



# Young Tourist Perspective On The Service Quality Of Star Hotel In Bogor Tourism Area – Indonesia

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## ABSTRACT

Bogor is one of tourist area located in the geographic area of West Java Province and adjacent to Jakarta (capital city of Indonesia). Cool natural condition surrounded by views of the hills and mountains with many historic heritage make this city has its own attraction to young local tourist from Jakarta and its surrounding. Today, tourism has become the most growing industry in the world. Similarly in Indonesia, already proved that tourism development in Indonesia in the last few years has shown significant contribution in national economic development that is as one of instrument of increasing state revenues. Hotel accommodation cannot be separated from tourism. Hotel is the main tourism superstructures. This research aims to measure level of satisfaction and interest of young tourist to service quality perceived by these young hotel guest/young traveler in star hotel in Bogor tourist area from their point of view. The analytical methods used are factor analysis method and importance performance analysis. Based on factor analysis method, it was discovered Hotel Service Quality Scale (HOLSERV) dimension proposal. These results suggest the need for collaboration between the operational strategy and management of human resources for the hospitality sector is able to sustain the tourism sector.

**Keywords:** *Young Tourist, Perspective, Service Quality, Sustainable Hotel*

## 1. INTRODUCTION

Bogor is one of tourist area located in the geographic area of West Java Province adjacent to Jakarta ( $\pm 60$  km) (Ini Tempat Wisata, 2015). Known as the rainy city because in reality this city often rain or has high rainfall (Jokowarino, 2015). Cool natural conditions surrounded by views of the hills and mountains and the many historic heritage make this city has a special attraction for young local tourists who came from Jakarta and surrounding areas (City Government, 2015).

Related to young tourist, the perspective of young tourists are important to note their behavior pattern because Indonesia currently will experience baby boom phase II, between 2020 and 2030 (Jakarta Post, 2013). Total Fertility Rate (TFR) that stagnant in the rate of 2.6 children per woman of childbearing age since 2003, is clear evidence that the second baby boom is likely to occur again in Indonesia (Kompas.com, 2008). Baby boomer, are the highly desirable target audience because (1) They are the sole target of the largest age categories that are alive today (2) They often as the decision maker of important customer purchasing (3) They have small sub segment that affect the tendency of customers (Schiffman & Kanuk, 2007:397).

Today, tourism has become the most growing industry in the world (Hotcourses, 2015). Likewise in Indonesia, it has been proven that tourism development in Indonesia over the last few years has shown significant contribution in national economic development, as one of instrument of increasing state revenues (Ministry of Tourism and Creative Economy, 2014).

A study on factors that contribute to tourism development in Indonesia is required. Hotel accommodation cannot be separated from tourism. The hospitality industry is one of supporting growth in the tourism sector. Hotel accommodation cannot be separated from tourism. Hotel is the main tourism superstructures. This means life and livelihood of hotel depend a lot on many or few young tourist coming. If we assume tourism industry as a building, hospitality sector is the pillar (Kabari Indonesia, 2015).

In general the relation of hospitality industry and tourism dominated by financial interest where the in which the hotel benefit from the number of tourist stay that come to certain destination. On the other side that area also benefit from the taxes contribution paid by the hotel. From the number of taxes paid for certain can be used to build that area especially to develop potential tourism in the area so it can attract more young tourists (Jenis Hotel, 2015). The questions is how to create a hospitality product that have competitive advantage to be able to realize the vision of national tourism in achieving Indonesia as a world class tourism destination, competitive, sustainable and able to encourage local development and welfare.

Competitive advantage is the ability of a company to perform well, in one or more ways that cannot be or will not be matched by competitors. Company that able to provide good service or earn excellent service awards both prestige and value of product will increase. Furthermore customer will give high value and customer satisfactions that produce sustainable

and high purchasing and in the end will produce high profitability to a company (Kotler, 2006:142).

## 2. LITERATURE REVIEW

**Service Quality.** Services are economic activities that offer something to the other party. Where the performance results what is required by the recipient of the service, object or asset in accordance responsibilities given by the customer. These activities create and benefit in term of money, time and value of access to product, manpower, professional skill, facility, network and system, not benefit to ownership of physical elements (Lovelock, 2011:37).

According to Kotler (2005:111), services are an action or performance offered by one party to another party, which basically intangible and does not resulted in ownership of something. So it can be said, services characteristic is intangible, inseparable, varies and not durable.

Service quality is a customer long-term cognitive evaluation of services of a company (Lovelock, 2005:96). Characteristic of services cannot be felt, varied, not durable and is produced and used simultaneously. In assessing the quality of services, customers are using extrinsic causing customers more difficult

to assess the quality of service rather than product quality. To rely on the quality of service, customers using gestures replacement or extrinsic cues (Schiffman, 2007: 177).

Before customers purchase a service, they have expectations about the quality based on personal needs, previous experience, word of mouth, and advertising service providers. After purchasing and using such services, customers compare the expected quality to what they actually receive. Performance pleasant service customers are at the level of service they expect will be seen to have a higher quality. If the service is within the tolerance zone, customers will feel the service was adequate. However, if the quality is actually below the level of expectations it will cause the quality gap between the performance qualities with customers' expectations.

The quality gap is the most important thing, because that is an assessment of the overall customer toward what is expected in comparison to what is acceptable. The main objective in improving the quality of service is to close the gap as much as possible (Lovelock, 2005: 97).

The cause of the failure of the quality of service can be identified through the gaps shown in the model SERVQUAL described in Figure 1 below:

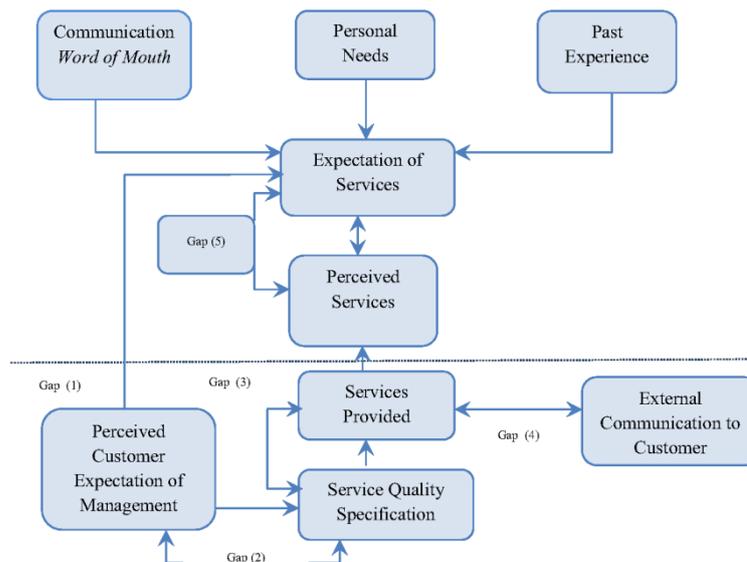


Figure 1. SERVQUAL model (source: Brown et.al, 2005)

From SERVQUAL model above indicated there are the cost of failure in providing services to customers, which is caused by (1) The gap between customer expectations and perceptions of management; management did not always understand exactly what the customer wants (2) The gap between management perception and service quality specifications; management may understand exactly desires of customers but do not set performance standards (3) The gap between service quality specifications and delivery of services; employees may be less trained, unable or unwilling to comply with the standard, or may be faced with conflicting standards, such as the time to listen to customers and serve them quickly (4) The gap between service delivery and external communications; expectations of customers are

influenced from the statements given by representatives and advertising companies (5) The gap between the perceptions of service provision and services are expected; This gap occurs when the customer has the perception is mistaken about the service quality (Kotler, 2005:123)

To measure the gap between customer expectation towards service and customer perception about the experience of service received, SERVQUAL instrument was used. (Pasuraman et.al, 1985 in Brown et.al, 2005: 303-304). SERVQUAL instrument is measured in the dimension (1) Reliability, the ability to perform the promised service reliably and accurately (2) Responsibility, willingness to help customer and provide services quickly (3) Assurance, knowledge and

politeness and the ability of employee in providing trust and assurance (4) Empathy, the willingness to provide depth and special attention to customer (5) Tangible, the appearance of physical facilities, equipment, staff and communication materials. (Kotler, 2005:123).

**Customer Satisfaction.** Customer satisfaction is an emotional state, post-purchase customers' reaction, can be anger, dissatisfaction, annoyance, neutrality, joy or pleasure. Customers will experience a level of satisfaction or dissatisfaction after a service in accordance with the extent to which their expectations are met or exceeded (Lovelock, 2005: 97).

Kotler (2006: 136) defines; customer satisfaction is feeling happy or disappointed people who emerged after comparing the performance of the product is perceived against the product's expected performance. If performance is below expectations, the customer is not satisfied. If performance meets expectations, the customer will be satisfied. If the product's performance exceeds expectations, the customer is very satisfied or happy.

Customers will form expectations through previous purchase experience, the advice of friends and colleagues, and appointments as well as information marketers and competitors. If marketers give too high expectations, customers will be disappointed. Conversely, if marketers set expectations too low, then customer will not be interested even if customers actually purchase will be satisfied (Kotler, 2006: 136).

Satisfaction is determined by how well the product meets customer expectations. Satisfaction is often measured by customer perception to the product. Companies that focus on customer should generate customer satisfaction and achieve the company's objectives, namely profitability and a good image (Kotler, 2006: 136).

Customer satisfaction will depend on the quality of products and services. According to the American Society for Quality Control's, the quality is the overall features and nature of the products and services that affect its ability to satisfy the needs of customers expressed or implied. That is to say the definition of quality customer-centered. It could also be said, the company has been producing quality products or services if already meet or exceed customer expectations. Companies that have lots meet the expectations of customers for a long time, it is called a quality company. Quality products and quality, customer satisfaction, and profitability company has a very strong relationship. Higher quality levels produce a level of satisfaction that support higher prices and in line with lower costs. Studies show a relatively high correlation between the quality of products and profitability company (Kotler, 2006: 139-141).

According to Zeithaml (2013: 79), satisfaction is a concept that is much broader than just assessment of service quality, but also influenced by other factors, as described in Figure 2 below:

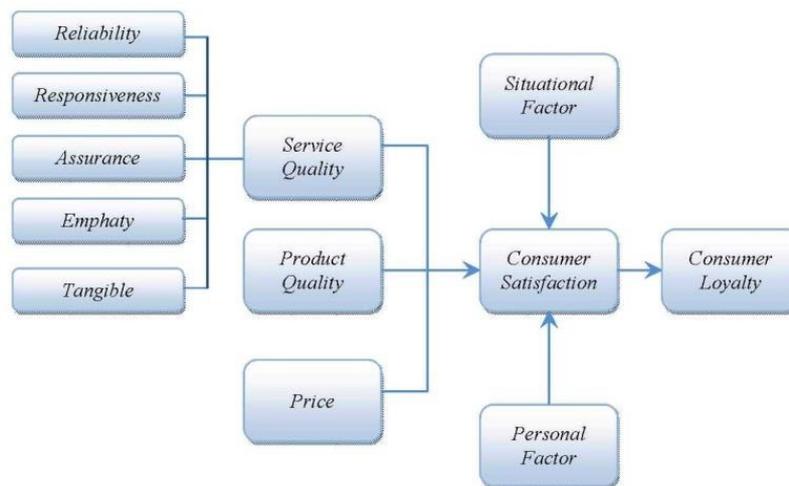


Figure 2. Customer quality perception and customer satisfaction (source: Zeithaml, 2013)

**Factor Analysis.** Factor analysis is a common name which specifies a procedure used mainly to reduce and summarize data. In a marketing research, there can be many variables, most of which are correlated and should be reduced to the extent that it can be managed. Relations between the sets many interrelated variables tested and served by several basic factors. Factor analysis is used for (a) identified basic dimension or factor, which explain the correlation between the sets of variables (b) identified a smaller set from the uncorrelated variables to replace the original set that correlated in the next many variables analysis (c) identified a set of

smaller important variables from the bigger set to be used in the next many variables analysis. Statistical test related to factor analysis among others; Barlett's test sphericity, correlation matrix, community, size sampling coverage (Kaiser-Meyer-Olkin (KMO)), Eigen value, the percentage of variance, and screen plot. (Malhotra, 2006:288).

**Important Performance Analysis (IPA).** Performance Analysis (IPA) was introduced for the first time by Martilla and James (1977) with the aim to measure the relationship between customer perceptions and the priority of improving the quality of products / services which is also known as the quadrant analysis (Brandt, 2000 and Latu & Everett, 2000).

IPA has been accepted commonly and used in various studies because it is easy to apply and display the results of the analysis which facilitate performance improvement proposals (Martinez, 2003). This analysis was used to compare between customers' assessment of the importance of service quality (importance) to the level of performance of service quality (performance). Dimensions of service quality were used that quality of service developed by Parasuraman et. al (Purnama, 2006: 162-164). The average result of an overall assessment of the customer then plotted on the Importance-Performance Matrix or often called Cartesian diagram, the abscissa (X) is the level of performance and the ordinate axis (Y) is the level of interest. The average level of performance is used as a cut-off or limiting high performance and low performance, while the average interest rate is used as a cut-off high interest rate with a low interest rate. Importance-Performance Matrix or Cartesian diagram is presented as Figure 3 below:

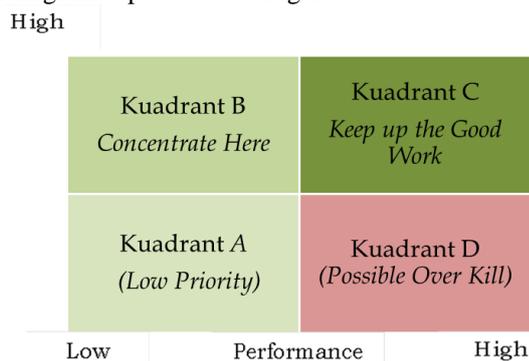


Figure 3. Importance-performance matrix ((Martilla & James, 1977))

Strategies that can be done related to the position of each variable in all quadrants can be explained as follows: (1) Quadrant A (low priority) is the area that covers factors that are considered less important and in reality the performance are not too special. Increasing the variables included in this quadrant may be reconsidered because of its effect on the benefits perceived by customers is very small; (2) Quadrant B (concentrate here), is the area that covers factors that are considered important by customer, but in reality these factors are not yet as good as expected by customer (the level of satisfaction obtained still low). Variables included in this quadrant have to be increased. The trick is the company doing continuous improvements so that the performance variables that exist in this quadrant will increase; (3) Quadrant C (keep up the good work), is the area that covers factors that are considered important by customer and factors that are considered by customer is already appropriate so that the level of satisfaction is relatively high. Variables included in this quadrant has to be maintained because all variable made this product/service excel in the eyes of customer; (4) Quadrant D (possible overkill), is the area that covers factors that are considered less important by customer and is considered too excessive. Variables that are included in this quadrant can be reduced so that company can save costs. The above matrix is used to describe priority attributes for improvement in the future and to provide guidance for strategy formulation. Formula used in IPA are as follows (Cooke, 1991):

$$Tki = (Xi : Yi) \times 100\%$$

$Tki = Suitability\ level\ respondent$

$Xi = Score\ assessment\ of\ the\ level\ of\ performance/satisfaction$   
 $Yi = Score\ assessment\ of\ importance$

### 3. METHODS

**2.1. Research sample.** The samples in this research is based on non-probability sampling because the author does not know the exact number of the population or tourists, young couple staying in a star hotel in the tourist area of the city of Bogor. Selection of sampling performed convenience sampling in which the authors define the sample by coincidence, that anyone who by chance met the author can be used as a sample, if it is deemed that person is suitable as a data source (Sugiyono, 2012: 122). Respondents were selected because of their presence at the time and place where research is being conducted. This research involved 106 respondents who are young couple tourists who are staying in a star hotel in the tourist area of Bogor. The data used in this research is the primary data consist of the results of the pretest to 30 respondents and research data in which the instrument is believed to have been valid and reliable based on the pretest.

**2.2. Design Questioner.** Variables used in this research is based n theoretical study proposed by Parasuraman (1994) in Tjiptono (2011: 231-233) and the research done previously. Research design consists of main variables, namely reliability, responsiveness, assurance, empathy, and tangible translated into 22 detailed attributes. After that each attribute poured into 24 statements based Linkert scale so as to measure the perceptions of young tourists on the attributes of service quality to the satisfaction of young tourists as well as the perception of the importance of young tourists on the quality of hotel services. Thus, this research has two instruments, namely (1) Questionnaire I, used to measure perceptions of travel towards level of performance/satisfaction of young tourist on quality attributes of hotel services to satisfaction of young tourists (2) Questionnaire II, used to measure the perception of the level of interest of young tourists towards hotel's service quality attributes.

**2.3. Data Processing.** Testing research instruments and data were processed and tested using SPSS version 18.0 software. Input research data comes from questionnaires filled out by respondents. The test instrument is testing the validity conducted by using statistical test Pearson Correlation and reliability testing using statistical test Cronbach's Alpha. After testing the research instrument, the next step is to perform data processing research and statistical testing using the method: (1) Analysis of factors, measuring instruments used in this method is the questionnaire I (2) Important Performance Analysis (IPA), measuring instruments used in this method is the questionnaire I and II.

### 4. RESULT AND DISCUSSION

**4.1. Questionnaire Distribution.** The questionnaire distributed at points of tourist sites, namely in the area of Puncak and Bogor City Region in December 2015. Of the 120

questionnaires distributed, questionnaires were returned and used for data processing were 106 (88.3%) questionnaires. Based on descriptive analysis of the sampling indicate the number of respondents male and female are relatively similar; male respondents (49.3%) and female respondents (51.7%). Overall respondents are not married and a student, aged around 18-24 years. All respondents live in Jakarta and surrounding areas.

**4.2. Statistical Testing Pretest (30 Respondents).** Validity and reliability pretest processed using SPSS version 18.0. Validity testing was using Pearson Correlation. Base on the data processing, the final result showed, all variable (28 indicators) on 1st questionnaire and 28 indicators on 2nd questionnaire have correlation coefficient above 0.05. These indicated that the whole questions were valid and the questionnaire can be used as further research measuring tool. Further reliability testing using Conbrach's Alpha. Based on 1st and 2nd questionnaire, noted that Conbrach's Alpha on all variable on 1st and 2nd questionnaire were above 0.6. Thus, the whole question is declared reliable so that the questionnaire can be used as a measuring tool of research.

**4.3. Factor Analysis.** Based on the results obtained Bartlett's test 0.000 sig = 0, indicating that the correlation matrix is not an identity matrix so principal component analysis can be done. In addition, the KMO value generated is equal to 0.87 > 0.5 with a significance level of 0.000, thus indicating analyst factors have been enough to proceed.

Of the total in the table communities, found that 23 initial variable has a large communalities value (> 0.5). This may imply that the whole of the variables used to have a strong relationship with the factors established. In other words, the

greater the value of the better communalities factor analysis, because the larger the original characteristics that may represent a factor that was formed.

To determine how the components / factors used in order to explain the diversity of the total can be seen from the amount of the Eigenvalues, components with eigenvalues > 1 is a component that can be used. According to the table the total variance explained, factor 1 has eigenvalue of 9052, a factor 2 of 2,042, a factor 3 of 1,544, a factor 4 of 1,196, and a factor 5 of 1,042. The amount of diversity that is able to be explained by factors 1 is 39.357%, factor 2 is 48.234%, factor 3 is 54.945%, factor 4 is 60.144%, and factor 5 is 64.676%. Based on the reasons eigenvalue factors have a diversity of 76%, so it can be concluded that the fifth factor is sufficient to represent the diversity of the variables origin.

After the rotation, the factors with varimax method is obtained, the difference value of variable correlation with each factor before and after varimax rotation. Loading factors rotated, have given the meaning as expected and each factor can already be interpreted clearly. Determination of the input variable to a particular factor is the only variable that correlated with one factor alone means that there is no correlation variables < 0.5 in the factors as described in Table 1.

Thus, the results of the factor analysis found differences in the dimensions of the original SERVQUAL. This made the researchers took the initiative to give a new name for each dimension. Naming a new dimension will be connected with the research literature before. The name and dimensions according to the results of this research are outlined in Table 1.

**Table 1. Dimension of hotel service quality (HOLSERV)**

| <b>Factor and Variable</b>  | <b>Factor 1</b> | <b>Factor 2</b> | <b>Factor 3</b> | <b>Factor 4</b> | <b>Factor 5</b> |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>F1 – Behavior</b>  |                 |                 |                 |                 |                 |
| 1. Guest hotel data is saved well by employees                            | 0.506           |                 |                 |                 |                 |
| 2. The hotel employees always inform the time needed to complete a job    | 0.561           |                 |                 |                 |                 |
| 3. The employees inform time  | 0.746           |                 |                 |                 |                 |
| 4. The hotel employees are fast and responsive                            | 0.808           |                 |                 |                 |                 |
| 5. The hotel employees always responding to complaints                    | 0.693           |                 |                 |                 |                 |
| 6. The hotel employees are always ready to help                           | 0.703           |                 |                 |                 |                 |
| <b>F2 - Emphaty</b>   |                 |                 |                 |                 |                 |
| 1. Employees give personal attention                                      |                 | 0.731           |                 |                 |                 |
| 2. Employees are attentive  |                 | 0.586           |                 |                 |                 |
| 3. Employees puts the interest of guest                                   |                 | 0.729           |                 |                 |                 |
| 4. Employees keep their promises  |                 | 0.762           |                 |                 |                 |
| <b>F3 - Reliability</b>   |                 |                 |                 |                 |                 |
| 1. Service in accordance with the promise                                 |                 |                 | 0.758           |                 |                 |
| 2. The hotel employees are reliable                                       |                 |                 | 0.768           |                 |                 |
| 3. The hotel employees provides optimal service                           |                 |                 | 0.666           |                 |                 |
| 4. Since beginning the employees provide service according to the promise |                 |                 | 0.677           |                 |                 |
| <b>F4 - Guarantee</b>   |                 |                 |                 |                 |                 |
| 1. The employees conduct the transaction accurately                       |                 |                 |                 | 0.558           |                 |
| 2. The employees are polite   |                 |                 |                 | 0.791           |                 |
| 3. The employees are friendly   |                 |                 |                 | 0.744           |                 |
| 4. The hotel employees wear uniforms                                      |                 |                 |                 | 0.517           |                 |
| <b>F5 - Engagement</b>  |                 |                 |                 |                 |                 |
| 1. Employees flexible working hours                                       |                 |                 |                 |                 | 0.628           |
| 2. Employees understand the needs of guests                               |                 |                 |                 |                 | 0.789           |
| 3. Hotel facility according to the need of guests                         |                 |                 |                 |                 | 0.662           |
| <i>Eigenvalue</i>   | 9.052           | 2.042           | 1.544           | 1.196           | 1.042           |
| <i>Variance explained (%)</i>   |                 | 8.887           | 6.712           | 5.199           | 4.532           |
| <i>Cumulative variance explained (%)</i>                                  | 39.357          | 48.234          | 54.945          | 60.144          | 64.676          |

**4.4.Importance Performance Analysis (IPA).** Based on the results of the processing of the data processing on the performance and the interests of the quality of hotel guest services/young tourists on the quality of service of the hotel where they were staying, shown in Table 2 and Figure 4.

**Table 2. Young tourist rating on performance and importance of service quality**

| Faktor | Variable | Performance (X) | Importance (Y) | Average (X) | Factor Average X | Average (Y) | Factor Average Y | Suitability Level | Average Suitability Level |
|--------|----------|-----------------|----------------|-------------|------------------|-------------|------------------|-------------------|---------------------------|
| F1     | REL5     | 400             | 437            | 3.77        | 6.00             | 4.12        | 4.12             | 92%               | 91%                       |
|        | RES1     | 362             | 395            | 3.42        |                  | 3.73        |                  | 92%               |                           |
|        | RES2     | 400             | 445            | 3.77        |                  | 4.20        |                  | 90%               |                           |
|        | RES3     | 415             | 454            | 3.92        |                  | 4.28        |                  | 91%               |                           |
|        | RES4     | 421             | 451            | 3.97        |                  | 4.25        |                  | 93%               |                           |
| F2     | ASS1     | 390             | 437            | 3.68        | 3.70             | 4.12        | 3.57             | 89%               | 104%                      |
|        | EMP1     | 401             | 392            | 3.78        |                  | 3.70        |                  | 102%              |                           |
|        | EMP2     | 371             | 379            | 3.50        |                  | 3.58        |                  | 98%               |                           |
|        | EMP4     | 414             | 357            | 3.91        |                  | 3.37        |                  | 116%              |                           |
| F3     | TAN1     | 384             | 386            | 3.62        | 3.47             | 3.64        | 3.25             | 99%               | 107%                      |
|        | REL1     | 346             | 352            | 3.26        |                  | 3.32        |                  | 98%               |                           |
|        | REL2     | 370             | 380            | 3.49        |                  | 3.58        |                  | 97%               |                           |
|        | REL3     | 360             | 334            | 3.40        |                  | 3.15        |                  | 108%              |                           |
| F4     | REL4     | 395             | 313            | 3.73        | 4.00             | 2.95        | 2.58             | 126%              | 122%                      |
|        | ASS2     | 344             | 288            | 3.25        |                  | 2.72        |                  | 119%              |                           |
|        | ASS3     | 339             | 284            | 3.20        |                  | 2.68        |                  | 119%              |                           |
|        | ASS5     | 296             | 263            | 2.79        |                  | 2.48        |                  | 113%              |                           |
| F5     | TAN2     | 354             | 261            | 3.34        | 3.54             | 2.46        | 3.00             | 136%              | 98%                       |
|        | EMP3     | 413             | 402            | 3.90        |                  | 3.79        |                  | 103%              |                           |
|        | EMP5     | 370             | 386            | 3.49        |                  | 3.64        |                  | 96%               |                           |
|        | TAN3     | 343             | 305            | 3.49        |                  | 2.88        |                  | 96%               |                           |

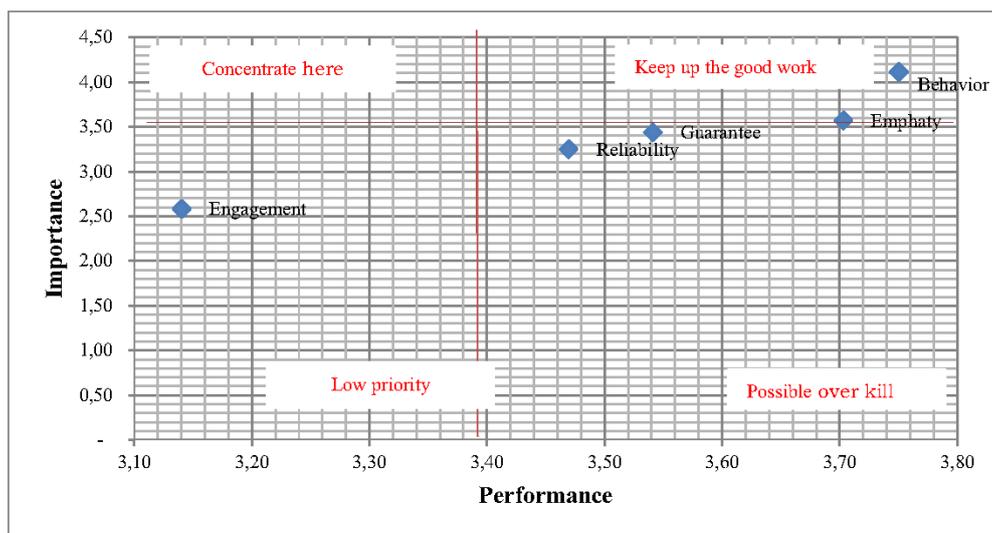

**Figure 4. Cartesian diagram performance and importance service quality hotel**

Table 2 shows the suitability level between the level of performance and the interests of quality, is quite high, in total 104%, meaning that the level of performance quality of service perceived by hotel guests when compared with the same relative importance to the needs of our guests. Next, analyze the factors what must be built to superior service quality and is able to satisfy the guests (young tourists) who stay.

The results of this research discover, in quadrant A (low priority), a factor that emerges is engagement. Strategies conducted on these engagement variables need to be

reconsidered because of its influence on the perceived benefits by the hotel guests are also very small. So that the

engagement factor is less important, and in fact, according to the perception of a hotel/young tourists, perceived service performance is not too special.

In Quadrant B (concentrate here), there is not a factor at all was found. This means that the factors considered important by customers and these factors do not correspond as expected by the guests or the still low level of satisfaction is not reflected in this research.

In quadrant C (keep up the good work), found factors of behavior and empathy. The results of the identification of the Cartesian diagram, behavior and empathy are factors that are considered important by a hotel guests/young tourists and those factors that are important is as expected by hotel guests/young tourists, so the level of satisfaction is relatively higher. The variables included in this quadrant should be maintained since all these variables make these services superior among the hotel guests/young tourists. Component behavior which is maintained its service systems are variable; guest data is saved well by the employee, the employee tells the time, the hotel employees quick and responsive, hotel employees were always responding to complaints, the hotel employees are always ready to help and the hotel employees always keep their promises. While the components of empathy which retained its service system are variable; employees provide personal attention, attentive employees, the employees put the interests of the guests, and the hotel employees keep their promises. That is to say that the level of satisfaction of hotel guests/tourists are young are very closely related to the knowledge and performance of the employees of the hotel.

In Quadrant D (possible overkill), a factor that appears is the guarantee and reliability. That is, the guarantee and reliability components are all factors that are considered less important by customers and perceived excessive. Preferably variables that are components of the guarantee and reliability can be reduced from the service system, so that the hotel can save costs.

The results of this research if it is associated with the results of the research ever conducted by researchers before, there will not be exactly the same, because as we all know that there are differences in the characteristics of the customer market and market characteristics of different businesses in each region or country, so that makes a difference customer behavior. As well as research conducted by Gržinić in hotels in the city of Pula, Croatia. Gržinić research results, found that the overall performance of the component service quality (tangibles, reliability, responsiveness, assurance, empathy) perceived by a very high hotel its gap with what is expected by the guests. So, we need an analysis to determine the quality characteristics of the most important service for hotel guests that can petrify the hotel manager to establish standards for the provision of services that can provide customers the value of excellence in the hospitality industry.

Another case with the research conducted by Siddiqueet.al the star hotel in Bangladesh. From the results of the analysis showed that the star hotel service quality does not depend on the performance of the service system, but also very dependent on the physical appearance, interior decor, food quality, and security of hotel guests.

The research results are almost the same with this research is research conducted Mei et.al. The Mei et.al research results, found that the quality of service in the hospitality industry is represented by three-dimensional, which is associated with employees (behavior and appearance), tangibles and reliability, and the best predictor of overall service quality is the dimension referred to as "employees". The main

implication for managers is that the improvement in the behavior and performance of employees is the most likely to improve customers perceptions of service quality.

**4.5. Utilizing Human Resources Strategy.** Based on these research results suggested that the management of the hotel in the tourist area of Bogor utilize human resource management strategies in relation to providing optimum service to hotel guests. star hotel services able to satisfy young tourists as well the service that is needed by the young tourists are focusing on the variable behavior and empathy. That requires repair standards and behavior of employees, as well as a system service to hotel guests/young tourists must be done continuously (continuous improvement) and adjusted to the level of interest from guests/young tourists. That requires the improvement of standards and behavior of employees, as well as a system service to hotel guests/young tourists must be done continuously (continuous improvement) and adjusted to the level of interest from guests/young tourists. Strategies for the management of human resources cannot be ruled out. In companies in developed countries like the United States, the important role performed by the human resource management is as a determinant of the viability, effectiveness and competitiveness of enterprises (Noe, 2010: 4). There is no harm if the management of the hotel in the tourist area of Bogor adopting the strategy undertaken by the company that has the reputation of a global market. Human resource management strategy needs to be done is to impose its employees as partners that have the same interests and goals of creating positive hotel services and hospitality business sustainable. Selection of new employees appropriate to the needs required in one position, trained according to the standards and methods of work intensively, and to respect and defend it with a salary above the minimum is not negotiable for the sustainability of the hospitality industry which is of course expected to be able to sustain the tourism sector in the tourist area of Bogor.

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