

Analysis of management system and human resource development in improving the profitability of night entertainment businesses at CV. TT Kampung Bule, Batam City

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Abstract

Purpose: This study analyzes how management systems and human resource development practices at Foreplay, a nightlife unit under CV. TT Kampung Bule, affect service quality and profitability. It examines managerial planning, supervision, HR training, and career development, and how these elements relate to customer satisfaction and operational efficiency within the business context.

Methodology/approach: A descriptive qualitative approach was used, involving in-depth interviews, direct field observations, and documentation analysis. Participants included the operational manager, Lady Companions (LCs), support staff, and regular customers. Data were processed using thematic analysis supported by source triangulation, member checks, and peer review to ensure validity.

Results/findings: Findings show that Foreplay's management system is unstructured and reactive, with irregular evaluations and incentives unrelated to productivity. HR development is minimal, lacking training, orientation, and career pathways. These weaknesses create inconsistent service quality, low motivation, high turnover, and reduced customer retention. Service quality becomes a crucial intervening factor affecting profitability through customer sensitivity to LC communication, responsiveness, and professionalism.

Conclusion: Ineffective management and underdeveloped human resources significantly hinder Foreplay's profitability despite stable gross income. Strengthening management structure, implementing competency-based HRD, and enhancing service quality are essential to improving long-term performance.

Limitations: The study is limited to one nightlife business unit and relies on qualitative perceptions that may not fully capture broader industry patterns.

Contribution: This research offers practical managerial insights for nightlife entertainment businesses by emphasizing the strategic role of HR development and structured management systems in improving profitability.

Keywords: *Foreplay Kampung Bule, Human Resource Development, Management System*

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1. Introduction

The nightlife entertainment industry is one of the sectors that significantly contributes to the economic development of urban areas, particularly in locations such as Kampung Bule in Batam City. Foreplay, as one of the nightlife entertainment businesses in the area, serves as an attraction for both local and international tourists. Effective management is a key component in ensuring the success of nightlife operations in the city. In this context, a management system includes the planning, organizing, implementation, and control of various aspects of a business, such as human resource management, customer service, and operational administration. Foreplay requires a management system capable of supporting smooth operations, increasing efficiency, and ensuring that the services provided align with customer expectations. An inefficient management system may hinder productivity, reduce service quality, and negatively affect profits. These systems are designed to ensure high service standards and operational efficiency (Kotler & Keller, 2016).

Lady Companions (LC) play a crucial role in the nightlife entertainment industry. Their responsibilities extend beyond accompanying guests; they also contribute to creating an enjoyable and engaging atmosphere for customers (Her & Seo, 2017). The quality of service delivered by LC greatly influences customer satisfaction, which in turn affects customer loyalty and the overall profitability of the business. Therefore, human resource development, particularly for LC, is essential to ensure that they possess adequate skills and knowledge to perform their responsibilities effectively. Human Resources (HR) refers to individuals working within an organization who serve as key assets in achieving organizational objectives. HR involves training, skills enhancement, and continuous education aimed at improving work capacity. Armstrong and Taylor (2023) explains that HR aims to improve efficiency, productivity, and employee motivation through continuous learning strategies. In this study, HR development is considered a key factor in improving the competence of the Lady Companions, who serve as the primary workforce in nightlife entertainment businesses (Sukrana, Jui, & Khan, 2025).

HR covers various aspects, including training, skills enhancement, and knowledge improvement. Effective training can help LC improve their communication skills, master proper etiquette, and understand quality service techniques (Roth, Schneckenberg, Valentinov, & Kleve, 2023). Additionally, knowledge of culture and foreign languages is an added value, considering the large number of foreign tourists visiting Kampung Bule. With well-developed human resources, LC are expected to deliver more professional and satisfying services, which will ultimately increase the profitability of nightlife entertainment businesses (Davras & Caber, 2019). Profitability is the primary indicator of business success. Amidst intense competition, nightlife businesses such as Foreplay face challenges in improving revenue and operational efficiency. Factors such as customer satisfaction, loyalty, service quality, and management system effectiveness influence business profitability (Robinson & MacDonald, 2019). Therefore, well-planned strategies and effective implementation are required to optimize business potential and enhance profit (Pizam, 2017).

In addition to human resource development, implementing an effective management system is essential for improving profitability in nightlife entertainment businesses (Bujisic, Hutchinson, & Bilgihan, 2014). A well-structured management system must manage operations efficiently, monitor LC performance, and ensure that all operational aspects run according to established standards. The use of information management technology can assist in organizing work schedules, monitoring performance, and providing constructive feedback to LC (Astriyantika, Cahyo, & Siregar, 2025). Such systems can also be used to manage customer data, understand their preferences, and deliver more personalized and satisfying services. The nightlife entertainment industry has unique work dynamics, including irregular working hours and high expectations from customers (Forozandeh, 2025). Low-quality human resources can negatively affect customer satisfaction, which, in turn, reduces loyalty and business profitability. In Kampung Bule, Batam, there is a strong need to develop LC skills so that they can perform more professionally and respond to competitive challenges (To, Martin, & Yu, 2015).

Managing LC requires a structured approach to ensure that they deliver services that meet the expected standards. An ineffective management system may result in service inconsistencies that fail to meet customer needs, thereby affecting the business's reputation and profitability. In this study, the LC

management system was analyzed as a solution to operational challenges and as a means of improving the competitiveness of nightlife entertainment businesses in Kampung Bule. Kampung Bule in Batam City is known for its vibrant nightlife scene that attracts many tourists. However, to remain competitive and attract more customers, nightlife businesses in the area must continuously improve their service quality and management practices (Forji, Aloysius, & Felix, 2025).

One of the nightlife businesses operating in Kampung Bule is CV. TT. These findings are reinforced by field observations and interviews, which indicate the presence of operational inefficiencies due to weak internal supervision and suboptimal work strategies in the industry (Han & Hyun, 2017). For example, work schedules that fail to consider employee productivity result in inefficient overtime expenses. Additionally, the lack of continuous training and the absence of an internal promotion system reduce the motivation of LC and other staff members, ultimately affecting service quality. Service inconsistencies between shifts further impact customer loyalty, which has implications for declining recurring revenues (Nson & Adejoh, 2025).

The main problem underlying this study stems from the empirical conditions identified through observations at the CV. TT, the management of the Foreplay nightlife entertainment business in Kampung Bule, Batam City, was also present (Bujisic et al., 2014). Although financial data indicate an upward trend in monthly profit, this improvement does not fully reflect the effectiveness of the management system and human resource development (HRD) strategies being implemented. Field observations reveal that several managerial components, such as service planning, shift organization, performance evaluation systems, and coordination between workstations, are still carried out informally and without systematic documentation.

This irregularity results in inefficient working hours, dependence on certain key individuals, and potential staff conflicts that affect the consistency of services (Cantele & Cassia, 2020). The consistent decline in net profit is not only an indicator of weaknesses within the managerial system but also signals the need for transformation in how the company manages its human resources as a strategic asset (Turner, McIntosh, Reid, & Buckley, 2019). Therefore, this study is highly relevant and important for identifying the root causes of these issues and formulating management system strategies and HRD improvements capable of enhancing operational efficiency and long-term profitability. Consequently, the results of this study are expected to offer practical contributions to improving managerial structures and strengthening the competitiveness of the nightlife entertainment business at Foreplay, Kampung Bule, Batam.

2. Literature Review

2.1. Management System

A management system is a set of integrated policies, procedures, and processes used to manage organizational resources to achieve specific goals effectively and efficiently (Bernardo, Simon, Tarí, & Molina-Azorín, 2015). This system includes a framework that governs organizational activities, ranging from strategic planning to daily operational execution. In the modern context, a management system encompasses the use of technology and data to support better decision-making. According to Mirzaee and Ghaffari (2018), management systems aim to coordinate various elements within an organization, including human resources, finances, and information, so that value can be consistently created.

Such systems enable organizations to establish priorities, monitor performance, and adjust strategies in response to internal and external environmental changes (Teece, 2018). In the nightlife entertainment sector, such as Foreplay in Kampung Bule, management systems play a crucial role in regulating various operational aspects, including workforce management (Lady Companions), service quality monitoring, and customer relationship management. These systems ensure that businesses operate efficiently and achieve maximum profitability (Kotler & Keller, 2016).

2.2. Human Resource Development (HRD)

Human Resource Development (HRD) is a planned and systematic process aimed at improving the skills, knowledge, and competencies of individuals within an organization so that they can work more

effectively and productively (Adula, Kant, & Birbirs, 2022). This process involves various activities, such as training, career development, and work motivation, to help individuals reach their full potential in supporting organizational goals. According to Hameed and Waheed (2011), HRD not only focuses on enhancing employees' technical abilities but also emphasizes the development of leadership skills, time management, and interpersonal competence.

In customer-oriented organizations, such as those in the nightlife entertainment industry, HRD serves as a strategic tool to ensure that employees can meet customer expectations (Akgunduz, Alkan, & Gök, 2018). At Foreplay in Kampung Bule, HRD is critical because the service quality delivered by employees, particularly Lady Companions (LC), greatly influences customer experience and business profitability. Therefore, HRD programs must be designed to equip employees with strong interpersonal skills, communication abilities, and excellent service etiquette (Kotler & Keller, 2016).

2.3. Grand Theory: Human Capital Theory

Human Capital Theory explains that individuals are valuable assets for an organization and that investments in education, training, and skill development enhance their productivity and economic value. In the context of this study, the theory is relevant because improving the quality of Lady Companions (LC) as human resources is fundamental in driving efficiency and profitability in nightlife entertainment businesses.

2.4. Middle Theory

2.4.1. Competency Theory

This theory emphasizes that competencies consist of the knowledge, skills, and attitudes required to achieve effective performance in a job. Relevant LC competencies, such as communication skills and cultural knowledge, are essential for creating a satisfying customer experience and enhancing customer loyalty.

2.4.2. Management System Theory

This theory highlights the importance of planning, organizing, leading, and controlling organizational management. In this study, the implementation of an effective LC management system, including proper scheduling and performance monitoring, is identified as a key factor in supporting operational success in nightlife entertainment businesses.

2.4.3. Applied Theory

a. Customer Satisfaction Theory (Oliver, 1980)

This theory explains that customer satisfaction is achieved when customer expectations are met or exceeded. In the context of this study, well-trained LC supported by an effective management system contribute to more positive customer experiences, which ultimately improves business profitability.

b. Profitability Theory (Porter, 1985)

This theory emphasizes that well-formulated organizational strategies, including service quality improvement and operational efficiency, can enhance profitability. In this study, improving LC human resources and strengthening management systems are viewed as strategic efforts to increase competitiveness and profitability in nightlife entertainment businesses.

2.5. Conceptual Framework

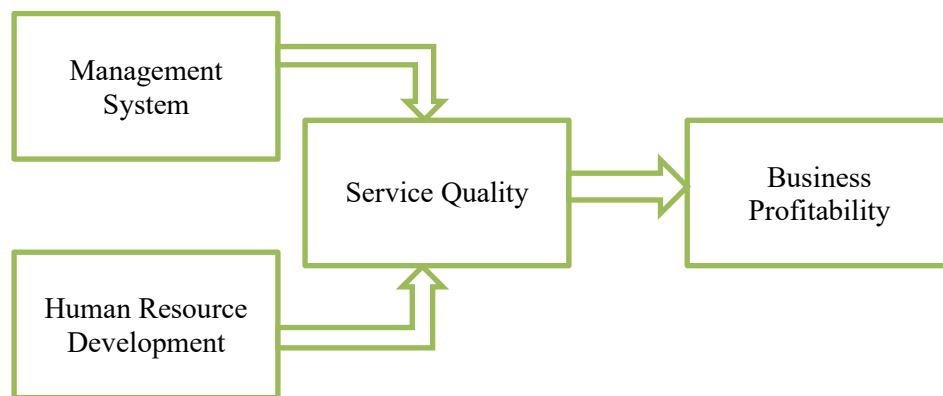


Figure 1. Conceptual Framework

3. Research Methodology

3.1. Research Approach

This study uses a qualitative approach to gain an in-depth understanding of the management system and human resource development (HRD) practices implemented at CV Foreplay, TT in Kampung Bule and their influence on the profitability of the nightlife entertainment business. This approach allows for the exploration of the experiences, perspectives, and strategies used by managers and employees.

3.2. Type of Research

This study employs an exploratory descriptive research design with a qualitative approach, aimed at understanding how management systems and human resource development (HRD) influence business profitability in the nightlife entertainment sector at Foreplay, Kampung Bule, Batam. Exploratory descriptive research is relevant because it enables the investigation of data related to the implementation of management systems, HRD programs, and their effects on service quality and customer satisfaction. Through in-depth interviews, direct observations, and document analysis, this study explores the relationships between these variables to provide comprehensive insights into effective strategies for improving profitability in the nightlife entertainment sector. This approach also allows for a flexible analysis of the unique context of nightlife operations at the research site.

3.3. Population and Sample

This study involved conducting interviews with respondents and informants as a sample drawn from the overall population. The population in this study included all individuals involved in CV operations, TT in Kampung Bule, Batam City, either directly or indirectly. The primary population consists of operational managers, Lady Companions (LC), and support staff, as they are key actors in the implementation of management systems and HRD programs. In addition, regular customers are also part of the population because their experiences and satisfaction are closely associated with the quality of services delivered to them. The research population represents all elements that influence the effectiveness of management systems, HRD development, and business profitability.

The research sample was determined using a purposive sampling method. Purposive sampling is relevant for this study because qualitative research emphasizes the depth of information rather than the number of respondents. By selecting respondents who understand the management system, HRD practices, or have direct experience with services at Foreplay, this study gathered rich and detailed data. Including managers, employees, and customers in the sample provides a holistic perspective for understanding the relationship between the research variables, resulting in comprehensive and applicable findings for improving profitability.

3.4. Research Location

The research location is a nightlife entertainment business, CV. TT in Kampung Bule, Batam City, one of the most well-known nightlife centers in the city.

3.5. Research Instruments

3.5.1. Interview Guide

An interview guide was prepared to facilitate in-depth interviews with key respondents, including the operational manager, Lady Companions (LC), support staff, and regular customers. The guide was designed flexibly to allow the researcher to explore additional information that emerged during the interview process.

3.5.2. Observation Sheet

An observation sheet was used to record direct observations of the operations at CV. TT. This instrument helps the researcher document the following:

- Employee work patterns and their interactions with customers.
- The implementation of management systems, such as work scheduling and staff supervision, is also important.
- Service quality includes employee reliability and responsiveness. The sheet includes sections for activity descriptions, times, locations, and additional relevant notes.

3.5.3. Supporting Documents

Relevant documents were used as secondary instruments to complement the primary data. These documents include the following:

- Operational policies or Standard Operating Procedures (SOPs) implemented at CV. TT.
- Training materials or HR development programs.
- Management performance reports and evaluations.
- Financial data reflect business profitability.

3.5.4. Field Notes

Field notes were used to record observations, interviews, and unexpected situations encountered during data collection. This instrument helps to document research contexts that may not be fully captured through interviews or official documents. These notes included detailed descriptions of situations, respondent comments, and the researcher's observations regarding interactions and operational dynamics.

3.5.5. Recording Device

A voice recorder was used during the in-depth interviews to ensure that no information was missed. The recorded data were transcribed for further analysis. The recording device allowed the researcher to focus on interacting with the respondents without being distracted by manual note-taking.

The data analysis techniques used aim to comprehensively understand the causal relationship between the management system, HR development, and business profitability. Using reduction, presentation, and thematic analysis, this study produced relevant and reliable findings within the context of nightlife entertainment operations at Foreplay, Kampung Bule. Triangulation and validation techniques ensure that the research results hold a high level of credibility.

3.6. Data Validation Techniques

1. Source Triangulation

Data obtained from interviews, observations, and documentation were compared to ensure the validity of the findings.

2. Member Check

Confirming interview results with respondents to ensure that the researcher's interpretation accurately reflects their perspectives.

3. Peer Review

Involving peers or academic supervisors to examine the consistency and credibility of the analysis

3.7. Research Procedures

a. Preparation Stage

The research proposal was prepared, research instruments were designed, and research permission was obtained from the management of the nightlife entertainment business in Kampung Bule.

b. Data Collection Stage

Questionnaire surveys and in-depth interviews were conducted in accordance with the research plan.

c. Data Analysis Stage

The collected data were analyzed using the predetermined analytical techniques.

d. Report Writing Stage

A research report was prepared, which included findings, analysis, and recommendations based on the results of the study.

With this comprehensive research methodology, this study is expected to provide an in-depth understanding of the relationship between the management system, human resource development, and profitability of nightlife entertainment businesses.

4. Result and Discussion

4.1. Overview of the Research Object

4.1.1. Brief Profile of CV. TT (Foreplay)

Foreplay is one of six nightlife entertainment units owned by CV. TT is a business entity legally established under the Deed of Establishment of the Limited Partnership CV. TT Number 47 dated April 21, 2014, and subsequently amended through Amendment Deed Number 95 dated January 17, 2018, both notarized by Mursyid Hidayat, S.H., M.Kn., Notary in Batam City. Foreplay is located at Jl. Imam Bonjol No. 88, Sungai Jodoh, Batu Ampar District, Batam City, Riau Islands Province, strategically situated in the Kampung Bule area an international nightlife hub and one of Batam's most popular entertainment districts. Established with a modern and exclusive concept, Foreplay Club is designed to target middle-to-upper-class market segments and foreign tourists, featuring a luxurious atmosphere that blends futuristic lighting, world-class audio quality, and personalized service from Lady Companions (LC), which has become a distinctive hallmark of CV. TT's hospitality standards.

Foreplay offers live DJ performances, weekly themed music shows, and premium beverages, with a venue capacity of up to 300 visitors nightly. Compared to the five other clubs under CV. TT Secret, Kotta, Bintang Batam Bar (BB), Barfly, and HOM Bar Foreplay stands out as the flagship outlet with the most stable business performance and a good public reputation. As part of CV. TT's positioning strategy, Foreplay, is operated using a structured management approach; however, it still faces challenges related to human resource management, service consistency, and operational efficiency, which contribute to fluctuations in profitability. With rising competition in Batam's nightlife industry and increasing customer expectations, Foreplay has become the main focus of managerial transformation and human resources (HR) development within CV. TT. This makes it an ideal research site for analyzing the role of management systems and human resource development in enhancing the profitability of nightlife entertainment businesses in a measurable and sustainable way.

4.2. Interview Matrix with CV Respondents. TT (Foreplay)

The following is the interview matrix prepared based on the findings of the thesis "Analysis of Management Systems and Human Resource Development in Enhancing the Profitability of Nightlife Entertainment Businesses at CV. TT, Kampung Bule, and Batam City." The matrix has two main columns.

- Respondent Category: Groups respondents based on their roles (Manager, LC, Supporting Staff, and Customers).
- Key Findings: The interview results summarize the participants' perceptions and experiences related to the management system, HR development, and quality of service that influence business profitability.

Table 1. Interview Matrix

No	Respondent Category	Key Findings
1	Operational Manager	The planning system is not integrated with profit-oriented strategies. Performance evaluations are not conducted regularly. Incentive systems are not performance-based. Monitoring technology is not optimally utilized
2	Lady Companion (LC) 1	Has never received continuous customer service training
3	Lady Companion (LC) 2	No performance incentives. Night shifts are often overloaded, and work schedules are not ideal
4	Lady Companion (LC) 3	High turnover; many colleagues resign due to low motivation and the absence of career promotion opportunities
5	Lady Companion (LC) 4	Treated merely as technical workers, not considered part of the service strategy
6	Lady Companion (LC) 5	No initial orientation when first joining Foreplay
7	Supporting Staff 1	Unequal work distribution; some staff are passive; lack of operational coordination
8	Supporting Staff 2	No safety training or role development throughout employment
9	Supporting Staff 3	Minimal briefing; no communication regarding the company's vision and mission in daily operations
10	Regular Customer 1	LC service is highly inconsistent between shifts; quality varies significantly
11	Regular Customer 2	Unsatisfactory experience because new LCs are unprepared and unprofessional
12	Regular Customer 3	No customer relationship approach that encourages return visits
13	Regular Customer 4	Frequent delays in early-night service (high wait time)
14	Regular Customer 5	LCs often lack proper coordination, reducing entertainment comfort

Source: Research Findings at CV.TT

4.3. Management System in Improving Profitability at CV. TT

4.3.1. Operational Planning

This study employs a descriptive qualitative method using in-depth interviews, field observations, and documentation involving key stakeholders at Foreplay CV. TT, including the operational manager, Lady Companions (LC), supporting staff, and customers. Based on direct observations and interviews, several fundamental issues were identified within the management system that significantly affected the decline in profitability. Interviews with the operational manager revealed that business planning at Foreplay remains reactive and short-term. There is no annual strategic planning or clearly defined Key Performance Indicators (KPIs) aimed at profit improvement. Most decision-making processes are carried out merely as responses to daily operational conditions, without an analysis of customer trends or an evaluation of operational costs that directly impact profit. This results in operational activities running without measurable performance indicators related to profit targets.

According to statements from the manager and supervisor, Foreplay does not implement a scheduled or structured performance appraisal system either. Employee evaluations are conducted only when customer complaints arise or operational errors occur. The absence of a performance monitoring system leads to minimal feedback for employees, including LCs, leaving no indicators to measure their service performance or productivity. This contributes to ineffective teamwork and hinders the improvement of service quality. The study also found that Foreplay does not implement a performance-based incentive system. Both LCs and other staff members receive compensation solely based on their working hours and attendance, without considering their contributions to customer satisfaction or sales.

Consequently, employee motivation remains low, and the orientation toward performance outcomes, including profit contribution, is weakened. In the nightlife service industry, appropriate incentives play a crucial role in enhancing service delivery, which directly influences customer loyalty and revenue.

Direct observations indicate that Foreplay's operational system is still largely manual, especially in terms of scheduling, shift reporting, and security monitoring. There is no integrated technology-based system for tracking daily performance, visitor numbers, or resource utilization. The use of CCTV and booking systems is also limited in this regard. Low technology adoption affects management's ability to conduct effective control, monitoring, and efficient planning based on accurate data.

Management strategies for service design must also consider market dynamics and the evolving customer expectations. Observations conducted in May 2025 showed that management actively monitored daily visitor numbers, customer stay duration, and the most in-demand services. Management sets realistic but progressive targets with key indicators, such as monthly gross profit improvement, customer retention, and reduction of customer complaints. Based on the documented performance targets for the first semester of 2024, management aimed for a 10% increase in gross profit every three months, alongside a minimum customer loyalty improvement of 15% measured through repeat visits to the restaurant. The Operational Manager explained during an interview: "Our target is not just to increase revenue but also to extend customers' average stay. If the average was previously 1.5 h, we aimed for over 2 h. That is also an indicator of loyalty." (Interview, May 10, 2025).

These findings demonstrate that the management system at Foreplay is not optimally aligned with modern management principles, which include planning, organizing, actuating, and controlling (POAC). The informal, non-data-driven managerial approach causes the organization to focus excessively on daily operational tasks rather than on long-term strategic development. Insufficient workload balance, the absence of systematic performance evaluation, and the lack of a fair incentive system indicate that the human resource management function is not yet effectively contributing as a driver of profit. Moreover, the minimal adoption of digital technology hampers the organization's ability to conduct real-time monitoring and data-based decision-making, both of which are essential in the highly dynamic and competitive nightlife entertainment industry.

These conditions significantly impact business profitability, as reflected in Foreplay's net income data from 2022 to 2024, which show a consistent decline despite a relatively stable gross profit. The widening gap between gross and net income each year indicates increasing internal cost burdens, without corresponding improvements in efficiency or productivity. Without an integrated and profit-oriented management system, Foreplay's operations function merely in survival mode rather than progressing toward growth. Therefore, a strategic transformation of the management system is required one that is data-driven and incorporates performance management and outcome-based incentives to restore and enhance the long-term profitability of the business.

4.3.2. Resource Organization

This study employed a descriptive qualitative approach that included in-depth interviews, field observations, and documentation. Thematic analysis was conducted by reducing, categorizing, and grouping data based on emerging themes derived from interviews with the operational manager, Lady Companions (LC), supporting staff, and customers. The analysis identified several key themes that illustrate the root problems within the management system and human resource development, which directly affect the profitability of the Foreplay Nightlife Business under CV. TT. Interviews with the operational manager and several LCs indicate that training and skills development programs for employees particularly for LCs are neither structured nor considered essential in daily operations. Management conducts recruitment primarily based on physical appearance and previous experience, without equipping employees with soft skills training, such as customer communication, service etiquette, or emotional management.

Field observations support these findings, revealing that no training modules or scheduled human resource development programs have been implemented. New LCs receive only informal explanations from senior staff, with no orientation system or competency-based evaluations. The absence of budget allocation for human resource improvement shows that employee development is not viewed as an investment but as an additional cost. However, in service-driven industries, employee-customer

interactions are a primary determinant of customer satisfaction and loyalty, which ultimately influences profits.

One of the most striking findings is that Lady Companions (LCs) are positioned merely as technical service executors rather than integral components of the service strategy. Interviews with LCs and floor supervisors indicate that their role is central to creating an enjoyable entertainment atmosphere, building client relationships, and encouraging beverage consumption Foreplay's main revenue source. However, in managerial practice, LCs are not involved in strategic evaluations or service policy decisions. They lack channels to provide input or feedback based on direct interactions with customers. This creates a disconnect between managerial strategies and actual frontline service delivery, leading to profit-improvement strategies that overlook essential aspects of the customer experience.

Low work motivation is also fueled by a highly competitive work environment lacking recognition systems, coupled with pressure from both customers and management that is not matched by adequate facilities or security measures. LCs feel that their presence is valued merely as "revenue generators," without psychological or professional support. High turnover rates subsequently increase adaptation costs, retraining needs, and inconsistencies in service delivery, all of which negatively influence customer satisfaction and loyalty. The thematic findings reveal that Foreplay's management system does not yet regard human resources as strategic assets capable of driving sustainable profitability. Treating LCs solely as technical labor and neglecting human resource development programs results in declining service quality, rising turnover costs, and missed opportunities to build long-term customer relationships.

Furthermore, weak managerial supervision contributes to resource inefficiency. According to statements from administrative and security staff, no daily performance monitoring system or structured task evaluation was in place. A concrete example involves ineffective overtime practices: LCs and support staff are often scheduled to work late, even when no customers are present. The absence of real-time visitor data prevents management from adjusting workforce allocation efficiently, converting labor hours that should be optimized into unnecessary operational costs.

Poor scheduling strategies also reduce the service performance and customer loyalty. Interviews with LCs revealed that they often experienced fatigue due to long, disproportionate work schedules without fair rotation systems. When visitor numbers increase, LCs work beyond their capacity; however, during slow nights, they are still required to be present without additional incentives. This imbalance leads to inconsistent service quality, ultimately decreasing customer satisfaction. Regular customers noted that their experience often depends on which LC is working and how the work atmosphere is shaped on a particular night. These managerial shortcomings directly affect the net profit. Net income data show a consistent decline from 2022 to 2024, despite stable gross profit. This indicates a rising operational cost structure driven by inefficient management, rather than declining revenue. Therefore, a management system that integrates workforce planning, performance evaluation, and real-time cost monitoring is essential to restore profitability and ensure long-term sustainability.

Using a descriptive qualitative approach, including in-depth interviews, participatory observations, and documentation, this study further examined how human resource development strategies, particularly for LCs, influence service performance and profitability. Interviews with the operational manager, active LCs, senior staff, and regular customers were analyzed thematically, focusing on training, orientation, promotion pathways, and service consistency. The first key finding is that LCs do not receive continuous training, particularly in soft skills and in customer service excellence. New employees receive only general instructions during initial onboarding and are left to learn independently through observation and trial and error. In addition, new hires do not undergo systematic orientation. Interviews revealed that new LCs were immediately assigned to customer areas without sufficient understanding of the work culture, service flow, or behavioral standards. This lack of orientation causes some LCs to feel unprepared and anxious, leading to suboptimal customer experiences and early resignations, often within weeks.

Task allocation among LCs, support staff, and management is structured according to operational functions. LCs provide frontline customer service, create a pleasant entertainment environment, and maintain interpersonal relationships. Security staff are responsible for visitor safety and orderliness, and administrative staff manage daily financial records and attendance. A staff member stated, “Each LC has a list of daily tasks and service targets. We in administration record their performance every night based on supervisor feedback.” (Interview, May 11, 2025).

However, no clear career development or promotion systems exist for LCs or support staff. All LCs remained at the same level, regardless of tenure or performance. This results in a stagnant work environment and decreased motivation of the employees. Without measurable achievement parameters, LCs have no pathway to becoming supervisors or receiving merit-based bonuses. Many LCs expressed that they work “while waiting for better opportunities outside,” contributing to high turnover and low retention. From the customer perspective, service inconsistency is notable across shifts in terms of personality, enthusiasm, and the quality of interaction. Some customers reported excellent experiences with specific LCs but were disappointed during subsequent visits because of inconsistent service. This inconsistency demonstrates the absence of a standardized service framework and reliance on individual LC styles rather than professional guidelines, ultimately affecting customer loyalty and repeat visits.

Shift arrangements are implemented through a flexible rotation system to match the operational capacity and customer demand. Observations from April to May 2024 showed two main shifts (18:00–22:00 and 22:00–02:00), with 10–14 active LCs per night, depending on the day and event theme. Supervisors prepare weekly schedules and discuss them with LCs to avoid personal conflicts. One LC confirmed: “We get our schedule every Sunday afternoon, and sometimes we can request a shift change if needed, as long as someone can replace us.” (Interview, May 12, 2025).

The organization of the customer service flow was designed using an efficient and responsive approach. Based on direct observations conducted over five operational nights (6–May 10, 2025), customers were first greeted by the receptionist and escorted to the entertainment area by the security staff. The shift supervisor assigned Lady Companions (LCs) either according to the preferences of regular customers or through random assignment for new guests. Observations recorded that the average waiting time from customer arrival to receiving service from an LC was less than five minutes, indicating effective coordination within the service team. The LC rotation system also ensures that no individual staff member experiences a task overload. This correlation illustrates that a clear organizational structure, proportional task distribution, and efficient management of shifts and service flow play crucial roles in enhancing customer loyalty and improving the profitability of Foreplay’s nightlife business. Below is the organizational structure diagram of Foreplay Kampung Bule, which illustrates the chain of command and responsibilities from the highest level (owner) to daily operational staff (LCs and supporting personnel). This diagram may be used as a visual appendix in the thesis to strengthen the analysis in the Resource Organization section.

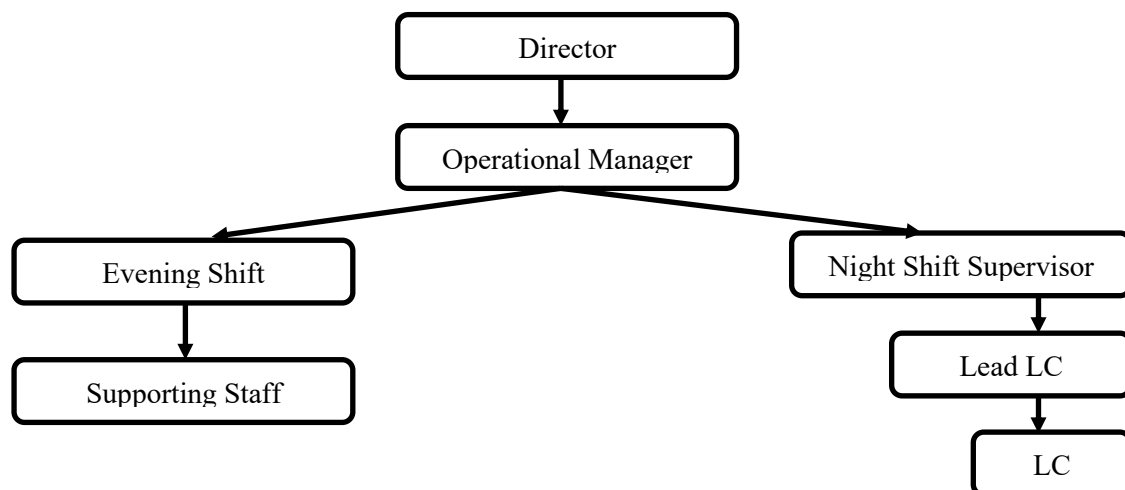


Figure 2. Organizational Structure of Foreplay Kampung Bule

4.3.2.1. *Standard Operating Procedure (SOP) for Night Service*

Purpose: To ensure that customer service operations run effectively, consistently, and in accordance with the established comfort and hospitality standards. SOP Steps:

1. Pre-Shift Briefing (19:00 WIB):

- This was led by the Shift Supervisor.
- Ensures the attendance of all LCs and support staff.

2. Service Area Preparation (19:15 WIB):

- LCs are prepared in the lounge area.
- The staff cleaned and organized all operational areas.

3. Customer Reception (19:30–02:00 WIB):

- Staff welcome guests, record their requests, and assign LCs according to customer preferences.
- LCs provide services that follow professional etiquette and customer comfort standards.

4. Service Monitoring (Ongoing):

The Shift Supervisor conducts periodic supervision of LC performance and customer satisfaction.

5. Evaluation and Reporting (02:30 WIB)

- Supervisor records daily evaluations and prepares a report for the Operational Manager

4.3.3. *Performance Control and Evaluation*

The leadership role in directing tasks at Foreplay Kampung Bule is strategically positioned to maintain operational smoothness and service quality. The Operational Manager and Shift Supervisor provide daily guidance to LCs and supporting staff through mandatory briefings before opening hours. Based on direct observations (9–May 10, 2025), these briefings are held at 17:30 WIB and last approximately 15–20 minutes. During these sessions, management communicates the day's agenda, LC rotation, expected VIP guests, and a short evaluation of the previous night's performance. One LC explained: "Every afternoon we are informed about which regular guests are coming, so we can prepare our communication style and attitude accordingly. If there were complaints the previous night, we are told immediately and given direction." (Interview, May 12, 2025).

The leadership style applied is participatory and communicative, where the management maintains close interpersonal relationships with the staff. According to the Shift Supervisor, "We do not just give orders; we also listen to the LCs and staff. Sometimes they understand the real situation on the ground better." (Interview, May 13, 2025). Observations show that employees feel comfortable providing suggestions during briefings, which are later reviewed in weekly internal meetings. This open leadership approach creates a positive working climate and strengthens employee loyalty, particularly among LCs who serve as the frontline of customer service.

The performance monitoring system at Foreplay is implemented in a structured manner through daily evaluation forms and weekly assessment reports based on the service quality indicators. Internal documents show that LC performance indicators include punctuality, communication skills, courtesy and customer satisfaction. Evaluations are carried out by the Shift Supervisor every night, with a summary of the results submitted every Monday. One administrative staff member stated, "Each LC has a weekly score calculated from the evaluation form. If the score drops, the supervisor immediately provides coaching." (Interview, May 11, 2025). These data are also used to determine which LC receive priority shifts or performance bonuses.

Performance monitoring is not only corrective but also educational, conducted through coaching sessions and individualized feedback. LCs who fall below performance standards are called for guidance and may participate in mini internal training sessions conducted by the supervisor. Observations indicate that new LCs receive more intensive guidance during their first three weeks through a shadowing method, where they follow and observe the work of senior LCs. Management also encourages customers to submit complaints directly to their supervisors for open evaluation. This was confirmed by one regular customer: "If an LC doesn't meet expectations, I just tell the supervisor, and usually things improve by the next week." (Interview, May 10, 2025).

Overall, the direction and supervision implemented at Foreplay have proven effective in improving team coordination, service quality and work motivation. According to observational data, consistent briefing and evaluation processes succeeded in reducing customer complaints by up to 20% compared with the previous quarter (from 14 to 11 cases per month). A communicative leadership approach and objective performance evaluation have become key success factors in establishing a professional work culture within the highly competitive nightlife sector of Kampung Bule, Indonesia. Thus, Foreplay's direction and supervision system can be categorized as an adaptive, responsive, and data-driven operational management practice.

4.3.4. Utilization of Technology and Information Systems

Foreplay Kampung Bule has utilized simple yet functional digital systems to support the management of work schedules, customer data, and operational reporting. Based on interviews with administrative staff (Interview, May 11, 2025), the use of spreadsheet software and a local database system (Microsoft Access-based) serves as the primary tool for arranging LC shift rotations, recording attendance, and documenting daily expenditures and revenues. Weekly LC schedules are prepared digitally and distributed through a dedicated WhatsApp group for employees, facilitating fast communication and reducing miscommunication between shifts. Research observations on May 10, 2025, also indicated that the attendance dashboard for LCs and support staff was updated every night at 02:30 and reported to the Operational Manager via internal email.

In addition to schedule management, the information system is used to manage the database of regular customers categorized by visit frequency, service preferences, and requests for specific LCs. According to the Shift Supervisor (Interview, May 13, 2025), customers with more than five recorded visits were automatically registered in the priority customer system. The database includes alias names, last visit dates, preferred drinks or music, and favored LCs. This information enables management to provide personalized services, such as greeting returning customers by name, arranging preferred LC assignments in advance, and offering loyalty discounts. As the Supervisor explained, "Customers feel appreciated because we know what they like, and the LCs are briefed beforehand."

Operational reporting has also been partially digitized through electronic daily report forms. These reports include the number of nightly visitors, revenue from primary and additional services, and records of complaints or incidents. Data are compiled weekly to produce performance reports for internal meetings. Observations of reporting documents from April to May 2025 indicate consistency in report formats and accuracy of entries, reflecting a disciplined internal reporting system. The finance staff noted that digital reporting helps analyze monthly revenue trends and evaluates the effectiveness of promotional programs. As stated: "From the digital data, we saw that the 'Ladies Night' promotion two weeks ago increased revenue by 15%." (Interview, May 12, 2025).

Although Foreplay has not adopted enterprise resource planning (ERP) systems or specialized hospitality management applications, the use of basic digital tools has significantly improved its operational efficiency. The main advantages of the current system include flexibility, low cost, and ease of adaptation by all staff members, including LCs, who generally have limited technological experience. However, during interviews, the Operational Manager mentioned the medium-term plan to invest in a simple customer relationship management (CRM) system that can integrate transaction data and service preferences: "We want a system that can automatically send reminders to loyal customers or record feedback digitally." (Interview, May 10, 2025). Such improvements would further strengthen Foreplay's competitive position in Kampung Bule's nightlife industry.

4.4. Human Resource Development in Improving Profitability at CV. TT

4.4.1. Employee Training

This study was conducted using a descriptive qualitative research method, as outlined in Chapter III, through in-depth interviews, direct observations, and documentation. Interviews were conducted with the operational manager of Foreplay, several active LCs, and regular customers to obtain detailed insights into the implementation of human resource development programs, particularly those related

to employee training. The collected data were then analyzed thematically to understand their relevance in improving the profitability of the nightlife business at Foreplay, Kampung Bule, Batam City.

The interviews with managerial personnel revealed that Foreplay does not have a formally structured or continuous training program for LCs. The operational manager admitted that LCs are recruited based on previous experience or recommendations and are immediately assigned to work without undergoing any structured training. When asked about soft-skill training—such as customer communication, conflict management, or empathy-driven service—the management stated that they “do not yet have an official training system due to budget limitations and the demanding operational schedule.” Interviews with LCs further revealed that many of them feel insecure and often struggle when dealing with different types of customers, especially foreign customers or those who demand more personalized services.

Several LCs explained that they relied on personal experience or imitated senior colleagues, but acknowledged that such informal learning was insufficient, as every customer had unique characteristics. In difficult situations for example, with aggressive, intoxicated, or complaining customers LCs often do not know how to respond professionally because they have never been trained to manage such scenarios. The absence of continuous training has a direct impact on a business’s profitability. In the nightlife industry, customer experience strongly influences the duration of their stay, amount they spend, and whether they will return in the future. Without LCs who are competent in soft skills and service techniques, businesses lose opportunities to optimize revenue through strong interpersonal interactions.

Moreover, without training, LCs do not possess a minimum service standard that can help maintain Foreplay’s reputation amid intense competition. Thus, it can be concluded that the lack of continuous structured training for LCs is a fundamental weakness in Foreplay’s human resource development system, resulting in suboptimal service quality and declining profitability. A strategic shift in management perspective is needed LCs should no longer be viewed merely as technical performers but as valuable service assets that require regular, targeted professional development to support the long-term success of the nightlife business.

4.4.2. Development of Interpersonal Skills

This study was conducted using a descriptive qualitative method, as outlined in Chapter III, through in-depth interviews, direct observations, and limited documentation. The primary informants in this section included the operational manager, floor supervisors, several newly recruited Lady Companions (LCs), and support staff directly involved in the recruitment and placement processes at Foreplay CV. TT is located in Kampung Bule, Batam.

The interviews revealed that newly recruited employees, particularly LCs and support staff, do not undergo a systematic or structured orientation or induction process. They are immediately scheduled to work without receiving any initial training related to job responsibilities, service standards, workplace culture, or operational systems applied at the foreplay. The operational manager acknowledged that the current employee onboarding process remains informal and pragmatic, driven by the need for new workers to “adapt on their own” owing to time constraints and the heavy operational workload faced by management.

This condition is reinforced by statements from several new LCs who reported receiving only brief verbal instructions from senior LCs or supervisors when they first started their work. Many expressed confusion when dealing with customers because they were not introduced to ethical standards, interaction boundaries or procedures for handling complaints. In some cases, new LCs felt awkward interacting with foreign customers because they were not provided guidance on appropriate language protocols, recommended attitudes, or communication styles. Observations further revealed that new employees often appeared passive or made service-related mistakes because they lacked a clear understanding of the basic expectations set by management.

From the perspective of profitability, the absence of an orientation program contributes to an increased risk of operational errors, slower adaptation, and reduced productivity during the initial weeks of employment. This directly impacts operational costs, including additional supervision, service corrections, and potential customer loss due to unsatisfactory service experiences. In the long term, businesses face a heightened risk of turnover, as new employees often feel uncomfortable, unsupported, or undervalued when expected to work without proper introductory guidance. Based on these findings, it can be concluded that the absence of a structured work orientation system is a major weakness in Foreplay's human resource development practices. This deficiency leads to operational inefficiencies and contributes to declining profitability in the nightlife industry. A structured orientation system is urgently needed at minimum, in the form of basic training modules, job guidelines, and initial mentoring to ensure that new employees can contribute effectively from the outset and align themselves with the service values and performance standards expected by the company.

4.4.3. Career Development System and Internal Promotion

This study employed a descriptive qualitative method, as elaborated in Chapter III, utilizing in-depth interviews, field observations, and internal documentation to examine the extent to which the human resource development (HRD) system at Foreplay supports efforts to enhance business profitability, particularly in the area of career pathways and internal promotions. Data were obtained from the operational manager, floor supervisors, senior and junior Lady Companions (LCs), and administrative support staff.

The interviews revealed that Foreplay does not have a formal system for career development within its organizational environment. Both LCs and support staff operate within a flat organizational structure without clear career ladders, promotion criteria, or competency-based assessments that could facilitate advancement. Even LCs who have worked for more than two years remain in the same position and compensation structure as newly recruited LCs, with no differentiation based on experience, loyalty, or contribution to service improvement. This creates a sense of career stagnation that negatively impacts work motivation.

The absence of an internal promotion system also results in a low sense of belonging to the institution. Several LCs expressed that they did not envision a long-term future in their roles because there were no goals or achievement milestones to pursue in their work. Observations further indicate that many employees perform their duties mechanically, with minimal initiative to improve performance, largely because they feel that extra effort will not lead to better positions or increased earnings. This condition reflects a weak HR management approach that fails to optimize individual potential to support productivity and business growth.

From a managerial perspective, the operational manager confirmed that no organizational structure currently supports vertical mobility. The management has not designed advanced functional positions, such as LC supervisors, head LC, or customer service coordinators. Similarly, security personnel and administrative staff remain at the same job level for years without access to competency development opportunities that could facilitate cross-functional mobility. These findings suggest that Foreplay's organizational structure remains highly operational in nature and lacks a strategic long-term HR development framework. In conclusion, the absence of a structured career development and internal promotion system represents a critical gap in Foreplay's human resource management. This issue requires immediate attention through the establishment of a performance-based organizational structure, development of clear career pathways, and implementation of rewards linked to measurable contributions. Strengthening this aspect is essential for enhancing employee motivation, retaining high-quality staff, and positioning human resources as strategic assets to improve Foreplay CV's profitability. TT, Kampung Bule, and Batam City.

4.4.4. Impact on Profitability

One of the most evident impacts of the weak human resource development system at Foreplay is the decline in customer retention, resulting from inconsistent service quality across shifts and among individual LCs. In the nightlife entertainment industry, where customer satisfaction relies heavily on

interpersonal interactions, service consistency is a key determinant of customer loyalty. Field findings indicate that customers who are satisfied during one visit may not receive the same level of service on subsequent visits. This inconsistency reduces customer trust and discourages repeat visits, with some customers opting for alternative entertainment venues that offer a more stable service experience than the restaurant. The decline in repeat visits directly reduces recurring revenue, which should serve as a steady contributor to the overall profitability.

Additionally, the high turnover rate among LCs forces the company to engage in continuous recruitment and informal retraining despite the absence of a formal training program. Each newly recruited LC requires time and managerial effort to adapt to the work environment, operational rhythm, and service style expected at the Foreplay. This adaptation period often results in suboptimal service delivery and occasional complaints. The process not only consumes time but also creates hidden operational costs, such as interruptions to senior staff responsibilities, additional supervision during adaptation phases, and lower productivity during the early shifts.

The accumulation of these inefficiencies contributes to the decline in net profit, as reflected in CV's financial performance. TT from 2022 to 2024. Weaknesses in the HR system also contribute to increased customer dissatisfaction, particularly when the service is perceived as unprofessional or insufficient in addressing customers' emotional comfort and experience. Several customers reported feeling disappointed due to unresponsive, awkward, or an inability to build enjoyable communication. This dissatisfaction negatively affects the perceived quality of the venue, reducing positive word-of-mouth promotion and lowering the likelihood of customers recommending foreplay to their social networks.

In the increasingly competitive nightlife industry in Batam, losing potential customers also means losing future revenue that could have been converted into long-term profits. Therefore, it can be concluded that the ineffective management and development of human resources have consequences not only internally but also significantly impact the stability and growth of business profitability. Foreplay must recognize that developing LCs as key service assets is not a cost burden but an investment that directly shapes business success in an industry driven by customer expectations and competition.

4.4.5. Service Quality as an Intervening Variable

Service quality at Foreplay Kampung Bule functions as a crucial intervening variable that connects the effectiveness of the management system and human resource development efforts to the overall profitability of the business. Based on the conceptual framework and field observations, service quality was evaluated using three core indicators: reliability, responsiveness, and empathy. Management employs an internal evaluation instrument in the form of nightly supervisor assessment sheets, which measure each LC's punctuality, adherence to SOPs, and consistency in fulfilling customer requests (reliability). During an interview, the Shift Supervisor (13 May 2025) emphasized, "Reliability is the most visible aspect whether an LC can be counted on every night, disciplined, and not making customers wait."

Responsiveness is assessed based on the LC's ability to respond promptly to customer needs and adapt to the dynamic environment of the entertainment venue. Observations conducted during the operational nights of May 8–10, 2025, indicate that LCs who are communicative, proactive, and attentive to customers' situational needs such as requests for drinks, music, or conversational engagement tend to receive higher tips than passive LCs. A returning customer interviewed on May 10, 2025, explained, "The LC I like is the one who knows when to talk and when to stay quiet. They can read the mood, and they don't make us uncomfortable." These findings highlight that responsiveness encompasses not only speed but also social acuity and emotional sensitivity.

The correlation between service quality and customer loyalty is evident in the patterns of repeated visits and customer preferences for specific LCs. Data from the April–May 2025 customer log showed that 68% of returning customers requested service from the same LC during their next visit. This reflects a strong emotional connection and trust built through consistent service quality. Additionally, results from

the May 2025 customer satisfaction survey (involving 50 respondents) revealed that 84% of satisfied customers cited “friendliness” and “comfort” as their primary reasons for returning, rather than entertainment variety or promotions.

Customer satisfaction, cultivated through high service quality, generates long-term financial benefits and enhances business stability. Internal revenue reports indicate that the gross profit in May 2025 increased to IDR 131 million, up from IDR 110 million in the previous month. This growth followed an intensive communication and empathy training program provided to 15 active LCs in the region. The Supervisor noted, “Once the LCs improved their communication and empathy skills, customers stayed longer, ordered more drinks, and came back more often.” This correlation demonstrates that service quality is a strategic convergence point between operational management, human resource development, and profitability enhancement.

5. Conclusions

5.1. Conclusion

The following conclusions were drawn based on the key findings of this study:

1. The management system implemented at CV.TT Kampung Bule, Batam City, is not yet functioning efficiently or strategically to enhance business profitability. Core managerial functions—planning, organizing, supervising, and controlling—have not been executed in a structured or data-driven way. This is reflected in the unequal workload distribution, absence of performance-based evaluations and incentive systems, and limited utilization of digital technology. These inefficiencies directly contribute to increased operational costs and declining net profits, despite relatively stable gross income.
2. In terms of human resource development, training and competency enhancement for Lady Companions (LC) and supporting staff are not positioned as managerial priorities. New employees receive inadequate orientation, there is no clear career development pathway, and regular performance evaluations are absent in the organization. This results in low work motivation, high turnover rates, and inconsistency in the quality of service delivered to customers. Such weaknesses in HR development significantly affect customer loyalty and profitability.
3. The main barriers within the management and HR development system at CV.TT stem from an informal managerial pattern and the absence of standardized operational procedures (SOPs). Additional internal challenges include limited visionary leadership, weak inter-division communication, and insufficient investment to improve service quality. External pressures, such as industry competition and public perceptions of nightlife entertainment businesses, also intensify the challenges of sustaining profitability.
4. Strategic improvements can be achieved by strengthening a structured management system based on strategic planning and operational efficiency. This includes integrating technology into monitoring and performance reporting, as well as developing a sustainable HR development system. Regular training, performance evaluation, productivity-based incentives, and clear career advancement pathways are essential. Through effective management and HR development practices, CV.TT can enhance service quality, increase customer loyalty, and ultimately improve profitability in the nightlife entertainment sector.

5.2. Recommendations

The following recommendations are proposed in alignment with the conclusions of this study, specifically for improving the operational and managerial performance of CV. TT Kampung Bule:

1. CV.TT should implement a more structured and data-driven management system, particularly in operational planning, workload distribution, and performance evaluation, to reduce cost inefficiencies and sustainably increase net profits.
2. Human resource development must be positioned as a strategic priority by providing regular training, equipping LCs with essential soft skills, and establishing a systematic orientation program for new employees to ensure consistent and professional service quality.
3. To overcome internal barriers, CV.TT should establish clear SOPs and strengthen interdepartmental coordination, including two-way communication mechanisms between management and employees to create a more collaborative and productive work environment.

4. Profitability improvement strategies should focus on integrating management and HR systems, including developing performance-based incentive structures, utilizing technology for monitoring and reporting, and establishing career advancement pathways to enhance motivation and retain skilled workers.

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