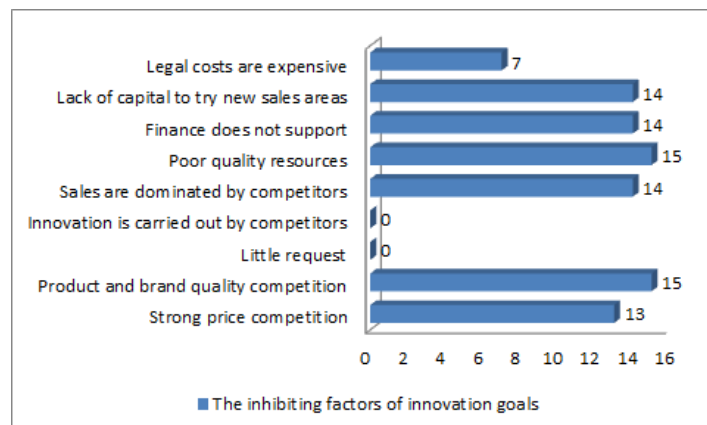


Graph 4.14 Introduction to Process Innovation by Medium-sized Tourism Enterprises.

- Inhibiting factors in meeting the innovation goals in the company of Medium-sized Tourism Enterprises

Factors that make things should be able to run become not smooth, slow or restrained, and this thing is expected to make company leaders easier to calculate and make plans to innovate.

Graph 1.15 below explain obstacles or inhibit factors in innovation in the last three years.

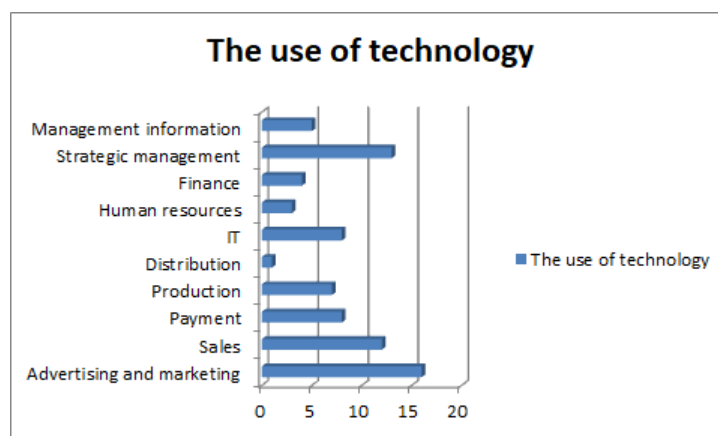


Graph 4.15 The Inhibiting Factors of Innovation Goals by Medium-sized Tourism Enterprises.

- The field of technology applied by Medium-sized Tourism Enterprises to improve the way they design and manage customer relationships.

Technology has influenced the organization and its surroundings in many ways. The application of technology applied by businesses will certainly bring many changes including modifying the existing performance system.

Graph 1.16 below explain business technology as a concept that helps medium-sized tourism enterprises organisations run their business and operational processes.



Graph 4.16 The Use of Technology Applied by Medium-sized Tourism Enterprises.

4.2.2 Understanding a system for how Medium-sized Tourism Enterprises organization's activities are directed in order to achieve its goals.

- Background of the company and participation of capital holders in their roles in Medium-sized Tourism Enterprises

Table below explain the year the organization was founded, the purpose in which it was founded, the form of business, and the involvement of capital holders in Medium-sized Tourism Enterprises businesses.

Table 4.4 Company Background of Medium-sized Tourism Enterprises.

Respondent	Establishment			Ownership	Management
	Year	Form	Field		
HS	2013	An additional company from the previous one	Subsidiary	100% private stock	100% private management
HI	2012	A subsidiary of the Accor Group	Subsidiary	100% private stock	100% private management
NTT	2015	A brand new company	Cooperation	100% private stock	100% private management
RTT	2019	A brand new company	Firm	100% private stock	100% private management
ATT	2013	An additional company from the previous one	Sole proprietorship	100% private stock	100% private management
TB	2016	A brand new company	Cooperation	100% private stock	100% private management
FTT	2006	A brand new company	Sole proprietorship	100% private stock	100% private management
SV	2007	A brand new	Firm	100%	100%

		company		private stock	private management
AT	2011	A brand new company	Sole proprietorship	100% private stock	100% private management
DH	2013	A brand new company	Firm	100% private stock	100% private management
ETB	2011	A brand new company	Cooperation	100% private stock	100% private management
QTT	2008	A brand new company	Firm	100% private stock	100% private management
CV. BF	2012	A brand new company	Firm	100% private stock	100% private management
ATO	2014	A brand new company	Cooperation	100% private stock	100% private management
EBTT	2012	A brand new company	Sole proprietorship	100% private stock	100% private management
BT	2012	A brand new company	Sole proprietorship	100% private stock	100% private management

- Human resources owned by Medium-sized Tourism Enterprises and their targets for the future.

Table below explains the number of employee owned and planned structure for employees in the coming year to support the Medium-sized Tourism Enterprises businesses.

Table 4.5 Number of Employee and Medium-sized Tourism Enterprises Plan for The Next Year.

Respondent	Number of Employee	Plan for next year
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	Fixed	Part Time	Seasonal	Outsourcing	
HS	24	6	-	-	Equal number of employees
HI	150	25	-	-	Adding more employees
NTT	3	3	-	-	Adding more employees
RTT	8	-	20	2	Equal number of employees
ATT	18	-	3	-	Adding more employees
TB	4	-	3	-	Adding more employees
FTT	6	20	-	-	Adding more employees
SV	5	10	-	-	Equal number of employees
AT	1	21	-	-	Equal number of employees
DH	20	-	3	-	Adding more employees
ETB	1	5	-	-	Adding more employees
QTT	4	3	-	-	Adding more employees
CV.BF	5		-	-	Adding more employees
ATO	2	6	-	-	Equal number of employees
EBTT	2	9	-	-	Adding more employees
BT	2	4	-	-	Adding more employees

- Sales achieved in marketing locations over the past year by Medium-sized Tourism Enterprises.

Table below explains the proportion of sales done in and outside Bandung including the examples of international markets.

Table 4.6 Proportion of Sales In Marketing Locations Conducted by Medium-sized Tourism Enterprises.

Respondent	Proportion of sales at the marketing site					International market
	Bandung	West Java	Outside West Java (in Indonesia)	Outside Indonesia (in ASEAN)	Outside ASEAN	
HS	30%	70%	-	-	-	-
HI	-	-	80%	10%	10%	Belanda, China, Australia, Asia
NTT	-	-	50%	49%	1%	Singapore
RTT	70%	30%	-	-	-	Singapore, Malaysia, Japan, US, Korea
ATT	45%	-	50%	5%	-	Singapore, Malaysia, Japan
TB	100%	-	-	-	-	-
FTT	-	-	70%	15%	15%	Singapore, Malaysia, Thailand, Japan, China, Turkey, Hongkong, Brunei, Vietnam
SV	-	-	80%	20%	-	-
AT	10%	70%	10%	10%	-	Malaysia, Singapore, Brunei
DH	10%	80%	10%	-	-	-
ETB	20%	60%	20%	-	-	-
QTT	40%	-	60%	-	-	-
CV.BF	15%	-	50%	10%	25%	Arab, Malaysia
ATO	-	40%	50%	10%	-	Thailand, Singapore, China, Malaysia
EBTT	10%	25%	-	65%	-	Malaysia,

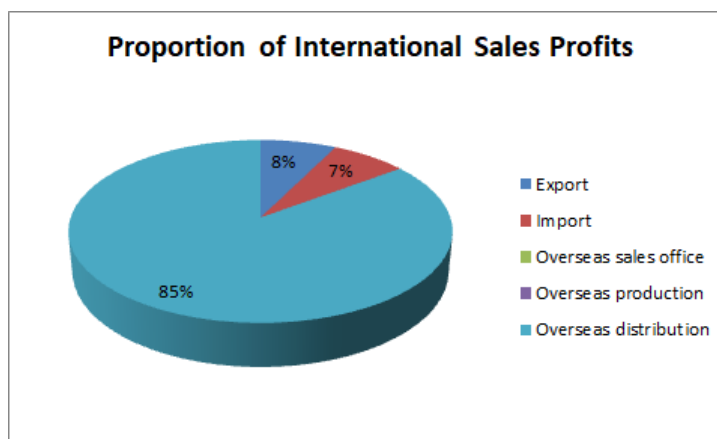
						Singapore
BT	80%	-	20%	-	-	-

4.2.3 Understanding interrelated activities for sending information to upper and lower management sections as well as within the entire organization in Medium-sized Tourism Enterprises.

- The income Medium-sized Tourism Enterprises business generates through the international sales of their goods or services.

Trade between two parties originating from countries, based on a mutually agreed agreement. Parties conducting this trade can be individuals or companies.

Graph 1.17 below explains the percentage of profits from international sales over the past year.



Graph 4.17 Proportion of International Sales Profits by Medium-sized Tourism Enterprises.

- Sales along its strategic approach by Medium-sized Tourism Enterprises.

The sales picture that is being faced lately for the main product or service to the proportion of sales through various approaches that help provide sales turnover.

Table below explain the recent sales conditions, proportion of sales through a strategic approach, and total turnover in one year by Medium-sized Tourism Enterprises.

Table 4.7 Sales Along Its Strategic Approach by Medium-sized Tourism Enterprises.

Respondent	Sales	The proportion of sales through a strategic	Sales turnover in
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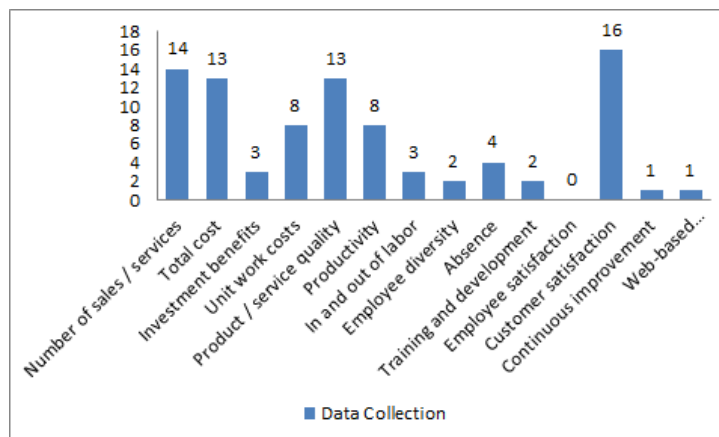
		approach			one past year (Rupiah)
		Cheaper price	Good quality	Diverse products / services	
HS	Decrease	10%	60%	30%	7.2 Billion
HI	Increase	50%	30%	20%	90 Billion
NTT	Increase	20%	30%	50%	4 Billion
RTT	Increase	-	50%	50%	14.5 Billion
ATT	Increase	50%	50%	-	2 Billion
TB	Increase	20%	30%	50%	1.2 Billion
FTT	Inconsistent	-	50%	50%	15 Billion
SV	Decrease	-	50%	50%	300 Million
AT	Increase	-	100%	-	600 Million
DH	Increase	90%	10%	-	9 Billion
ETB	Increase	33%	34%	33%	700 Million
QTT	Stable	30%	30%	30%	500 Million
CV.BF	Stable	50%	25%	25%	7 Billion
ATO	Stable	30%	30%	30%	1 Billion
EBTT	Increase	25%	60%	15%	150 Million
BT	Stable	50%	30%	20%	400 Million

4.2.4 Understanding the reward scheme to support the employee objective with the objectives of the association in Medium-sized Tourism Enterprises.

- Data collection regarding performance management by Medium-sized Tourism Enterprises.

Performance management systems will provide important tools that enable organizations to translate business strategies into concrete actions at the operational level to produce the expected outputs / outcomes. Presented data collection on a series of resource utilization activities to improve performance in order to achieve organizational goals.

Graph 1.18 below explains the ongoing process of communication between top management and an employee that happened in a year, in the purpose of accomplishing the strategic objectives of the organization by collecting data about the performance management.

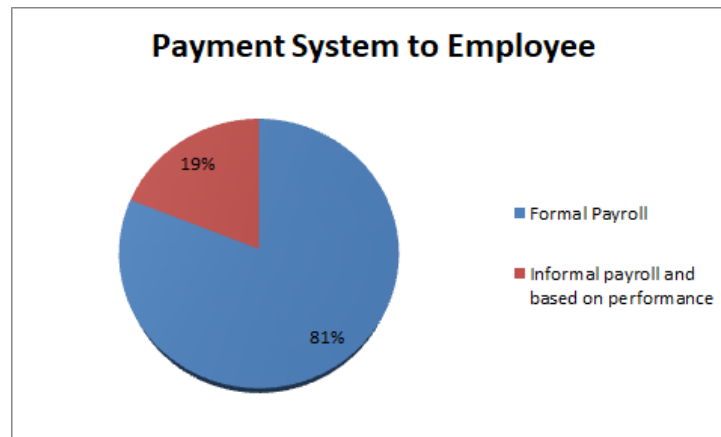


Graph 4.18 Data Collection Regarding The Performance Management by Medium-sized Tourism Enterprises.

- The instrument used for payments to employees by Medium-sized Tourism Enterprises.

The payroll system is developing a set of procedures that allows the company to attract, retain and motivate staff as needed, and to control the cost of paying salaries. Presented data illustrates how the business system provides payment for employee services.

Graph below explains the procedure about the payment to the employee that makes its exchange possible.



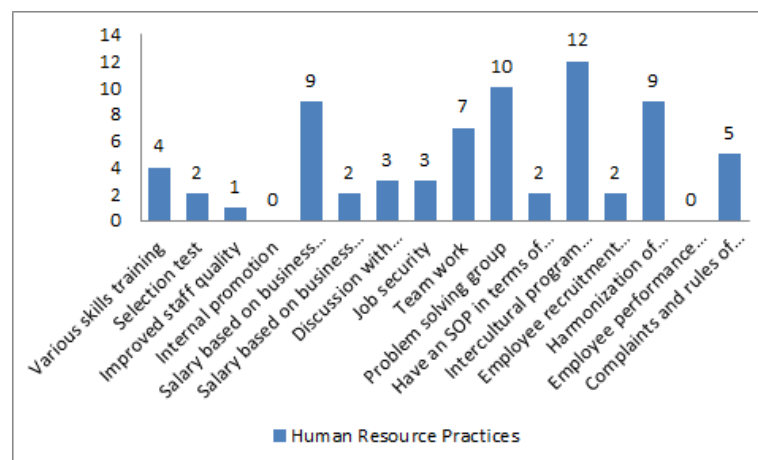
Graph 4.19 Payment System to Employee by Medium-sized Tourism Enterprises.

4.2.5 Understanding the strategic approach to the effective management of people in Medium-sized Tourism Enterprises organization such that they help their business gain a competitive advantage.

- Application of human resource practices by Medium-sized Tourism Enterprises

Human resource management practices are the HR systems that have the greatest impact on the workforce and the organization. This happens through the practice to contribute management in implementing ongoing performance appraisals.

Graph 1.20 below explains plan types of human resource practices applied by Medium-sized Tourism Enterprises to direct and coordinate the administrative functions of an organization.

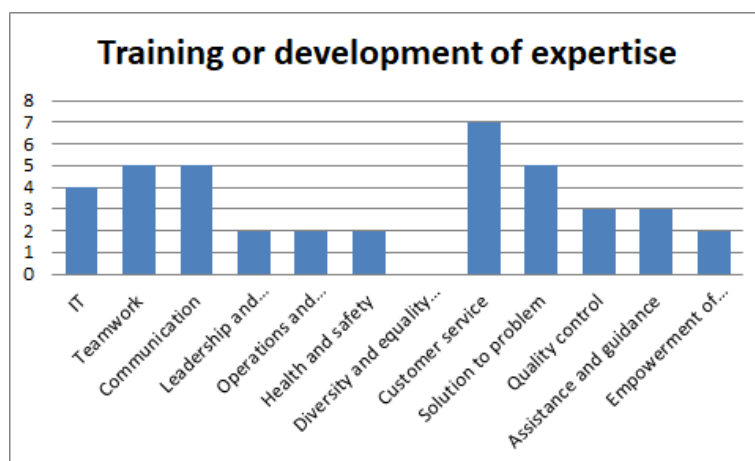


Graph 4.20 Human Resources Practices Applied by Medium-sized Tourism Enterprises.

- Application of training or development of expertise by Medium-sized Tourism Enterprises.

Training and development of expertise given to employees can improve skills and increase the quality of performance that can help generate their value to the organization.

Graph 1.21 below explains training or skills development for employees conducted by the organization in the last three years.



Graph 4.21 Training or Development of Expertise by Medium-sized Tourism Enterprises.

- Managing responsibility for human resource management

Arrangement of human resources is very important so that the company can run well, and can get higher profits. The need for control to ensure the work of employees and it is to achieve the targets set by the company without any problems in performance. Presented data of working hours that periods of time during which employees do work to get a certain salary and the training services obtained by them.

Table below explains the role of the manager in managing resources along with the rights and responsibilities that employees have at work.

Table 4.8 Managing Responsibility of Human Resource Management by Medium-sized Tourism Enterprises.

Respondent	Manager handles HR	Employee working hours (a week)	Training budget	Training (day per	Training place
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		Normal	Include overtime	(Rupiah)	year)	
HS	Partial responsibility	40 hours	-	-	Never	Inside and outside the company
HI	Fully responsible	40 hours	43 hours	300 Million	5-10 days	Inside and outside the company
NTT	No	40 hours	-	5 Million	1-2 days	Inside and outside the company
RTT	Partial responsibility	40 hours	-	-	Never	Inside and outside the company
ATT	Fully responsible	40 hours	-	Yes (not mention nominal)	1-2 days	Inside company
TB	Partial responsibility	15 hours	30 hours	Funds spent if there is training	10 days or more	Inside and outside the company
FTT	Partial responsibility	40 hours	43 hours	5-10 Million	5-10 days	Inside and outside the company
SV	No	39 hours	-	Funds are spent if there is training	Below 24 hours	Inside and outside the company
AT	No	70 hours	-	-	Never	Inside company
DH	No	46 hours	-	Funds are spent if there is training	2-5 days	Inside and outside the company
ETB	No	70 hours	-	-	Never	Inside and outside the company
QTT	No	40 hours	-	Funds are spent if there is training	2-5 days	Outside company

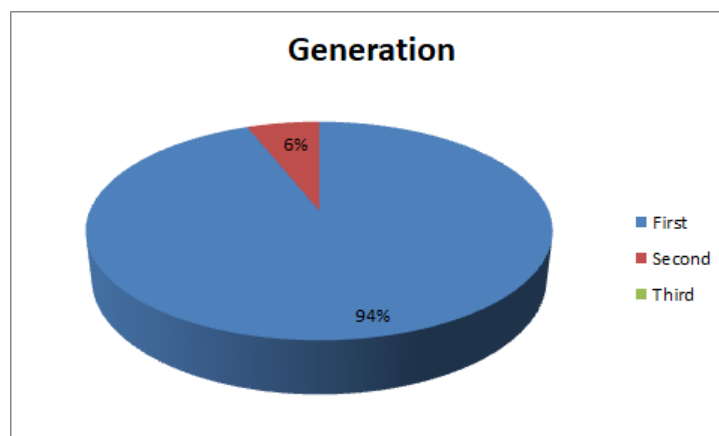
CV. BF	No	49 hours	-	-	Below 24 hours	Outside company
ATO	No	70 hours	-	-	Below 24 hours	Inside company
EBTT	No	70 hours	-	-	Never	Outside company
BT	No	43 hours	-	-	Below 24 hours	Inside and outside the company

4.2.6 Understanding the ability of Medium-sized Tourism Enterprises to maintain the organization at a certain rate or level.

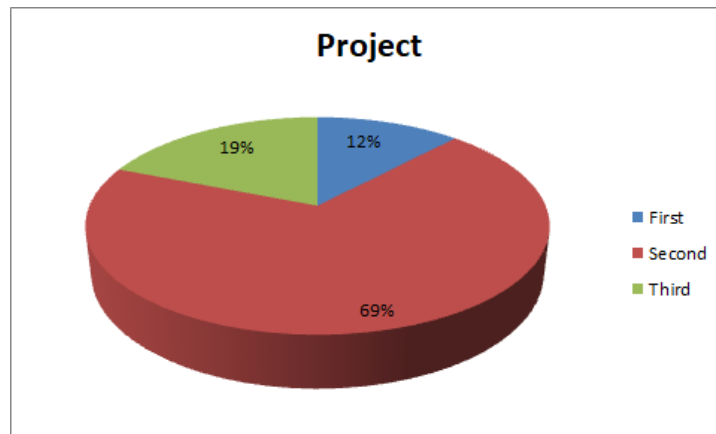
- The initiation and organizational form of Medium-sized Tourism Enterprises.

The age background of the generation as a business characteristic of changing times and the position of the project is being run displayed as a form of organizational presence.

Graphs below explain the process of creating systems of prevention and recovery to deal with potential threats to a company by medium-sized tourism enterprises by looking at the business form line and its endurance.



Graph 4.22 Medium-sized Tourism Enterprises Business Generation.

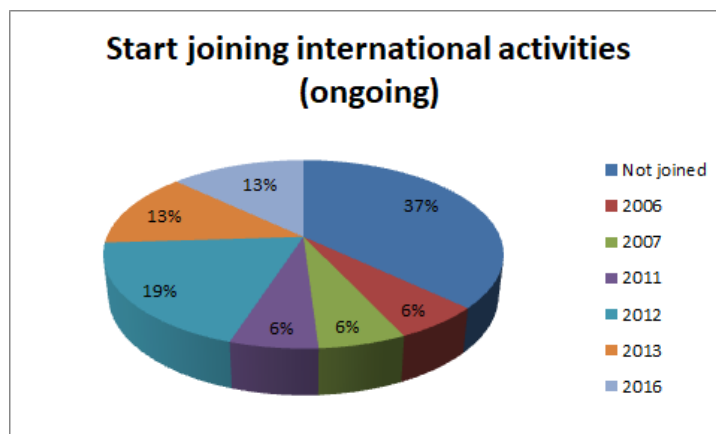


Graph 4.23 Form of Business Planned by Medium-sized Tourism Enterprises.

- Years of joining international activities on an ongoing basis by Medium-sized Tourism Enterprises.

The initial decision to implement business activities carried out across the borders of a country. The business transactions carried out by an organization with other parties from different countries are often referred to as International Business.

Graph 1.24 below explains the time of the organization's decision to participate in international activities on an ongoing basis.

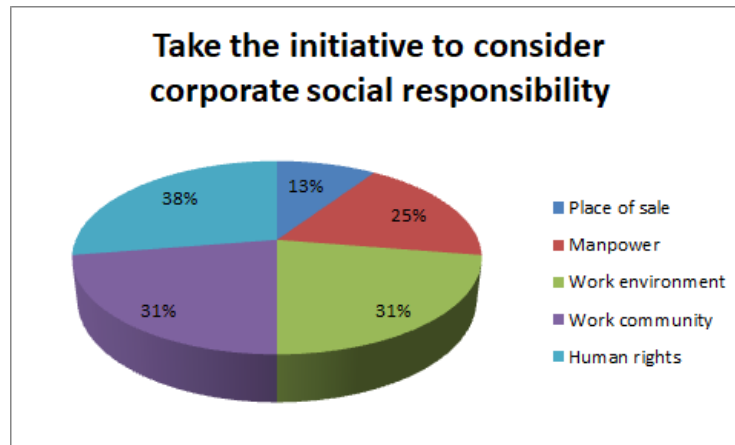


Graph 4.24 Years of Joining International Activities On An Ongoing Basis by Medium-sized Tourism Enterprises.

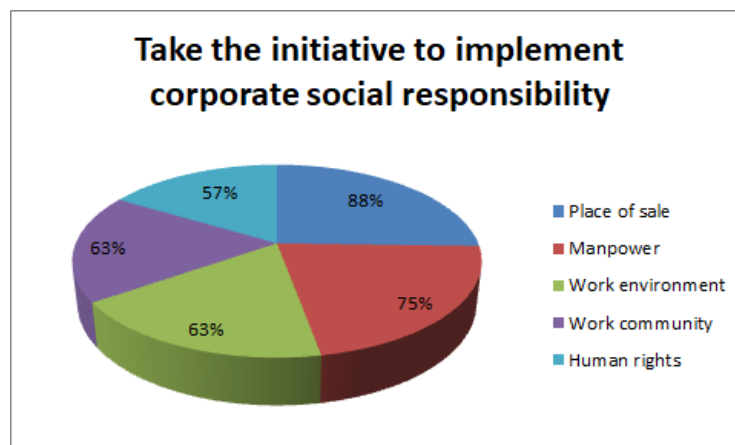
- Initiative to consider or implement corporate social responsibility

An extensive method including a big deal of conscientious consideration and the manner of taking a decision or plan into execution towards corporate social responsibility.

Graphs below explain the Medium-sized Tourism Enterprises form of initiative to take action regarding corporate social responsibility that involves several things as below.



Graph 4.25 Medium-sized Tourism Enterprises Initiative to Consider CSR.

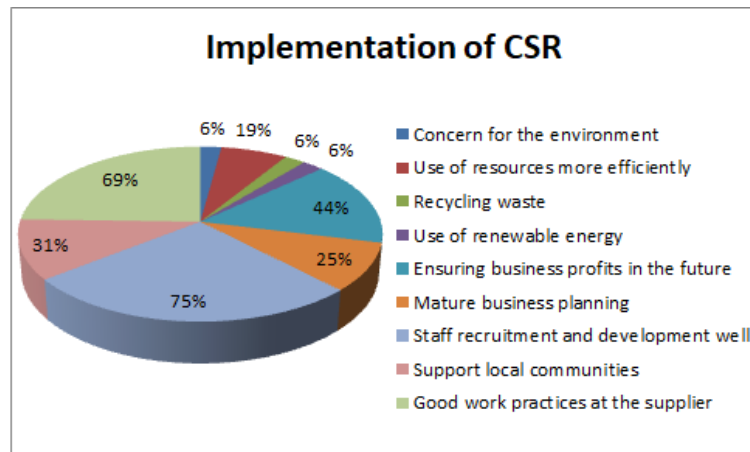


Graph 4.26 Medium-sized Tourism Enterprise Initiative to Implement CSR.

- The form of CSR implementation that carried out by Medium-sized Tourism Enterprises.

The company's activities in managing business processes to produce a positive impact on society, the economy and the environment.

Graph 1.27 below explains the implementation of CSR which takes a part of the company's business strategy in the long run applied by Medium-sized Tourism Enterprises.



Graph 4.27 Medium-sized Tourism Enterprises Implementation of CSR.

4.3 Qualitative Data Analysis

Qualitative research involves findings derived from a holistic approach, this is also described as an unfolding framework that can help the author to develop more detail from high involvement in actual experience (Creswell, 2014). What is included in the identification of this qualitative research is the form of social phenomena investigated from the author's perspective. Research analysis will be conducted to analyse the In-depth Interview using Content Analysis to find out conclusions from the text, regarding Change Management issues toward sustainability by Medium-sized Tourism Enterprises.

Table 4.9 List of Informants of In-depth Interviews

Informant (s)	Informant business information		Reasons for selecting informants	Duration	Topic
	Year	Number of employee			
QTT	11 years	7	Qaisara is a tour and travel agent who has a long life and can answer the questions well in the questionnaire.	90 minutes	Promoting Sustainability Performance (implicit to change management)

ATO	5 years	8	Astrajingga has the characteristics of a humble tour agent and has various themes in the packages they offer. The educational background of owners in the field of post-tourism marketing management has been very helpful in the development and growth of Astrajingga.	90 minutes	Promoting Sustainability Performance (implicit to change management)
AT	8 years	22	Azta Tours is a tour and travel agent that remains enthusiastic in rebuilding and maintaining this business when it once collapsed.	120 minutes	Promoting Sustainability Performance (implicit to change management)
SV	12 years	15	Sunda Vacation is a tour and travel agent who has a long life and can answer the questions well in the questionnaire.	100 minutes	Promoting Sustainability Performance (implicit to change management)

4.3.1 Content Analysis

Content Analysis focuses on empirical data such as symbols or writing because it does not talk about things that are not concrete and not written. This method aims to explain the variables of real phenomena rather than understand events, and are predictive, it is about predicting what will happen in the future based on the symptoms analyzed to obtain the basis for inference as a prediction (Krippendorff, 1980).

Table 4.10 Understanding The Management and Strategy That was Conducted by Medium-sized Tourism Enterprises.

QTT
Regarding to strategy, strategy is a way to achieve goals in which there are plans

to be achieved in the future. The vision is emphasizing the "human task", so they give priority of full service to their consumers. • The competitive advantages are to provide lower prices, full service, and give more attention to the needs of consumers. • Collaborative agreements are made with suppliers because the travel business does not work alone so it requires services elsewhere and helps increase revenue. • Growth is profit must develop, vehicle units multiply, have their own offices and garages in a representative place, and more employees are in accordance with competency requirements. • There are obstacles in achieving innovation such as strong price competition, strong competition at product quality, reputation or brand, lack of demand, innovation from competitors, market share dominated by competitors, lack of qualified human resources, lack of finance adequate, and the cost of access to markets is high new. • The use of technology that helps growth such as advertising and marketing (promotion process), sales, production (design of goods / services). and strategic management planning.
ATO
• Regarding to strategy, strategy is managerial planning as a determinant of the way forward. The vision is to focus on making the business to be the best and innovative travel agency by prioritizing customer satisfaction and contributing to the improvement of the tourism industry in Indonesia. • The competitive advantages they have are thematic packages, and humble tour and travel. • Collaborative agreements are made with suppliers because of the impact on flexibility in running tours and the ease offered by vendors that support business, such as the ease of reservation at hotels, restaurants, etc. • Growth is a form of market expansion by opening branches and package tour innovations to Europe.

● There are obstacles to achieving innovations such as inadequate finance and high costs of access to new markets. ● The use of technology that helps growth such as advertising and marketing (promotion process), and sales.
AT
● Regarding to strategy, strategies are the same as marketing systems and business strategies which must be well analyzed to give effect to the business. The vision is to run a business together with the goals carried by surviving in the market through marketing promos, maintaining services, and making relationships with loyal key consumers. ● The competitive advantages are to prioritize safety and comfort, provide the best service to consumers, and serve up to 24 hours. ● Collaborative agreements are made with suppliers because they can produce a lot of clients and colleagues that influence the growth of the business to maintain relationships with customers. ● This growth can expand the unit network in several areas, increase workers (drivers) to improve operations, and improve business quality. ● There are obstacles in achieving innovation such as strong price competition, lack of demand, innovations from competitors, market share dominated by competitors, lack of qualified human resources, lack of finance adequate, and the cost of access to markets is high new. ● The use of technology that helps growth such as advertising and marketing (promotion process) and sales.
SV
● Regarding to strategy, strategy is a thought to maximize a plan. The vision is to develop sustainable businesses by following the times. ● The competitive advantages are commitment in service, maintaining relationships with suppliers and consumers, and maintaining customers. ● Collaborative agreements are made with suppliers because not every tour and

travel agent has its own fleet so that cooperation or partnerships with other vendors are also more efficient in terms of expenses, so we don't maintain it ourselves but use partners. • Growth is the presence of product innovation. • There are obstacles in achieving innovation such as lack of demand, innovation from competitors, market share dominated by competitors, lack of finance adequate, and the cost of access to markets is high new. • The use of technology that helps growth such as advertising and marketing (promotion process), sales, and payment (goods / services).

Table 4.11 Understanding A System For How Medium-sized Tourism Enterprises Organization's Activities Are Directed In Order To Achieve Its Goals.

QTT
• The role of the owner in meeting his goals is to study one year in the future on how his market can keep up with external situations and internal, then analyze the challenges and how to plan to deal with them. • The important role in determining the organization's vision is the CEO and the team. The main idea is from the CEO and then a sharing session is held to produce ideas. • Involved in day-to-day management is the CEO who manages this Qaisara, assisted by the financial department whose name is Mrs. Susilawati, then in the operational / admin section, she was assisted by two employees. The rest is for at the field has 3 employees as tour guides.
ATO
• The role of the owner in meeting his goals is must educate employees on how to communicate towards consumers and follow-up to prospective customers. • The important role in determining the organization's vision is the CEO and partner. • Involved in day-to-day management are the owners assisted by Fitria in the market and field.

AT
• The role of the owner in meeting his goals is doing good promotions on the website or digital marketing to the hotel by giving a proposal to the front office for cooperation personally to staff. • The important role in determining the organization's vision is the CEO. • Involved in day-to-day management are owner and operator in the office.
SV
• The role of the owner in meeting his goals is build communication and relationships, and build effective teams to work together in achieving goals. • The important role in determining the organization's vision is the CEO. • Involved in day-to-day management are owner, assisted by employees in IT, marketing, operational and product development.

Table 4.12 Understanding The Reward Scheme To Support The Employee Objective with The Objectives of The Association in Medium-sized Tourism Enterprises.

QTT
• The payroll system provided is a systematic form / salary assessment. What motivates employees to work is this, the more skilled or smart the employees are, especially the guide, then the level of exit they are also tall and in the end they open their own tour agent. So that the owner gives more comfort for employees both from the payroll system, the experience they have on the tour both outside and inside the field, providing benefits such as BPJS Employment and BPJS Health.
ATO
• The payroll system provided is an informal payroll and based on the performance of each employee / honor system. Decisions regarding employee payments adjust to the price of tour packages from their customers serve. What motivates employees to work is the existence of reward and the owner creates a relationship between himself and the employee like a friend's family so that

there are no restrictions and make them enjoy, comfortable working with the owner.
AT
The payroll system provided is an informal payroll and based on the performance of each employee / honor system. Decisions regarding employee payments adjust to system percentage of 15-25% and working hours. What motivates employees to work is pay attention to their financial needs so the owner pays attention to their salary. In addition, the owner also provides facilities such as eating, drinking, coffee at Azta. At Azta, the employee turnover rate is low, even if someone leaves, he will usually return work.
SV
The payroll system provided is a systematic form / salary assessment. The employee payroll system here is based on the level of position of each employee. What motivates employees to work is Rewards, incentives and bonuses. The point is they pay attention to employee welfare and build good communication between owner and employee.

Table 4.13 Understanding The Strategic Approach To The Effective Management of People in Medium-sized Tourism Enterprises Organization Such That They Help Their Business Gain A Competitive Advantage.

QTT
- The organization doesn't have a performance management system. - Funds are spent if there is training because it is only for training and is rarely included according to desired standards for example license guide and tour leader. - The purpose of applying HRM practices is to develop skills and relationships when meeting with business partners, but the organization does not have an HR manager.

ATT
• The organization has a performance management system. • The organization does not have a budget for training and development because it does not currently exist, but in the future there will definitely be and join the community Indonesian tour guide • The purpose of applying HRM practices is to have soft skills in the field of communication, not slow response in responding to consumers, and can provide educational services to explain history, but the organization does not have an HR manager.
AT
• The organization doesn't have a performance management system. • The organization does not have a budget for training and development because no capital is budgeted specifically for training. • The purpose of applying HRM practices is so that service can be better which has an impact on sales, but organization does not have an HR manager.
SV
• The organization doesn't have a performance management system. • Funds are spent if there is training because for this training there isn't every year • The purpose of applying HRM practices is to increase skills and knowledge that can have an impact on improving product quality and growth business, but organization does not have an HR manager.

4.4 Discussion

Table 4.14 Discussion Based on Quantitative and Qualitative Data Result

Component	Statements
Strategy	Owners and managers know the challenges to be faced and they are quite responsive in handling them by forming their respective strategies. Shown by the steps of making cooperation with other parties, especially suppliers and maintaining relationships with

	customers in order to connect the wheels of life of the organization. They have the meaning of strategy and growth according to their own so that there is an advanced mindset and leads to the future to continue to survive in the world of tourism. The existence of innovation as a renewal of all resources so that these resources have more benefits for humans. This innovation process is greatly influenced by technological advances and science because they can make it easier to produce something new and different.
Structure	The year the organization was established, the oldest from 2006 to the youngest in 2019, shows the established and minimum age that is categorized in this research stage. A business structure refers to the organization of a company in regards to its legal status. A business structure trickles down to so many other factors which are part and parcel of running a successful business. Owners have employees who help move management in their work in their particular fields and they have thought of future plans regarding the addition or absence of employees because the owner cannot work alone without the help of employees other than in determining the vision and objectivity. A well-constructed sales plan, combined with accurate sales forecasting, can allow the organization to spend more time developing the business rather than responding to day-to-day developments in sales and marketing.
Processes	Growing importance of sales management for the success of a product and the company. In many industries the ever increasing product adaption and the fierce intensity of competition is placing specific demands on sales. There's no one best sales approach. Their personality and background will determine which type of sales technique is most effective for them.
Rewards	The continuous process of improving performance by setting individual and team goals which are aligned to the

	strategic goals of the organization, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills and abilities of people. Reward management that concerns the implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization.
People Practices	HR practices involve the strategic operations of HR. They form the foundation and guidance for managing the company's employees and should coordinate with the executive business plan. Providing training and appraising performance helps employees feel supported by their company, which leads to more workplace commitment. In other words, quality HR practices can increase employees' affective commitment toward their companies.
Sustainability	Period of time that takes organization to grow up and become mature. The internet and technology have made it much easier for businesses of all sizes to profit from the many advantages of international trade. Going international could provide their business access to a world of opportunities. Make a regulation that aims to contribute to societal goals of a philanthropic, activist, or charitable nature by engaging in or supporting volunteering or ethically-oriented practices.

The better the organization's ability to achieve its objectives is demonstrated by the better strategies, structures, processes, rewards, and people practices that reinforce desired actions and behaviors (Kates & Galbraith, 2007, p. 4). The purpose of forming the strategy undertaken by enterprises is to create competitive advantages, both from external and internal perspectives as organizational capabilities. The external factors such as competitors, suppliers, customers, and the existence of technology are driving the business to form a strategy. Each organization has its own business strategy and has different organizational capabilities and cannot be duplicated by other parties. To

develop a company to succeed depends on how to run the business according to the rules and pay attention to changes that occur. Business will not be successful unless they meet the various changes that occur in running a business. For this reason, good management skills are needed in managing a business. Implementing strategies for growth and innovation found in various companies where the company only focuses on one main business line by highlighting its principles. The formation of strategies for the sustainability of short and medium term investments was made by implementing various applications including collaboration with stakeholders to maintain business continuity. Measurement of the forms of work processes, markets, and clients is a standard measurement (Galbraith et al., 2002) for the structure. The structure shows the role given on orders and responsibilities, both from the vision and day-to-day management. Tells the history and background of the company managed by stakeholders and shareholders and the application of the work of employees and distributed markets. The process is defined as a collection of activities that are interconnected to move information to upper and lower management levels such as planning and estimating sales (Kates & Galbraith, 2007, p.17). Business activities in selling products or services in a company for profit and is the final result obtained through several processes, both from the current sales conditions, profits derived from sales, to the approach taken to contribute revenue and still help the organization to stand up and continue. Association's reward scheme to outline procedures of the company that control employee incomes (Galbraith et al., 2002). Salary payment schemes must be paid and calculated based on basic salary, transport allowances, food allowance, and overtime pay. Salary is one form of compensation for work performance provided by the employer towards workers. Compensation is everything received by employees as reward for their work. People practices govern human resource policies, which can include employment, preparation, improvement, and performance management (Galbraith et al., 2002, p. 20). The quality of human resources makes an important part of the company's competitive advantage. With the company having quality human resources, the company can provide good services to its customers, and greatly determine customer satisfaction. Human resource management implemented by enterprises is a process of planning and determining what must be done in the organizing process. Education and training are important factors in developing human

resources, not only increasing knowledge, but also increasing work skills, while also increasing work productivity. The company can develop into a bigger company because of the work of employees who are trying to make the company more advanced. So the need for Human Resource Management Managers who are able to coordinate everything related to workers, despite the fact that many businesses do not have a specific HR manager. The development of sustainable tourism should preserve and generate opportunities for the future (Liburd and Edwards, 2010). Organizational ability to be present constantly starts from the establishment and form of business that survives through a period of progress and setbacks to international activities undertaken for market expansion and consideration to the application of corporate social responsibility as a form of caring for stakeholders who will give reciprocity to the sustainability of the organization.

CHAPTER 5

CONCLUSION

In conclusion, this research study into the impact of change management using the Star Model framework towards sustainability of Medium-sized Tourism Enterprises. The companies have realized that there will be challenges in the future and along with the fact that it appears to them that there are not many significant changes that occur in the company so they will analyze and prepare a number of strategies for dealing with changes. According to De Matos & Clegg (2013), managers must focus on developing innovation and shaping good quality growth in the future as a form of sustainability of organization. Responds to change is depend on how each of organizations view change and how well prepared they were before the change occurred. Organizations strive to gain profit by competing with one another using various tactics. Owners and managers already understand their competitors' strengths and weaknesses and how they will react to customer needs and changes in the industry, so they can stay one step ahead. The responses to change and their management are central issues when implementing innovations. The perceptions of individuals play a fundamental role in the process of change and how they respond to it. The companies have pocketed their own market, even though they have competitors but they have the desire to survive and make innovations while still adapting to growth. Reaction to change can minimize the negative effects of a change that will affect business development for entrepreneurs and do not miss all the changes that result from the times. The tourism sector is moving and the situation is fast, the dynamics are fast, then it is anticipated with movements and what needs to be done going forward. Commodity was faced by rioting issues and situations then sales will shrink. So, the entrepreneur's reaction to change is enough to anticipate and tend to act to keep and continue the survival of the company. The preparations and strategies needed for change, implicitly already exist because this research which is directed to medium-sized enterprises has a challenge to maintain its business and be resilient in trials or challenges both inside and outside the company. In making changes, careful planning is needed. The company already has a vision and goals of each organization Some started businesses from the first project to the third, but the author found that many of the companies studied did not have a human resource

manager where this was needed to support the life of the company's organization. Self (2009) explains the importance of human resources as a source to gain competitiveness for organizations. It must be understood that the skills developed by employees, the culture and unique procedures within the organization, and a good management system can produce different competency outcomes for each organization. Limitations found in dealing with changes to the sustainability of the company is the limited knowledge possessed by employees in helping to manage the organization so that many owners themselves are trying to manage their business, organizations also do not have experts in handling people in the internal business. Austin and Curie (2003) said that change affects processes and systems in organizations as a form of team transfer towards expected future conditions. Collaboration is needed in building a good organization for sustainability so active participation and appropriate capabilities are needed to help respond to changes and maintain the organization's position.

Recommendations

It is recommended that the owners or managers who are implementing change management study carefully and apply judiciously the findings of this study regarding the impact of change management on sustainability of the organization:

1. Owners or managers must study the relationship between change management and sustainability in order to be able to design management effectively and productively to remain competitive in business environments. They can use the organizational design model with the procedures, structures and systems, realigns them to fit current business realities/goals and then develops plans to implement the new changes.
2. It will be beneficial to owners or managers to learn and understand from a holistic point of view how to approach change management. Although one of the five aspects of the Star Model may have a stronger connection to involvement in an organization such as strategy, but successful implementation of change management cannot occur without addressing all aspects of the Star Model.
3. Owners or managers make preparations to improve the management of the reservation budgeting system and conduct training and skills development for managing changes. They have to be passionate about the change, understand the

drivers in business for a change, and guide employees sincerely throughout the process.

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APPENDIX



Promoting®
Sustainable
Performance

1

MENDUKUNG PENGEMBANGAN BISNIS BERKELANJUTAN DI BANDUNG – JAWA BARAT, INDONESIA

Perkembangan bisnis berkelanjutan adalah bagian integral dari keberhasilan ekonomi daerah dan nasional. Sehingga, pemahaman mengenai bagaimana sektor usaha ini berkembang menjadi perhatian yang sangat penting bagi pemerintah, akademisi, dan pelaku usaha sektor swasta. Di masa periode stabilitas dan ketidakjelasan, perkembangan bisnis berkelanjutan akan bergantung pada beberapa aspek seperti ukuran besar kecilnya usaha, jenis sektor industri, dan produk maupun jasa yang dihasilkan. Untuk membantu meneliti hal tersebut, kami mengembangkan model desain diagnosa “Peningkatan Kinerja Berkelanjutan” untuk mengetahui hubungan antara strategi perusahaan, operasional, karakteristik dan pengembangan perusahaan. Sejalan dengan hal tersebut, data dalam kuesioner ini adalah data dari bisnis berkelanjutan itu sendiri. Maka dari itu kami mengundang pimpinan dan manager senior para pelaku usaha dengan jumlah karyawan antara 5 hingga 249 karyawan untuk melengkapi kuesioner ini, dengan konten analisis intensif dan mendalam yang akan meningkatkan pandangan kita tentang bagaimana sebuah usaha bisnis bisa berkembang dan berkelanjutan. Kuesioner ini juga di desain sebagai alat untuk mengembangkan bisnis secara langsung. Melalui partisipasi Anda, Anda akan memperoleh manfaat seperti berikut ini:

- Kesempatan untuk meluangkan waktu memikirkan bisnis Anda dan perkembangannya secara strategis dan holistik
- Memiliki akses untuk sebuah analisis diagnosa perkembangan usaha Anda
- Potensi untuk berpartisipasi dalam penelitian lebih lanjut, dimana kami akan bekerja secara intensif dengan Anda untuk membantu memahami kesempatan dan tantangan untuk mengembangkan perusahaan Anda

Kejujuran informasi yang Anda berikan dalam kuesioner ini berhubungan erat dengan kualitas data, dan kami sangat mengapresiasi kerjasama serta partisipasi yang Anda berikan. Semua data yang kami kumpulkan bersifat tertutup dan rahasia.

Tim penelitian “Peningkatan Kinerja Berkelanjutan”

Birmingham City University-UK dan Sekolah Bisnis dan Manajemen-ITB-Indonesia



APPENDIX A

Questionnaire with Medium-sized Tourism Enterprises.

- Demographics of Medium-sized Tourism Enterprises respondents.

Q65 Apa jenis kelamin Anda?

- ☐ Pria
- ☐ Wanita

Q66 Berapa usia Anda?

Q67 Apa pendidikan terakhir Anda?

- ☐ SMA (sebutkan nama institusi) (1) _____
- ☐ S1(sebutkan nama institusi) (2) _____
- ☐ S2 (sebutkan nama institusi) (3) _____
- ☐ Professional (sebutkan nama institusi) (4) _____
- ☐ Lainnya (sebutkan) (5) _____

Q68 Apakah suku bangsa Anda?

- ☐ Sumatera (1)
- ☐ Jawa (2)
- ☐ Kalimantan (3)
- ☐ Sulawesi (4)
- ☐ Papua (5)
- ☐ Tidak ingin menjawab (6)

1. Understanding the management and strategy that was conducted by Medium-sized Tourism Enterprises.

Q4 Apakah Anda mengetahui pasti tantangan yang akan dihadapi bisnis Anda dalam mencapai perkembangan organisasi dan peningkatan kinerja di masa depan?

- ☐ Ya (1)
- ☐ Tidak (2)
- ☐ Tidak tahu/tidak pasti (3)

Q19 Berapa banyak pesaing yang dimiliki perusahaan untuk produk/jasa utamanya?

- ☐ Tidak ada (1)
- ☐ Sedikit (2)
- ☐ Banyak (3)

Q23 Dalam 3 tahun terakhir, apakah usaha Anda mengadakan perjanjian kerjasama atau kolaborasi formal / informal?

- ☐ Ya (1)
- ☐ Tidak (2)

Q24 Apakah kerjasama atau kolaborasi formal/informal ini dengan:

- ☐ Konsumen (1)

- Pemasok (2)
- Dunia pendidikan tinggi (3)
- lainnya (sebutkan) (4) _____

Q25 Menurut Anda, manakah dari pernyataan berikut ini yang paling menggambarkan istilah 'pelanggan utama' dalam bisnis Anda? "Pelanggan utama untuk organisasi kami adalah yang ..." (pilih sebanyak mungkin yang sesuai)

- Memungkinkan kami untuk memproduksi secara efisien (1)
- Menyediakan kami dengan arus kas yang bersih untuk mempertahankan bisnis (2)
- Memberikan kami kepercayaan untuk melakukan investasi jangka panjang (3)
- Memiliki modal yang besar di pasar yang kami layani (4)
- Berkontribusi pada sebagian besar keuntungan penjualan (5)
- Menawarkan potensi untuk pertumbuhan penjualan jangka panjang (6)
- Memberikan kami keuntungan margin di atas rata-rata (7)
- Menawarkan potensi untuk meningkatkan margin keuntungan kami (8)

Q26 Dalam segi pelanggan, berapa banyak pelanggan yang Anda miliki dan berapa banyak yang Anda sebut pelanggan utama?

- Pelanggan (1) _____
- Pelanggan utama (2) _____

Q27 Menurut Anda, manakah dari pernyataan berikut ini yang paling menggambarkan istilah 'pemasok utama' untuk usaha Anda? "Pemasok utama untuk bisnis kami adalah yang ..." (pilihlah sebanyak yang sesuai keadaan)

- Menyumbang saham yang penting terhadap barang dan jasa (1)
- Menyediakan barang dan jasa yang penting bagi bisnis saya (2)
- Menyediakan barang dan jasa yang sulit didapatkan (3)
- Bersedia untuk berusaha lebih untuk mendapatkan barang yang kami butuhkan (4)
- Bekerja sama untuk mencari cara mengurangi biaya (5)
- Bekerja sama untuk mencari cara meningkatkan kualitas (6)
- Membantu kami mengembangkan produk yang baru (7)
- Menginvestasikan sumber yang mendukung bisnis kami (8)

Q28 Dalam segi pemasok, berapa banyak pemasok yang Anda miliki dan berapa banyak yang Anda sebut sebagai pemasok utama?

- Pemasok (1) _____
- Pemasok utama (2) _____

Q30 Dimulai dari yang paling penting, sebutkan 3 faktor yang mendukung pertumbuhan usaha Anda selama 3 tahun terakhir:

- Faktor 1 (1):
- Faktor 2 (2):
- Faktor 3 (3):

Q31 Dimulai dari yang paling penting, sebutkan 3 faktor yang membatasi pertumbuhan usaha Anda selama 3 tahun terakhir:

- Faktor 1 (1):
- Faktor 2 (2):
- Faktor 3 (3):

Q32 Untuk 3 tahun ke depan, faktor apa saja yang Anda pertimbangkan untuk mengembangkan pertumbuhan usaha Anda (tuliskan ketiga faktor tersebut):

- Faktor 1 (1):
- Faktor 2 (2):
- Faktor 3 (3):

Q33 Untuk 3 tahun ke depan, faktor apa yang Anda anggap sebagai penghambat pertumbuhan usaha Anda: (tuliskan ketiga faktor tersebut)

- Faktor 1 (1)
- Faktor 2 (2)
- Faktor 3 (3)

Q34 Bagaimana usaha Anda dikelola?

- Dikelola oleh saya sendiri (1)
- Dikelola bersama orang lain (2)
- Dikelola oleh orang lain (3)

Q35 Apakah usaha Anda memiliki rencana strategis?

- Ya, secara tertulis (1)
- Ya, namun tidak tertulis (2)
- Tidak ada (3)
- Tidak tahu (4)

Q36 Apakah isu-isu ini termasuk dalam rencana strategi usaha Anda? (Pilih sebanyak-banyaknya)

- Mengelola/mengembangkan SDM (1)
- Pengembangan/inovasi barang/jasa (2)
- Peningkatan/inovasi proses (3)
- Kualitas produk/jasa (4)
- Strategi/pengembangan pemasaran yang baru (5)
- Rencana pengembalian (6)
- Perencanaan regenerasi (7)
- Teknologi (8)
- Tanggung jawab sosial perusahaan (9)
- Keuangan (keluar masuk / keuntungan / pengembalian modal investasi, perencanaan, dll) (10)
- Lainnya (sebutkan) (11) _____
- Tidak ada di daftar (12)

Q37a Siapakah yang membuat rencana strategis?

- Saya sendiri (1)
- Hanya manajer (2)
- Beberapa karyawan (3)

- Semua staf (4)
- Lainnya (sebutkan) (5) _____

Q37b Dengan siapa rencana strategis dikomunikasikan?

- Saya sendiri (1)
- Hanya manajer (2)
- Beberapa karyawan (3)
- Semua staf (4)
- Lainnya (sebutkan) (5) _____

Q38 Selama 3 tahun terakhir, apakah perusahaan Anda mengenalkan inovasi produk/jasa melalui:

- Inovasi barang: barang baru atau yang barang yang jauh lebih unggul dari sebelumnya (tidak termasuk barang baru yang dijual kembali dan perubahan demi estetika saja) (1)
- Inovasi layanan/jasa: layanan baru yang lebih memuaskan dari yang sebelumnya (2)
- Tidak ada produk inovasi yang dikenalkan (3)

Q39 Selama 3 tahun terakhir, apakah perusahaan Anda mengenalkan inovasi proses melalui:

- Metode pembuatan/menghasilkan produk atau jasa yang baru (1)
- Metode logistik/pengiriman/distribusi yang baru atau lebih baik dari yang sebelumnya (2)
- Kegiatan/tindakan yang baru/jauh lebih baik dari sebelumnya yang berhubungan dengan proses-proses seperti sistem pemeliharaan/operasi pembelian, pembukuan atau penghitungan (3)
- Tidak ada proses inovasi yang dikenalkan (4)

Q40 Selama 3 tahun terakhir, apa saja faktor-faktor penghambat dalam memenuhi tujuan inovasi di perusahaan Anda?

	Penghambat tinggi (1)	Penghambat medium (2)	Penghambat rendah (3)	Tidak berhubungan (4)
*Persaingan harga yang kuat (1)				
*Kompetisi yang kuat di kualitas produk, reputasi atau merk (2)				

*Sedikit permintaan (3)				
*Inovasi dilakukan oleh pesaing (4)				
*Penjualan didominasi oleh kompetitor (5)				
*Sumber daya yang kurang berkualitas (6)				
*Keuangan tidak mendukung (7)				
*Kurangnya modal untuk mencoba area penjualan baru (8)				
*Biaya yang mahal menyangkut ijin legalitas melalui pemerintah(9)				

2. Understanding a system for how Medium-sized Tourism Enterprises organization's activities are directed in order to achieve its goals.

Q5 Pada tahun berapa organisasi Anda didirikan?

Q6 Apakah organisasi ini didirikan sebagai:

- Sebuah perusahaan yang benar-benar baru (1)
- Sebuah perusahaan tambahan dari yang sebelumnya (2)
- Sebuah pembelian manajemen (3)
- Sebuah penggabungan, atau pembelian dari bisnis yang telah ada (4)
- Lainnya (sebutkan) (5) _____

Q8 Apakah bidang usaha Anda:

- Kepemilikan tunggal (1)
- Kerjasama (2)
- Perusahaan (contoh: PT/CV) (3)

- Nirlaba (contoh: amal, yayasan) (4)
- Sebuah kontrak kerjasama (contoh: agen, agents, waralaba) (5)
- Sebuah koperasi (6)
- Kerja sama beberapa pihak (7)
- Anak perusahaan (8)
- Sebuah cabang (9)
- Lainnya (sebutkan) (10) _____

Q9a Kira-kira berapa besar persen (%) proporsi bidang usaha yang dimiliki oleh pemegang modal berikut ini (jumlah dari semua harus 100%)

- _____ Kepemilikan pemegang saham pribadi (1)
- _____ Kepemilikan pemegang saham publik (2)
- _____ Kepemilikan keluarga (3)

Q9b Kira-kira berapa besar persen (%) proporsi bidang usaha yang dikelola oleh pemegang modal berikut ini (jumlah dari semua harus 100%)

- _____ Manajemen pemegang saham swasta/pribadi (1)
- _____ Manajemen pemegang saham publik (2)
- _____ Manajemen keluarga (3)

Q12 Berapa jumlah karyawan yang Anda miliki saat ini?

- Karyawan tetap sejumlah (1) _____
- Paruh waktu sejumlah (2) _____
- Musiman (3) _____
- Kontrak/Outsourcing (4) _____

Q13 Dalam 12 bulan ke depan, hal apa yang Anda inginkan untuk bidang usaha Anda?

- Karyawan lebih banyak (1)
- Karyawan lebih sedikit (2)
- Perkiraan memiliki karyawan dalam jumlah yang sama (3)

Q14 Kira-kira, dalam 1 tahun terakhir, berapa persen (%) proporsi penjualan yang tercapai dalam lokasi pemasaran berikut ini? (jumlah total harus 100%)

- _____ Dalam kota Bandung(1)
- _____ di Jawa Barat (2)
- _____ di Luar Jawa Barat , dalam Negara Indonesia (3)
- _____ di luar Indonesia, di dalam ASEAN (4)
- _____ di luar ASEAN (5)

Q15 Jika proporsinya adalah di luar Indonesia, maka sebutkan pasar internasional utama yang Anda layani!

3. Understanding interrelated activities for sending information to upper and lower management sections as well as within the entire organization in Medium-sized Tourism Enterprises.

Q16 Kira-kira, dalam satu tahun terakhir, berapa (%) proporsi keuntungan Anda dalam penjualan internasional yang dicapai melalui hal berikut ini? (jumlah total harus 100%)

- _____ Ekspor (1)
- _____ Impor (2)
- _____ Kantor penjualan di luar negeri (3)
- _____ Produksi di luar negeri (4)
- _____ Distribusi di luar negeri (5)

Q18 Untuk produk/jasa utama Anda, manakah yang paling menggambarkan penjualan yang Anda layani akhir-akhir ini?

- Meningkat (1)
- Menurun (2)
- Stabil (3)
- Tidak konsisten (4)

Q21 Dalam 1 tahun terakhir, berapa proporsi (%) yang dicapai oleh penjualan Anda melalui masing-masing pendekatan strategis di bawah ini?

- _____ Harga lebih Murah: Bersaing berdasarkan harga yang lebih rendah (secara skala ekonomi, pengalaman, teknologi, dll) yang menghasilkan harga lebih murah kepada konsumen (1)
- _____ Kualitas lebih bagus: Memberikan kualitas produk/ jasa yang lebih baik dibandingkan pesaing (contoh: peluang yang terfokus) (2)
- _____ Produk/jasa yang beragam: Menciptakan bidang usaha yang beragam (3)

Q56 Kira-kira dalam 1 tahun terakhir, berapakah total omset penjualan Anda?

4. Understanding the reward scheme to support the employee objective with the objectives of the association in Medium-sized Tourism Enterprises.

Q46 Apakah bidang usaha Anda mengumpulkan data tentang hal-hal berikut?

- Jumlah penjualan/jasa (1)
- Biaya total (2)
- Keuntungan investasi (3)
- Biaya unit pekerja (4)
- Kualitas produk/jasa (5)
- Produktivitas (6)
- Keluar masuk tenaga kerja (7)
- Keragaman karyawan (8)
- Ketidakhadiran (9)
- Pelatihan dan perkembangan (10)
- Kepuasan karyawan (11)
- Kepuasan pelanggan (12)
- Peningkatan yang berkelanjutan (13)
- Pengawasan kinerja berbasis web (14)
- Lainnya (sebutkan) (15) _____
- Tidak ada di daftar (16)

Q49 Manakah yang paling tepat diantara pilihan dibawah ini yang dapat menggambarkan bagaimana Anda membayar jasa karyawan?

- Penggajian formal/ gaji tersistem (1)

- Penggajian informal dan berdasarkan performa tiap karyawan (2)
- 5. **Understanding the strategic approach to the effective management of people in Medium-sized Tourism Enterprises organization such that they help their business gain a competitive advantage.**

Q47 Apakah bisnis Anda memiliki manager khusus yang bertanggung jawab tunggal atau bersama unit lain dalam menangani hal tentang SDM?

- Ya, bertanggung jawab penuh (1)
- Ya, hanya bertanggung jawab sebagian (2)
- Tidak (3)

Q48 Apakah bidang usaha Anda menggunakan beberapa praktik sumber daya manusia berikut ini?

- Pelatihan beragam keahlian (1)
- Uji seleksi (2)
- Peningkatan kualitas staf (3)
- Promosi internal (4)
- Gaji berdasarkan pencapaian kerja (5)
- Gaji berdasarkan keuntungan usaha (6)
- Diskusi bersama Karyawan (7)
- Keamanan Kerja (8)
- Kerja tim (9)
- Kelompok penyelesaian masalah (10)
- Memiliki SOP dalam hal manajemen (11)
- Program antar budaya (12)
- Seleksi penerimaan karyawan (13)
- Harmonisasi antara beban kerja dan profil karyawan (14)
- Penghargaan kinerja karyawan (15)
- Keluhan dan tata tertib aturan (16)
- Lainnya (sebutkan) (17) _____
- Tidak ada di daftar (18)

Q50 Apakah manager berkomunikasi dengan karyawan menggunakan metode berikut ini?

- Melalui serikat dagang (1)
- Komite musyawarah (2)
- Papan pengumuman (3)
- Melalui manager lainnya (4)
- Rapat singkat tim (5)
- Survei sikap dan karakter (6)
- Skema saran (7)
- Buletin (8)
- Surat elektronik (9)
- Intranet Perusahaan (10)
- Media sosial (11)
- Lainnya (sebutkan) (12) _____
- Tidak ada di daftar (13)

Q51 Kira-kira berapa jumlah jam kerja karyawan dalam satu minggu secara umum?

- _____ tidak termasuk lembur (1)
- _____ termasuk lembur (2)

Q52 Dalam tahun ini, Apakah bisnis Anda mengalokasikan anggaran khusus untuk pelatihan karyawan?

- Ya (sebutkan nominal) (1) _____
- Tidak (2)
- Dana dikeluarkan jika ada pelatihan (3)

Q53 Secara rata-rata, berapa hari per tahun setiap karyawan mendapatkan pelatihan?

- Tidak pernah (1)
- Kurang dari satu hari (2)
- 1 hari hingga tidak lebih dari 2 hari (3)
- 2 hari hingga tidak lebih dari 5 hari (4)
- 5 hari hingga tidak lebih dari 10 hari (5)
- 10 hari atau lebih (6)

Q54 Dimana biasanya pelatihan diadakan?

- Di perusahaan (1)
- Di luar perusahaan (2)
- Campuran (3)

Q55 Dalam 3 tahun terakhir, apakah karyawan mendapatkan pelatihan atau pengembangan keahlian berikut ini:

- Piranti Keras dan Teknologi Lunak (IT) (1)
- Kerjasama tim (2)
- Komunikasi (3)
- Kepemimpinan dan Manajemen (4)
- Operasional dan Peralatan (5)
- Kesehatan dan Keselamatan (6)
- Keberagaman dan Kesamaan Peluang (7)
- Layanan Konsumen (8)
- Pemecahan Masalah (9)
- Kendali Mutu (10)
- Pendampingan dan Pembinaan (11)
- Pemberdayaan Sumber Daya Manusia (12)
- Lainnya (sebutkan) (13) _____
- Tidak ada di daftar (14)

6. Understanding the ability of Medium-sized Tourism Enterprises to maintain the organization at a certain rate or level.

Q10. Generasi seberapa Bidang Usaha anda di dalam Keluarga?

- Generasi pertama (1)
- Generasi Kedua (2)
- Generasi ketiga (3)
- Generasi keempat (4)
- Lainnya (sebutkan) (5) _____

Q11 Apakah usaha ini merupakan

- Proyek pertama (1)
- Proyek kedua (2)
- Proyek ketiga atau lebih (3)

Q17 Tahun berapa usaha Anda mulai bergabung dalam aktivitas internasional secara berkelanjutan?

Q41 selama 3 tahun ke depan, jika Anda mempromosikan usaha Anda sebagai perusahaan yang 'ramah lingkungan' apakah akan mempengaruhi perkembangan usaha Anda?

- Pengaruh positif (1)
- Pengaruh negatif (2)
- Tidak ada pengaruh (3)

Q42 Pernahkah Anda berinisiatif mempertimbangkan atau mengimplementasikan tanggung jawab sosial perusahaan yang melibatkan hal-hal berikut?:

	Dipertimbangkan (1)	Diimplementasikan (2)	Tidak (3)
Tempat penjualan (1)			
Tenaga kerja (2)			
Lingkungan kerja (3)			
Komunitas kerja (4)			
Hak Asasi Manusia (5)			

Q43 Jika ada, apa saja yang pernah diimplementasikan dalam perusahaan Anda?

- Kepedulian pada lingkungan (1)
- Penggunaan sumber daya dengan lebih efisien (2)
- Mendaur ulang atau menggunakan bahan dengan lebih sedikit limbah (3)
- Penggunaan energi yang terbaharukan (4)
- Memastikan keuntungan bisnis di masa depan (5)
- Perencanaan yang matang pada usaha (6)
- Perekrutan dan pengembangan staf dengan baik (7)
- Mendukung komunitas lokal (8)
- Mendukung praktek kerja yang baik kepada pemasok (9)
- Lainnya (sebutkan) (10) _____
- Tidak ada di daftar (11)

APPENDIX B

Interview protocol with Medium-sized Tourism Enterprises.



Promoting[®]
Sustainable
Performance

PSP - wawancara pribadi dengan pemimpin perusahaan (fase 2)

Halaman depan (Pengisian Awal)

Pengidentifikasi

Lokasi wawancara:

Tanggal:

Jam:

Pengidentifikasi SPSS:

Nama yang diwawancarai:

Jabatan:

Telepon:

Email:

Nama organisasi:

Usia:

Sektor:

Jumlah (karyawan):

Jumlah (pendapatan):

Kepemilikan

Keluarga

Pribadi

Karyawan

Manajemen

Keluarga

Pribadi

Karyawan

Pengambilan sampel

Kualitas-kualitas ini menjelaskan mengenai pengambilan tindakan oleh pihak organisasi untuk berkembang.

Keinginan untuk berkembang (Q29):

Cepat

Tetap

Pertumbuhan (Q26): Pendapatan:

Laba:

Karyawan:

Adanya strategi (Q31):

Ya, tertulis

Ya, tidak tertulis

Pasar yang terdiversifikasi (Q11): % di luar provinsi / daerah:

% di luar negeri:

Inovatif - produk / layanan (Q34):

Barang

Jasa

Inovatif - proses (Q35):

Metode Logistik

Kegiatan pendukung

Pertanyaan Wawancara (survei): Q4(5); Q7(7); Q9(27); Q10(28); Q11(29); Q12(29); Q15(17); Q18(16); Q19(14); Q23(21); Q24(22); Q25(23); Q29(24); Q30(25); Q32(25); Q37(31); Q38(32); Q39(33); Q46(36); Q47(34); Q52(35); Q56(37); Q57(40); Q58(42); Q60(43); Q65(48); Q67(51); Q70(53); Q71(59); Q72(57).

Komentar lain, rincian, fokus atau minat dari survei fase 1?

1. Understanding the management and strategy that was conducted by Medium-sized Tourism Enterprises.

1. Apa tujuan dari []?
2. Bagaimana [] mencapai tujuan ini?
13. Apa arti istilah "pertumbuhan" bagi Anda dalam konteks organisasi Anda?
15. Anda menjelaskan dalam survei [Q17] bahwa keunggulan kompetitif Anda adalah:
36. Apa arti istilah "strategi" bagi Anda?
46. Saya mencatat dari survei Anda [Q36] bahwa hambatan berikut ini penting untuk mencapai tujuan inovasi Anda. Jika beberapa dari masalah ini telah dipecahkan, bagaimana Anda menyelesaikannya? Jika tidak, tantangan khusus apa yang Anda alami?

FA

✓	Hambatan	Terpecahkan	Bagaimana? Tantangan?
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	Persaingan harga yang kuat		
	Persaingan yang kuat pada kualitas produk, reputasi atau merek		
	Kurangnya permintaan		
	Inovasi dari pesaing		
	Pangsa pasar yang didominasi oleh pesaing		
	Kurangnya SDM yang berkualitas		
	Keuangan yang kurang memadai		
	Kurangnya modal untuk mencoba area penjualan baru		
	Biaya yang mahal menyangkut izin legalitas melalui pemerintah		

57. Saya mencatat dari respons survei Anda [Q40] bahwa Anda menggunakan alat teknologi (diuraikan di bawah). Apakah teknologi telah membantu pertumbuhan Anda? Jika ya, bagaimana caranya?

Apakah Anda mengalami hambatan tertentu dalam menerapkan teknologi?

✓	Alat teknologi	Pertumbuhan dibantu oleh....
	Pemasaran iklan	
	Penjualan	
	Pembelian	
	Pemroduksian	
	Pendistribusian	
	Sumber Daya Manusia	

	IT	
	Keuangan	
	Pemikiran strategis	
	Informasi manajemen	
	Lain:	
	Tak ada satupun	

2. **Understanding a system for how Medium-sized Tourism Enterprises organization's activities are directed in order to achieve its goals.**

3. Apa peran spesifik Anda dalam memenuhi tujuan ini?
4. Siapa yang berperan penting dalam menentukan visi organisasi?
5. Siapa yang terlibat dalam manajemen sehari-hari?

3. **Understanding the reward scheme to support the employee objective with the objectives of the association in Medium-sized Tourism Enterprises.**

62. Saya mencatat dari respons survei Anda bahwa yang berikut ini menjelaskan cara bisnis Anda membayar karyawannya:

- a) Pembayaran formal atau tersistem
- b) Pembayaran bersifat informal dan diputuskan berdasarkan pribadi

Bisakah Anda ceritakan lebih lanjut tentang sistem pembayaran yang digunakan?

Probe: bagaimana keputusan terkait pembayaran dilakukan?

63. Apa yang memotivasi karyawan dalam organisasi Anda?

64. Apakah Anda mengalami kesulitan dalam merekrut karyawan? Ya Tidak
Jika Ya, lowongan apa yang Anda pilih untuk direkrut, dan mengapa? Jika tidak, mengapa ini?

