

Determining Factors of Homestay Manager Commitment In Lombok Island

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Abstract

The abstract contains a brief description of the purpose: describes the objectives and hypotheses of the research. Methods: describes the essential features of the research design, data, and analysis. It may include the sample size, geographic location, demographics, variables, controls, conditions, tests, descriptions of research design, details of sampling techniques, and data gathering procedures. Results: describes the key findings of the study, including experimental, correlational, or theoretical results. It may also provide a brief explanation of the results. Implications: show how the results connect to policy and practice and provide suggestions for follow-up, future studies, or further analysis.

INTRODUCTION

The return of tourism as the ideal sector aligns with the growing number of homestays in the island's tourist villages, which are nicknamed the Island of a Thousand Mosques. East Lombok District has 126 accommodations, of which 104 are homestays (Kab. Lombok Timur, 2020). Desa Kembang Kuning is one of the leading tourist villages in East Lombok Regency, which continues to develop homestays both individually and organizationally (Permadi et al., 2017; Saufi, 2019).

Despite the growth of homestays on Lombok Island, the industry faces many challenges arising from external and internal factors in its business environment that affect the performance and efficiency of homestays. Tourist villages in Lombok Island not only face global pressures but also changes in local conditions (Fariana, 2016; Mubah, 2011). (Retnowati et al., 2022) in their research in Kembang Kuning, East Lombok, showed that homestays experienced a decline during the pandemic era and were only busy on Saturdays and Sundays. The same thing has been experienced by other tourist villages in Lombok, including Sembalun, which have seen a decline since the 2018 earthquake (Rusdan et al., 2021). In addition, homestay managers must face internal challenges related to efficient homestay management. Inefficient homestay management also contributes to poor performance in terms of low service quality and a moderate average occupancy rate (Razalli, 2008).

Another challenge for homestay operators in Lombok is the development of Halal Tourism by the provincial government, supported by the central government. This makes homestay managers rethink their mindset and work patterns to comply with Sharia requirements (Permadi et al., 2021). (Muttaqillah et al., 2023) found that homestays on Lombok Island have weaknesses, including: 1) Homestay management is not yet systematic; 2) The managers do not understand what sharia management is; 3) The homestay managers in this tourist village do not understand how sharia homestay operations work.

In such conditions, the commitment of homestay managers to implement halal tourism principles is demanded. The discussion of the definition and concept of commitment contains

many meanings and perceptions from each perspective. According to (Porter et al., 1974), supported by (Foeh, 2017), organizational commitment is the commitment of employees to their organization through three main components: trust and acceptance of the organization's goals, willingness to serve the organization, and a strong desire to be part of the organization in question.

According to Mowday, Steers, and Porter (1979), in (Eleswed & Mohammed, 2013), organizational commitment means the strength of an individual's identity and involvement in the organization they belong to. (Yusof et al., 2013) show that one of the factors for the successful development of homestays in Malaysia is the commitment of community involvement in the homestay program in each village. (Gomes, 2009) research shows that the relationship between affective organizational commitment and organizational change is a positive correlation. This was confirmed by several subsequent studies (Prastiti, 2021; Sayğan, 2011; Sood et al., 2017; Suhartini, 2020)

The shift of homestay organizations toward catering to the Muslim market and implementing halal tourism principles clearly demands a high level of commitment from the management. This is in line with what (Kotler, 2022) said about developing a customer-oriented tourism organization requiring a commitment from the management of time and financial resources. The shift to a system oriented toward Muslim customers may require changes in Homestay's recruitment, training, reward systems, and customer complaint resolution, as well as employee empowerment.

METHODS

This study uses a quantitative, multivariate structural causality design to test the influence of variables. The subjects of this research are homestay managers scattered across five regencies/cities on Lombok Island (Mataram City, West Lombok, Central Lombok, East Lombok, and North Lombok). The research was conducted from February to June 2024. From a total population of 3,428 managers, a sample of 125 respondents was determined. The sample selection used a non-probability sampling method with purposive random sampling technique, based on the inclusion criteria of homestay managers in Lombok Island aged between 18 and 65 years.

Primary data collection was conducted through a survey method using a closed questionnaire instrument with a 1-5 Likert scale (from Strongly Disagree to Agree Strongly). This questionnaire is designed to measure two types of variables, namely exogenous and endogenous variables, the details of which, along with their measurement indicators, are presented in Table 1.

Table 1 Operational Definition of Variables

No	Variable	Operational Definition	Indicator
1	Personality Characteristics (X1)	distinctive characteristics that differentiate each homestay manager, and the tendency of homestay managers in the process of adapting to the environment where these personalities settle within each homestay manager	Ability, need, trust, experience, hope.

No	Variable	Operational Definition	Indicator
2	Quality of Life (X2)	The homestay manager's assessment of their quality of life based on personal values that include physical health, psychological satisfaction, and individual relationships with social and environmental factors that influence their daily activities.	Income, housing, environment, social stability, health, education, and job opportunities
3	Organizational Change (X3)	The changes made by the homestay encompass all aspects within the organization as an improvement in the ability to adapt to external organizational changes.	Structure, Technology, Physical arrangement, Employes
4	Local Community Participation (X4)	Community participation to accommodate their interests in the process of formulating local tourism development plans	Contribution, organization, roles/actions, motivation, community responsibility.
5	Government Policy (X5)	Government policy is a series of actions chosen by the government that has a significant impact on a large number of people.	Ease of implementation, consistency of application, willingness to implement, and availability of adequate personnel.
6	Attitude (Y1)	Attitude where the personality traits of a homestay manager determine whether to accept or reject based on experience	Good attitude, Fairly good attitude, Poor attitude
7	Manager Commitment (Y2)	The orientation of homestay managers toward work shows that homestay managers always think about their jobs, where this work provides life satisfaction and status for their lives.	Belief in purpose, sense of belonging, maintaining membership, loyalty, willingness to strive.

Before the massive data collection, the questionnaire instrument was first tested on 30 respondents to evaluate its validity and reliability. The validity test was conducted using the Pearson Product-Moment correlation method, while the reliability test was confirmed through Squares the tolerance threshold of Cronbach's Alpha value >0.70 . Data that pass the instrument test are then analyzed using descriptive and inferential statistics. For inferential analysis that is predictive in nature and addresses the research problem, this study applies the Structural Equation Modeling (SEM) method based on variance or Partial Least Square (PLS) using the SmartPLS 3.2.9 software.

RESULTS AND DISCUSSION

Results

This research analyzes empirical data obtained from 125 respondents who are homestay managers on Lombok Island, West Nusa Tenggara Province. Data collection was conducted from February to June 2024 using a non-probability sampling method through a purposive sampling approach. The profiles of respondents participating in this study are classified based on gender, age, highest level of education, and marital status. The details of the respondents' demographic characteristics are presented in full in Table 2.

Table 2 Respondent Characteristics

No	Category	Number of Respondents	Total	Percentage (%)
1	Gender	Man	60	48
		Woman	65	52
2	Age	20-25	30	24%
		26-31	35	28%
		>31	60	48%
3	Last Education	Middle school	45	36%
		High School	65	52%
		Associate Degree	3	2%
		Bachelor Degree	11	9%
		Master Degree	1	1%
4	Marriage Status	Single	29	23%
		Married	91	73%
		Divorced	5	4%

The main data analysis stage is executed using the Structural Equation Modeling (Partial Least Squares) method through the SmartPLS 3.2 software. The first evaluation was conducted on the measurement model (outer model) to validate the instrument through tests of convergent validity, discriminant validity, and composite reliability. A summary of the test results for the Average Variance Extracted (AVE) and reliability is presented in Table 3.

Table 3 Results of Construct Validity and Reliability Evaluation

No	Variable	AVE	Cronbach's Alpha	Composite Reliability
1	Personality Characteristics	0.603	0.834	0.883
2	Quality of Life	0.634	0.718	0.839
3	Organizational Change	0.651	0.866	0.903
4	Local Community Participation	0.664	0.915	0.932
5	Government Policy	0.485	0.713	0.816
6	Attitude	0.716	0.868	0.910
7	Manager Commitment	0.630	0.704	0.834

Table 2 shows that the measurement model has met all the required validity and reliability criteria standards. The discriminant validity test confirms that almost all variables have AVE values above the minimum threshold of 0.50, except for the Local Community Participation variable, which is at .485, but still within the reasonable threshold for a construct's feasibility. Additionally, all indicators have an outer loading value > 0.60 except for item X4.1, and they also have the highest Fornell-Larcker Criterion value within their own construct. The internal consistency reliability of the instrument is also ensured to be very good, as evidenced by all variables having Cronbach's Alpha and Composite Reliability values that convincingly exceed the threshold of > 0.70 .

The next analysis is the evaluation of the structural model (inner model) to test the model's feasibility (R-square) and hypothesis testing. The coefficient of determination (R-Square) value, which describes the predictive power of the variables, is presented in Table 4.

Table 4. Value of the Coefficient of Determination (R-Square)

No	Variable Endogen	R-Square
1	Manager's Commitment	0.791
2	Attitude toward Halal tourism	0.691

Based on the output in Table 3, it is known that the predictive strength of the exogenous variables in this structural model is classified as very strong. The main endogenous variable, namely Managerial Commitment, has an R-square value of 0.791, which means that 79.1% of the variance in managerial commitment is successfully predicted by the exogenous variables in this model. Furthermore, the R-square value for the variable Attitude toward Halal Tourism is recorded at 0.691, indicating that 69.1% of the variance in the managerial attitude is influenced by its supporting independent variables. To address the problem formulation partially through t-statistics and p-values, the results of the bootstrapping test for direct and indirect (mediation) effects are detailed in Table 5.

No	Hypothesis	Relationship Between Variables		O	T	P	Decision
1	H1	Personality Characteristics	Attitude toward Halal Tourism	0.042	0.636	0.525	Rejected
2	H2	Quality of Life	Attitude toward Halal Tourism	0.801	11.176	0.000	Accepted
3	H3	Attitude toward Halal Tourism	Manager's Commitment	0.225	1.844	0.066	Rejected
4	H4	Personality Characteristics	Manager's Commitment	-0.017	0.114	0.909	Rejected
5	H5	Quality of Life	Manager's Commitment	0.000	0.001	0.999	Rejected
6	H6	Organizational Change	Manager's Commitment	0.691	7.158	0.000	Accepted
7	H7	Local Community Participation	Manager's Commitment	0.156	0.944	0.346	Rejected
8	H8	Government Policy	Manager's Commitment	0.136	1.206	0.228	Rejected
9	H9	Personality Characteristics	Sikap dan Komitmen Pengelola	0.009	0.476	0.634	Rejected

Discussion

The results of the statistical test validate that Personality Characteristics have a positive but not significant effect on Attitude toward Halal tourism ($O = 0.042$; $p = 0.525$), thus H1 is rejected. These findings essentially confirm the direction of the relationship from previous studies conducted by (Manganti, 2015) and (Poernomo & Timur, 2006) regarding the influence of personality on attitudes. However, the results of this study show a slight difference in the level of significance that is not proven to be strong, which is likely triggered by the differing characteristics of the population and the research location that is the subject of the study. On the other hand, Quality of Life has proven to be a very strong and significantly positive predictor of managers' attitudes toward Halal tourism ($O = 0.801$; $p = 0.000$), thus H2 is accepted. This solid conclusion is fully in line with the initial hypothesis and successfully reinforces the series of previous empirical findings from (Reena & Jayan, 2012), (Rahayu et al., 2019), and (Rosa, 2020).

Regarding the endogenous variable of Managerial Commitment, Attitude toward Halal tourism positively affects commitment, although it fails to reach the statistical significance threshold ($O = 0.225$; $p = 0.066$), resulting in the rejection of H3. This finding still supports the trend of a positive relationship as concluded by (Susanty & Miradipta, 2013), while also reinforcing the statement by (Abedi et al., 2009) that a good attitude has the potential to drive more emotional commitment. On the contrary, the testing of H4 reveals that Personality Characteristics have a negative and insignificant effect on Manager Commitment ($O = -0.017$; $p = 0.909$). These results are interesting because they do not confirm the findings of Saputra et al.

(2015) and contradict the research of (Ucar et al., 2020). This striking difference is very reasonable considering that the sample in this study exclusively focused on the level of managers or homestay operators, while the study by (Saputra et al., 2015) involved resort employees at the operational level.

Further testing shows that Quality of Life does not have a statistically significant effect on Manager Commitment ($O = 0.000$; $p = 0.999$), thus H5 is rejected. However, these results still partially confirm the conclusions of (Yusof et al., 2016), who found a relatively positive influence of quality of life on the commitment of homestay operators in Malaysia. Empirical evidence actually proves that the most dominant and crucial driving factor for commitment is Organizational Change, which has been shown to have a highly significant positive impact ($O = 0.691$; $p = 0.000$), and thus H6 is accepted. These comprehensive findings fully validate and support the consistency of previous change management research results by (FEDOR et al., 2006) and (Chiavoghi & Emerole, 2017).

The role of external supporting factors, namely Local Community Participation ($O = .156$; $p = .346$) and Government Policy ($O = 0.136$; $p = 0.228$), was identified as having a positive impact, although not significant enough to influence Managerial Commitment, thus H7 and H8 were rejected. These findings reinforce the claim of a positive relationship from the studies of (Razzaq et al., 2011), (Widyastuti et al., 2019), and (Keliat & Sentanu, 2022) regarding the importance of external contributions, but have not yet been able to fully confirm its significance as stated in the research by (Yusof et al., 2016). Lastly, for H9, the Attitude variable in Halal tourism shows a positive mediation effect, although not significant, in bridging the influence of Personality Characteristics on Manager Commitment ($O = 0.009$; $p = 0.634$). This creates a specific mediation dynamic in the relationship, because although the direct effect from personality to commitment is negative, the indirect mediation effect actually has a positive influence, a phenomenon that enriches the perspective of the personality study by (Alwi et al., 2021).

CONCLUSION

Based on the results of data analysis and hypothesis testing, several conclusions can be drawn regarding the factors that influence the commitment of homestay managers in Lombok Island. First, Personality Characteristics and Quality of Life were proven to influence the Attitude of homestay managers toward halal tourism, although statistically, the influence of Personality Characteristics was found to be insignificant. Regarding the formation of Manager Commitment, the variables of Attitude toward Halal tourism, Quality of Life, Local Community Participation, and Government Policy have been proven to have an influence, but this influence is not statistically significant. On the other hand, Organizational Change has become the main driver that has proven to have a positive and significant impact on Managerial Commitment. Conversely, Personality Characteristics were found to have a negative and insignificant impact on Managerial Commitment. Finally, this study also concludes that Attitude toward Halal tourism acts as a mediator in the influence between Personality Characteristics and the commitment of homestay managers.

In response to the above conclusion, there are several strategic recommendations, particularly for the Government. The government should facilitate Management, Business Ethics, and Personality Training programs for homestay managers with the aim of improving their Personality Characteristics and Quality of Life. This is important considering that Personality Characteristics and Quality of Life are factors that influence homestay managers'

attitudes toward halal tourism. In addition, the Management, Business Ethics, and Personality Training are also crucial to support the achievement of Organizational Change, which in this study was found to have a positive and significant impact on Manager Commitment. Furthermore, the policies designed by the government for the homestay sector should be more focused on efforts to improve management quality and service standards. Lastly, socialization activities regarding the implementation of halal tourism should also be continuously promoted.

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