

Strategic Leadership Model in the Hospitality Industry: SWOT Analysis

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ABSTRACT

This research aims to identify developments in business performance in the hotel industry in the area around the Borobudur Temple Area, identify strategic leadership policies led by women to enhance business performance in the hotel industry, and formulate a successful female leadership strategy model for improving hotel business performance. The research employs a case study approach using a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis. The study was conducted within the hotel business sector in Magelang Regency. Data collection techniques were based on structured interviews. The research results, as depicted in the SWOT matrix diagram, reveal that the hospitality industry business in the Borobudur area falls within quadrant 1, indicating a highly profitable situation. The hospitality sector in the Borobudur area boasts both strengths and opportunities, allowing it to capitalize on these favorable conditions. The recommended strategy for this situation is the implementation of growth-oriented policies.

Keywords: *Business Performance, Strategic Leadership Model, Women's Leadership, SWOT Analysis, Hospitality Industry*

ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi perkembangan kinerja bisnis pada industri perhotelan di wilayah sekitar Kawasan Candi Borobudur, mengidentifikasi kebijakan kepemimpinan strategis perempuan untuk mendorong kinerja bisnis industri perhotelan, dan merumuskan model strategi kepemimpinan perempuan yang sukses untuk peningkatan kinerja bisnis perhotelan. Penelitian ini mengadopsi pendekatan studi kasus dengan basis Strengths-Weaknesses-Opportunities-Threats (SWOT). Penelitian dilaksanakan pada bisnis perhotelan di Kabupaten Magelang. Teknik pengumpulan data dilakukan dengan wawancara terstruktur. Hasil penelitian dalam diagram matrik SWOT menunjukkan usaha industri hospitalitas di Kawasan

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Borobudur berada pada kuadran 1 yaitu merupakan situasi yang sangat menguntungkan. Hospitalitas di Kawasan Borobudur tersebut memiliki peluang dan kekuatan sehingga dapat memanfaatkan peluang yang ada. Strategi yang harus diterapkan dalam kondisi ini adalah mendukung kebijakan pertumbuhan yang agresif.

Kata kunci: Kinerja Bisnis, Model Kepemimpinan Strategik, Kepemimpinan Perempuan, SWOT Analysis, Industri Perhotelan

INTRODUCTION

The Borobudur area, situated in Magelang Regency, Indonesia, is a renowned tourist destination. It is encompassed within the National Tourism Strategic Area (*Kawasan Strategis Pariwisata Nasional* or KSPN) for the year 2010-2025. Magelang Regency offers a wide array of tourism types, spanning rural, natural, man-made, cultural, craft, culinary, special interest, and religious tourism. The surge in tourism has had a positive impact on the development of the hospitality industry in Magelang Regency (Verawati et al., 2023). The hospitality industry encompasses services related to accommodation, dining, recreation, and food and beverages.

This study explicitly focuses on accommodation providers, given that several establishments in Magelang are grappling with various issues affecting their business performance. This segment of the hospitality industry includes hotels, homestays, and Village Economic Centers, all of which play a significant role in the tourism sector around the Borobudur Temple area. These establishments face common challenges such as intense business competition, uneven visitor distribution due to marketing and promotional issues, human resource management, and amenities (Kausar & Nishikawa, 2010; Dewa, 2023). Therefore, the hospitality industry must work diligently to maintain its competitive edge and enhance its business performance.

Improving business performance in the hospitality industry hinges on effective leadership management (Erkutlu & Chafra, 2006). Presently, strategic leadership stands as a cornerstone for organizational success (Crittenden & Crittenden, 2008). Strategic leadership can be defined as a leadership process that underscores improving thinking and actions to enhance an organization's long-term competitive edge. The strategic leadership model encompasses the ability to anticipate, possess a vision, and maintain flexibility while empowering others to instigate strategic changes (O'Dwyer et al., 2011).

This study delves into the specifics of women's strategic leadership characteristics in managing the hospitality industry to bolster business performance. The interest in researching women's strategic leadership stems from its topical significance. Gender issues often serve as valuable research subjects. Recent years have seen a significant rise in women-led businesses. The prevailing arguments support the notion that women in leadership positions are better equipped to enhance a company's sustainability (Kassinis et al., 2016). However, research findings have not provided a conclusive verdict on the relationship between female leadership and business performance (Strøm et al., 2014; Tran et al., 2021).

Numerous studies have explored business performance based on the strategic leadership model and its development, as conducted by previous researchers (Darmanto, 2018; Khoirini & Kartika, 2014). Nevertheless, there remains a gap in research focused on the contribution of women's strategic leadership models to the development of the hospitality industry. Hence, there is a need for further investigation into the strategic leadership model within the hospitality industry, particularly in the Borobudur Temple area of Magelang.

The objectives of this study encompass identifying the developments in business performance in the hotel industry in the Borobudur Temple area. The research also aims to delineate the strategic leadership policies pursued by women to propel business performance in the hotel industry and to craft a successful model of female leadership

strategy for enhancing the business performance of hotels, adopting a Strengths-Weaknesses-Opportunities-Threats (SWOT) approach.

LITERATURE REVIEW

The hospitality industry encompasses a broad economic sector related to providing services and accommodations for travelers. It includes various types of businesses such as hotels, restaurants, resorts, motels, lodging establishments, catering services, and travel service providers. These services involve accommodations, food and beverage provisions, and other commercial services catering to the public. The development of the hospitality industry is indicated by several factors, including the rising number of tourists visiting hotels and the subsequent increase in transactions in the surrounding areas (Franco & Pereira, 2013). The duration of a tourist's stay also significantly contributes to the local economy, as longer stays result in increased spending and circulation of money within the region.

Webster (1989) defines hospitality as the interaction between hosts and guests while they simultaneously consume food and beverages and utilize accommodations. According to Horner & Swarbrooke (1996), the hospitality industry refers to companies or institutions that provide services to guests and tourists. The hospitality industry plays a pivotal role in the larger tourism sector by offering essential services, such as accommodation, food, beverages, and entertainment, to travelers. The substantial growth in the tourism industry in recent years has had a positive impact on the hospitality industry, creating a reciprocal relationship between the two. The success of tourism promotion within an area is often measured by the progress and accomplishments of the local hospitality industry, as tourists require suitable accommodations during their visits.

The success of the hospitality industry relies heavily on delivering excellent customer service, efficient management, and meeting guests' needs and expectations. Factors like cleanliness, friendliness, food quality, and overall service quality are crucial for creating a satisfying experience for guests and building a solid reputation for hospitality businesses (Victorino et al., 2005). The term "hotel" derives from "*Hospitium*," which originally referred to a guest room, and the meaning has evolved to distinguish between a Guest House and a Mansion House. The guests in the hospitality industry are not limited to the local (domestic) population but also encompass international visitors. International guests are individuals who visit a foreign country outside their residence for one or more purposes, not including residence or earning a livelihood, but solely for the sake of curiosity, leisure, holidays, and other objectives. There are two categories of international guests: Tourists are visitors who stay for at least twenty-four hours and no more than six months in the place they visit, while Excursionists are visitors who stay for less than twenty-four hours at the place they visit. Excursionists include cruise passengers or individuals in transit who will continue their journey to the destination.

Strategic leadership entails leveraging unpredictable environments for advantage. This concept finds champions like Rothschild, the English banker and investor. Seizing these opportunities demands six critical skills (Hoang & Rothaermel, 2016). These encompass anticipation, which entails scanning the environment, honing the ability to foresee threats and opportunities, and making necessary adjustments, often via practices such as market research and planning. Strategic leaders excel at challenging assumptions, whether their own or others, to gain diverse perspectives. They exhibit adeptness as interpreters, making sense of complex information and understanding ambiguity, often involving consideration of various stakeholders' viewpoints.

Another pivotal skill is effective decision-making. Strategic leaders exhibit the courage to make tough decisions, even in the face of incomplete information, often necessitating swift action. Proficiency in alignment is also evident, as they find common ground and secure support from stakeholders with differing perspectives. Achieving this is through effective communication, trust-building, and engagement. Lastly, strategic leaders are committed to learning (Vera & Crossan, 2004). They view failures as valuable learning

opportunities, fostering a culture where mistakes are seen as chances for improvement and insights are widely shared.

The role of women in leadership garners increasing recognition and respect, driven by movements advocating women's emancipation and gender equality. Women contribute unique leadership skills, often being more persuasive, resilient in the face of criticism, and effective in fostering teamwork and relationships. They exhibit a propensity for taking risks (Fitriani, 2015), marking a significant shift toward greater gender equality in leadership roles. However, despite progress, gender equality remains an issue, with research showing that women continue to be underrepresented in management roles, often due to persistent gender stereotypes. Nevertheless, studies indicate that female leadership enhances organizational health, egalitarianism, comprehensive decision-making, and the development of relationships with employees (Yıldız et al., 2014).

Effective leadership is pivotal for enhancing business performance, referring to a company's capacity to apply strategies effectively to achieve organizational goals, typically measured at specific time intervals. It mirrors the outcomes of a company's endeavors to attain objectives such as maximizing profitability while sustaining growth and development. To gauge business performance, companies commonly track relevant business metrics, often employing the Balanced Scorecard approach, which considers financial, customer, internal process, and learning and growth perspectives. Research suggests that strategic leadership significantly and positively impacts business performance (Suryanti & Panjaitan, 2021; Nupus & Ichwanudin, 2021), underscoring the importance of effectively monitoring key performance indicators to assess progress.

RESEARCH METHODS

This study focuses on small and medium-sized enterprises (SMEs) in the hospitality industry located in Magelang Regency, specifically those supporting the Borobudur tourism sector. The sample consists of 3 business CEOs or General Managers representing different subsectors within the hospitality industry, including hotels, homestays, and Village Economic Hubs (*Balai Ekonomi Desa* or *Balkondes*). Within each subsector, 3 CEOs were selected to participate in the study. In the initial exploratory phase, all respondents were interviewed to gather information on various characteristics, such as their business backgrounds, company structure, room rates, and business performance. This initial phase aimed to obtain sufficient information to select the most suitable cases for a deeper understanding of women's strategic leadership policies in driving accommodation business performance.

The data collected includes business profiles, which encompass funding sources, employee numbers, ownership, management structure, and commercial activities. These profiles serve as the basis for categorization and guide the semi-structured interviews conducted to construct case studies. The semi-structured interviews occurred in two steps: the first step involved an initial exploration to establish a general understanding, and the second step delved deeper into understanding women's strategic leadership policies in driving accommodation business performance.

In this research, information and knowledge are constructed using the causal cognitive map method. The construction of causal cognitive maps provides a graphical representation of the thought processes of female CEOs. These maps also allow for the representation of cause-and-effect relationships among the elements involved in individual thinking. The steps involved in creating causal cognitive maps include concept identification, element and relationship identification, concept codification, and the construction of causal cognitive maps.

To ensure the quality of this qualitative study, various tests were conducted, including assessments of construct validity, internal validity, external validity, and reliability. Construct validity was ensured using triangulation techniques, internal validity was established through pattern matching, and external validity was confirmed through analytical theory generalization. Reliability testing was implemented to minimize errors

and biases in the case study procedures. Documentation of each stage's procedures was instrumental in strengthening the case study's reliability.

RESULTS AND DISCUSSION

Overview of Lodgings Around Borobudur Tourism Area

At Shinta Homestay, the valuable knowledge about the hospitality industry was acquired through training sessions conducted by *Taman Wisata Candi* (TWC) and government sources. The focus was on aspects like accommodation management, Standard Operating Procedures, and effective guest service techniques. Shinta Homestay places a strong emphasis on learning through hands-on experiences and monitoring competitors through online booking applications. Their decision-making process is family-driven, with significant decisions involving parents' perspectives. This approach has facilitated quick and effective decision-making within the family.

Meanwhile, the owner of Homestay Karangrejo sought information about the hospitality industry independently, primarily through online research and benchmarking activities. The aim was to improve service systems and stay updated with emerging trends. When it comes to competitors, Homestay Karangrejo believes in sharing knowledge through collaborative sessions with similar facilities. They maintain their distinctive village concept even when competitors introduce new products. Problem-solving involves deliberations with employees and relevant parties, ensuring that diverse opinions are considered. Decision-making is prompt and based on urgency, often on the same day.

Finally, Homestay Sakapitu gained insights into the hospitality industry through benchmarking, online research, and word of mouth from other homestays. A robust system is in place for evaluating monthly performance and addressing any issues. The decision-making process is inclusive, involving employees, the village-owned enterprise, and other stakeholders. Homestay Sakapitu balances long and short-term strategies, adjusting as necessary.

The study also revealed a unique aspect of these accommodations: they are all led by women. Out of a total of 325 accommodations in the Borobudur area, only these three homestays are managed by female leaders. These leaders, although relatively young (between 20 and 40 years old), bring a high level of energy to their roles. They are also experienced, with leadership tenures of more than three years. Educational backgrounds vary, with leaders at Homestay Shinta and Homestay Karangrejo holding bachelor's degrees, while the leader at Homestay Sakapitu has a high school-level education (Table 1).

As for income, it is closely tied to business performance. The income of the leader of Homestay Shinta depends on the profits generated by her business. In contrast, the leaders of Homestay Karangrejo and Homestay Sakapitu receive incomes of IDR 2,600,000 and IDR 1,400,000, respectively.

Table 1. Borobudur Tourism Area Women Leaders in Lodging Businesses

No	Homestay	Leader's Age	Position	Length of Service (Year)	Education	Turnover (IDR)
1.	Shinta	22	Owner	3	Bachelor	187,500,000
2.	Karangrejo	30	Supervisor	6 1/2	Bachelor	2,800,000,000
3.	Sakapitu	37	Supervisor	5	Senior High School	200,000,000

Conducting a SWOT Analysis Based on Specific Metrics

Qualitative SWOT data, as developed by Robinson and Pearce (1988), can be transformed into quantitative insights through SWOT analysis calculations. These calculations are based on internal factors (strengths and weaknesses) and external factors (opportunities and threats), as illustrated in Table 2.

The Internal-External (IE) Matrix presented in Table 2 is a strategic analysis tool that assesses the interplay between internal and external factors for lodgings. Internal strengths, which are factors within the lodgings, include complete facilities, a well-

structured compensation system, suitable working hours, organized financial management, diverse room offerings, and high-quality service. On the external front, there are numerous opportunities for lodgings to tap into, such as government-provided training, financial aid, support from the village government, technological advancements, infrastructure development, streamlined licensing processes, and participation in events like religious holidays and sports marathons. The lodgings should consider leveraging these opportunities.

Table 2. Internal-External (IE) Matric

Internal	External
Strength:	Opportunity:
1. Complete facilities	1. Training from the government
2. Adequate compensation system in place	2. Cash assistance
3. Suitable working hours	3. Support from village government
4. Neat financial management documentation	4. Technology
5. A variety of offered rooms	5. Infrastructure development
6. Good service	6. Ease of licensing
	7. Religious holidays (Vesak)
	8. Sports Event (marathon)
Weakness:	Threat:
1. Low employee education	1. Lots of competition
2. Training lacks variety	2. Pandemic policy
	3. HIA regulations from UNESCO

Conversely, the lodgings face internal weaknesses like low employee education and a lack of diversity in training programs. Externally, they must also be wary of threats, including fierce competition, pandemic-related policies, and regulations from UNESCO's Health Impact Assessment (HIA). By evaluating the alignment of internal strengths and weaknesses with external opportunities and threats, the IE Matrix aids in prioritizing strategic actions and decision-making for lodgings.

Table 3. Internal Strategic Factors Analysis Summary (IFAS) Matric

Internal	Weight	Score	Weight x Score
Strength:			
1. Complete facilities	0.250	3	0.75
2. Adequate compensation system in place	0.075	1	0.075
3. Suitable working hours	0.025	1	0.025
4. Neat financial management documentation	0.125	2	0.25
5. A variety of offered rooms	0.125	4	0.5
6. Good service	0.250	4	1
Sub-total			2.600
Weakness:			
1. Low employee education	0.125	3	0.375
2. Training lacks variety	0.025	3	0.075
Sub-total			0.450
Differences in internal factors			2.150

Table 4. External Strategic Factors Analysis Summary (EFAS) Matric

External	Weight	Score	Weight x Score
Opportunity:			
1. Training from the government	0.011	2	0.022
2. Cash assistance	0.003	1	0.003
3. Support from the village government	0.035	2	0.070
4. Technology	0.111	4	0.444
5. Infrastructure development	0.046	4	0.184
6. Ease of licensing	0.023	3	0.069
7. Religious holidays (Vesak)	0.213	4	0.852
8. Sports Event (Marathon)	0.121	4	0.484
Sub-total			2.128
Threat:			
1. Lots of competition	0.113	3	0.339
2. Pandemic policy	0.111	2	0.222

3. HIA regulations from UNESCO	0.213	1	0.213
Sub-total			0.774
Differences in external factors	1.000		1.354

When conducting a strategic analysis to enhance business performance in the hospitality industry within the Borobudur area, the SWOT (Strengths, Weaknesses, Opportunities, Threats) approach is employed. This SWOT matrix serves to identify and elucidate the integration of opportunities and threats with the company's strengths and weaknesses. The synthesis of these four factors results in four potential alternative strategies denoted as SO, ST, WO, and WT strategies (Table 5).

Table 5. SWOT Analysis

	Strength:	Weakness:
	<ul style="list-style-type: none"> • Complete facilities • Adequate compensation system in place • Suitable working hours • Neat financial management documentation • A variety of offered rooms • Good service 	<ul style="list-style-type: none"> • Low employee education • Training lacks variety
Opportunity:	SO Strategy	WO Strategy
<ul style="list-style-type: none"> • Training from the government • Cash assistance • Support from village government • Technology • Infrastructure development • Ease of licensing • Religious holidays (Vesak) • Sports Event (Marathon) 	<ul style="list-style-type: none"> • Develop marketing strategies using digital marketing platforms • Expanding domestic market reach 	<ul style="list-style-type: none"> • Utilize government support and minimize human resource weaknesses • Technology orientation
Threat:	ST Strategy	WT Strategy
<ul style="list-style-type: none"> • Lots of competition • Pandemic policy • HIA regulations from UNESCO 	<ul style="list-style-type: none"> • Product differentiation • Expand market share 	<ul style="list-style-type: none"> • Avoid recruiting less competent human resources • Avoid providing training that is not strategic

Based on the results presented in the IFAS Table 3 and EFAS Table 4, the total internal strength factor score is 2.600, the total score for internal weaknesses is 0.450, the total for external opportunities is 2.128, and the total for external threat factors is 0.774. The difference between the total internal factors is 2.150 (X), while the difference from the total external factors is 1.354. These outcomes, as depicted in the SWOT matrix diagram, position the hospitality industry business in the Borobudur area in quadrant 1, signifying a highly profitable situation. Given the presence of opportunities and strengths, the recommended strategy in this scenario is to pursue aggressive growth policies, specifically a growth-oriented strategy.

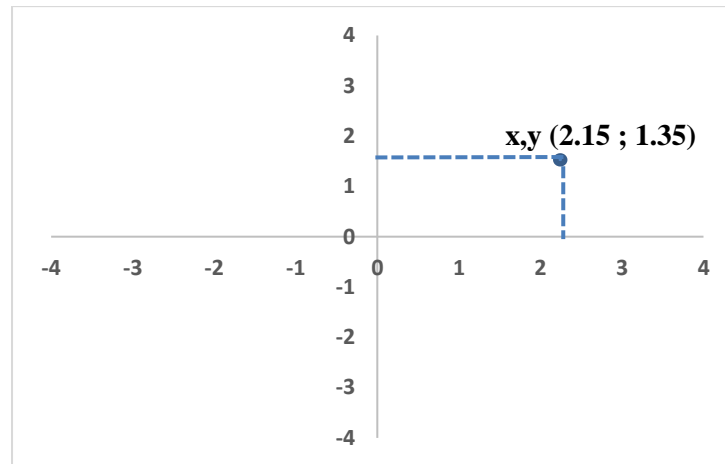


Figure 1. Internal Strength Factor Results

IE Matrix Strategy Formulation Results

In a study of strategic leadership conducted in various homestays, it was observed that female leaders effectively manage their businesses. They harness technological advancements, whether through social media or available training, to stay informed about the hospitality industry. This industry offers numerous opportunities for sustainability, thanks to government-provided training, technological utilization, and collaborations with organized events.

The findings from the IFAS and EFAS tables reveal a total internal strength factor score of 2.600, an internal weakness factor score of 0.450, external opportunity factors totaling 2.128, and external threat factors summing up to 0.774. The net difference between internal and external factors is 2.150 (X) and 1.354, respectively. These results, as depicted in the SWOT matrix, place the hospitality industry in the Borobudur Region in Quadrant 1, representing a highly advantageous position. With both strengths and opportunities at their disposal, industry leaders can seize these prospects. The recommended strategy in this context is to support an aggressive growth-oriented approach.

This strategic shift aims to confront threats and address weaknesses within the hospitality industry in the Magelang Regency's Borobudur Area. When dealing with uncontrollable external threats, internal strategies, such as expanding digital marketing platforms and broadening the domestic market's reach, can be employed. Government support is substantial in this sector, allowing industry leaders to leverage this assistance and mitigate human resource weaknesses. Expanding market share is crucial in this competitive industry.

To expand market share in the hotel industry, several strategic steps need to be taken. While the hotel industry is highly competitive, a well-executed plan can lead to significant growth. Consider segmenting customers by identifying untapped segments, focusing on business, family vacationers, or solo travelers, and understanding their preferences. Enhance the quality of hotel services and facilities to ensure guest satisfaction, leading to positive reviews and recommendations. Utilize digital marketing to reach a broader audience by developing an informative, responsive website, leveraging social media for interacting with potential customers, and engaging in effective online advertising campaigns.

Table 6. IE Matrix Strategy Formulation Results

Internal	External
Strength: a. Complete facilities b. Adequate compensation system in place Suitable working hours	Opportunity: a. Training from the government b. Cash assistance c. Support from village government d. Technology

c. Neat financial management documentation	e. Infrastructure development
d. A variety of offered rooms	f. Ease of licensing
e. Good service	g. Religious holidays (Vesak)
	h. Sports Event (Marathon)
Weakness:	Threat:
a. Low employee education	a. Lots of competition
b. Training lacks variety	b. Pandemic policy
	c. HIA regulations from UNESCO

CONCLUSIONS AND SUGGESTIONS

Based on the analyzed research, several key conclusions can be drawn. Firstly, it is vital to emphasize the paramount importance of customers in the hospitality industry. Prioritizing customer satisfaction should be the primary focus, achieved through friendly, responsive service and the delivery of an unforgettable guest experience. Secondly, a strong focus on quality management, encompassing service, cleanliness, and facilities, is imperative. Maintaining the property in optimal condition and ensuring well-trained staff are essential. Thirdly, innovation through technology can significantly enhance efficiency and customer experiences. Utilizing technology, such as online reservations, mobile applications, and tech-integrated room services, can revolutionize guest experiences. Lastly, sustainability practices should be integrated into operations, including energy conservation, waste reduction, and the use of environmentally friendly materials.

On the other hand, there are strategies that should be considered for implementation. Firstly, prioritize employee training to ensure that your staff receives adequate training, especially in interpersonal skills and technical expertise essential in the hospitality industry. Secondly, manage customer reviews by closely monitoring and responding to feedback, thereby improving your service and fostering a positive reputation. Thirdly, consider offering special deals, discounts, or promotions to attract new customers and increase customer retention. Fourthly, engage in collaborations with the local community, building relationships to enhance business visibility and address local issues. Fifthly, remain vigilant regarding pandemics or other public health emergencies by consistently adhering to health and safety guidelines and effectively communicating the measures taken to customers. Sixthly, think about diversifying your services by adding features such as a restaurant or spa to boost revenue and attract a diverse clientele, if possible. Seventhly, manage finances wisely, optimizing both expenses and income to ensure profitability. Eighthly, learn from competitors by observing their best practices to gain valuable insights for improving your business. Ninthly, utilize digital marketing and social media to expand your reach and engage potential customers. Lastly, continuously evaluate business performance and be willing to adapt to changing trends and market needs.

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