
RELATIONSHIP BETWEEN ORGANIZATIONAL BEHAVIOR AND TOURISM BEHAVIOR IN FORMING A COUNTRY'S COMPETITIVENESS

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Article Info	Abstract
Keywords: Tourism Buyer Behavior, Product Seller Behavior, Marketing Behavior	The term "Tourism Behavior" is unusual, unconventional, strange sounds in our ears, or even the term is not / has not been there before. But that is the dynamics for advancement. We have the courage to express the thing we believe is the truth. There are three elements that make up the tourism behavior, namely: Tourism Buyer Behavior, Product Seller Behavior, and Marketing Behavior. The interaction between one element to another is a process that never stops. From time-to-time changes from an element bring the impact of changes on the other two elements. The process of interaction between the 3 elements is what the authors refer to as the Tourism Behavior. How does that affect the dynamics of the 3 elements? Tourism Education and learning process is the answer because of the human interaction that occurs when there is: behavior, structure and proces within the organization. What can we take from a long process, with a shift in the term, which when examined in terms of language? It is certainly not acceptable or very likely not to meet the rules of the language to be published. However, from some basic considerations and arguments, where the behavior of organizations and the behavior of tourism there is a relationship of dependence (interdependence) with science in Organizational Culture Management or Organizational Behavior, which has long been discussed in management books. Then the author firmly links the term tourism behavior, as feedback from the needs and desires of consumers (tourists) to be addressed by the stakeholders of the tourism industry. Through collaboration and collective thinking, we all (including the author) expect tourism to be a solution capable of breaking the deadlock nation (part solution) throughout the history of an almost dogged by the twin towers issues, namely poverty and unemployment. Hopefully tourism also able to be a catalyst in accelerating the manifesto or the noble ideals of an independent Indonesia, progressive, just and prosperous (<i>gemah ripah loh jinawi</i>) in 2025.
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INTRODUCTION

In the last decade, developing countries have paid more attention to the tourism sector. We can see the rise of tourism development programs in the country. If one wants to exceed another country it has to attract more tourist arrivals (Khan et al., 2020). Indonesia itself since the last five year, has never missed launched a program of tourist arrivals as it did in last year. Of course, we also must compete with other countries such as India with Incredibel India, Malaysia Trully Asia, Thailand, Amazing Thailand, or even Cambodia, the Kingdom of Wonder. As the world's largest archipelago, Indonesia is saving potentials remarkable of natural and cultural and can be used as well as the advantages of comparative capital base (the advantage that we can create). In addition, we know that the actual raw material of business tourism is not infinite, while the other attempts materials are very limited (Holloway & Humphreys, 2019). Along with the development of science and technology, tourism as science is not independent and cannot be separated from other disciplines such as management, law, communication, politics, socio-cultural, medical and so forth (Amoiradis et al., 2021). Besides, the main theme in the middle of the last century in the theory of organizational behavior is the interaction between behavior, structure and process. Is the structure as a determinant of behavior? Or is it just the process that determines the behavior?

Organizations by Stephen P. Robbins is a social unit with a deliberately set consisting of two or more people, that functions relatively continuously to achieve a goal or set of goals together. Organization is also defined as a collection of two or more units that have a plan, activities that focus on a goal. The behavior is the attitude and actions (behavior, way of thinking or behaving). The process is a series of systematic steps, or stages that are clear and can be done repeatedly, to achieve the desired results (Robbins et al., 2025a).

John Nordstrom a Swedish immigrant who lived in Seattle created a culture or behavior Nordstrom department store organization that relies on the principle that "the customer is always right" (Bruynooghe, 2014). Companies rely on "those Nordies" experienced to teach new employees how to provide services to consumers exceptionally. John Nordstrom approach is to legendary customer service in the retail industry (Spector, 2017).

1. A buyer falls in love with women burgundy pants (slacks) that are sold at discounted prices at the Nordstrom store in Seattle. Unfortunately, the store no longer has the goods in accordance with its size. The salesperson asked by the sales manager to go to a competitor's store across the street, the slaks buy at full price, bring it back and sell it to customers at Nordstrom at discounted prices.
2. A Nordstrom customer accidentally left his plane ticket at a counter. The salesperson tried to solve the problem by calling the airline but was unable to contact the customer. He immediately stopped a cab and rode away to the airport and personally delived the tickets to customers.

From the above illustration, it crossed a true picture of organizational behavior that is manifested from individual behavior will influence and even determine whether a desired goal will be realized immediately or not at all. In my opinion the field of organizational behavior is the study of human interaction in organizations that includes the study of behavior systematically, structures and processes within the organization.

Based on the study of organizational behavior, associated with the development of science as well the development of tourism and the tourism industry, like it or not, requires a change in thought patterns of tourism actors and thinkers, such as the wise people in the Indonesia Association of Tourism Experts. (ICPI: Ikatan Cendikiawan Pariwisata Indonesia). The term "Tourism Behavior" is unusual, unconventional, sounds strange in our ears, or even the term is not/has not been there before. But that's the dynamics for advancement and we have the courage to express one thing we believe is the truth.

The author tries to offer a framework of thinking about the concept of "Tourism Behavior" departed from the existing 3 terms are: tourist behavior, product behavior, and marketing behavior (Li & Cao, 2022).

Phenomena occurring in the tourism industry today:

1. Many of the need and desire (need and want) of the traveler (tourist) have never been met, be it in the area is a tourist destination, airline, hotel, travel agency, restaurant, facilities, infrastructure, and the others, this form tourist behavior
2. The need and desire (need and want) rating to the product and service that is not appropriate (from mass tourism to alternative tourism) will form product behavior

3. The need and desire (need and want) rating to the mediator that the marketing department of industry (hotels, restaurants, travel agencies, airlines, etc.) that are not in accordance with the actual conditions will cause problems, the task of marketing behavior

Formulation of the Problem

From the background and the above phenomenon problems were formulated:

1. How can the term behavior of tourism (tourism behavior) be raised?
2. Is the interaction between: tourist behavior, product behavior, and marketing behavior determine the competitiveness of a country of tourism?
3. Is it an acceptable suggestion of a paradigm shift from mass tourism to alternative tourism through changes in Tourism Behavior?

Benefit

1. Explain the concept of thinking of the new term behavior of tourism (tourism behavior)
2. Explain how the process of tourist behavior, product behavior, and marketing behavior plays an important role in determining a country's tourism competitiveness
3. Describe the new paradigm shift from mass tourism to alternative tourism through changes in Tourism Behavior

Objective

1. Knowing the thinking concept of the new term tourist behavior
2. Knowing how the process of tourist behavior, product behavior, and marketing behavior is critical determining the competitiveness of a country's tourism
3. Knowing the impact of the new paradigm shift from mass tourism to alternative tourism through changes in concepts, namely: the behavior of tourism (tourism behavior)

METHOD

This study employs a qualitative conceptual research design using a literature-based analytical approach. The objective is to construct and explain the relationship between organizational behavior and tourism behavior in shaping a country's tourism competitiveness. Rather than testing hypotheses statistically, this research focuses on developing a theoretical framework that integrates concepts from management science—particularly organizational behavior—with tourism science. The study adopts an interdisciplinary perspective by combining tourism management

theories with organizational behavior principles as discussed by scholars such as Stephen P. Robbins, as well as other management experts.

The data used in this research are secondary data obtained through library research. Sources include textbooks on management and organizational behavior, tourism management literature, academic journal articles related to tourism competitiveness, and policy documents or conceptual references from tourism institutions such as Pacific Asia Travel Association (PATA). The selection of literature was based on its relevance to organizational behavior theory, tourism development, consumer behavior, marketing behavior, and sustainable tourism concepts.

Data were analyzed using qualitative content analysis and thematic analysis techniques. The analysis began with identifying key concepts related to behavior, structure, and process in organizational theory, followed by mapping their relevance to tourism industry dynamics. The study then developed a conceptual model describing the interaction among Tourism Buyer Behavior, Product Seller Behavior, and Marketing Behavior as interdependent elements forming what is termed Tourism Behavior. Through interpretative analysis, the research explains how the dynamic interaction among these three elements influences national tourism competitiveness and supports a paradigm shift from mass tourism toward alternative tourism. This methodological approach enables the formulation of a systematic conceptual framework that bridges management science and tourism science in explaining the formation of Tourism Behavior.

RESULTS AND DISCUSSION

By measuring the quantity, the role of tourism is obvious as the backbone of development in Indonesia. The revenues generated thereby increasing their contribution to Gross Domestic Product (GDP) (Ollivaud & Haxton, 2019). The issue of competitiveness of Indonesian tourism destinations is quite challenging to be explored. In the industry that never dies, the author invites to look back then try to find answers, to the question of why the Indonesian tourism is still inferior when compared to our neighboring countries.

In each visit, tourist will consume the tourism product both objects (goods), and no object (services) as defined as: "Any

good or service purchased by consumers, a person defined as a visitor."

Tourism products are provided by other stakeholders in tourism development activities that are referred to as the tourism industry (Duarte Alonso & Nyanjom, 2017). Tourism products are not very different from the products supplied by non-tourism companies (banks, educational institutions, stationery, transport equipment such as bicycle pedals, bike, books, cars and so on). This means the demand requirement based on the motivation of travelers who journey, the journey needs, and transport has encouraged the growth of supply.

This approach is often described in terms that are almost always of tourism studies in humans as a starting point the consumer, this is reflected in efforts to introduce behavior itself and tourist destinations with the aim to provide the product according to taste (the need and want) the consumer, and not the taste from the manufacturer, let alone the public.

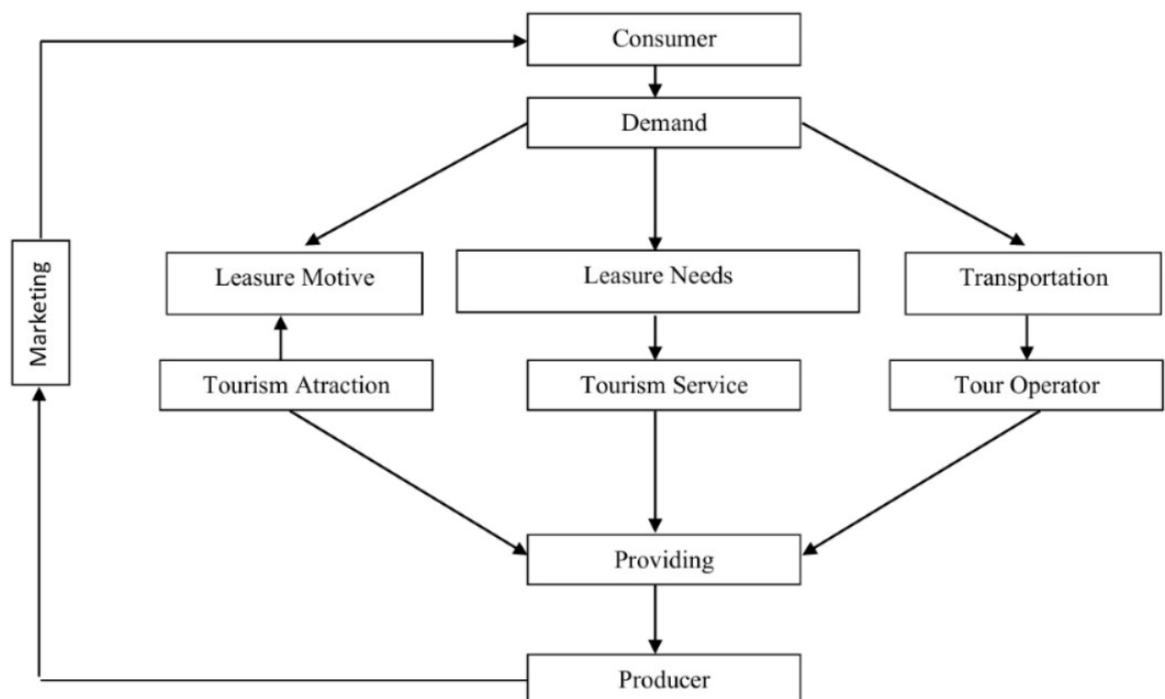


Figure 1. Tourism as an Industry Model

Source: (Soekadijo, 1997)

In this sense, the presence of the tourism industry in the development of tourism will still be business oriented in short term, because it does not consider the position of the people in the

industry chain. The result is the number of visits is still a priority goal. This paper does not mean that we do not agree with this goal. But the world or even the country still requires an increase in the number of tourists due to various reasons, such as increased state revenues, employment field, and natural resources and human empowerment. The question is: What activities are too focused on short-term goals that will lead to forgetting the main purpose of tourism development, the public welfare?

When the focus of development is profiting maximization in the short term, the international standard big business even more multinationals will go and they will build oases during local life that is still limited. Local communities will only be a spectator at best and can be a cheap labor aka servant, not a master in his own country.

Creative tourism requires more than the actors, including the creative industries such as music, clothes, and so on. In the creative community, companies must be able to actualize themselves exceeding goal is material to the welfare of society.

1. Domain of Thinking for the New Term of Tourism Behavior Studied by Management Science

The issue of competitiveness of Indonesian tourism destination is quite challenging to be explored, as this strategic problem until now has not been seriously explored. Improving the competitiveness of tourism is seen as a strategic move to increase market share and optimize the utilization of potential traveler's nationwide tours (Fesenmaier & Xiang, 2017). Competitiveness of the tourism product determines the extent of the ability to penetrate and reach the top position in the global tourist market competition is getting tougher. Each State is required to demonstrate a superior competitive position to facilitate promotion and marketing activities more effectively in the global marketplace.

With the emergence of the concept of thinking on "Tourism Behavior" it is expected that there will be a change in thinking from concept Mass Tourism to Alternative Tourism. How is the origin of the formation of the Tourism Behavior term? In this regard, the authors tried linking the term interdependence in a Management Science and Tourism Sciences. Here are the underlying frameworks:

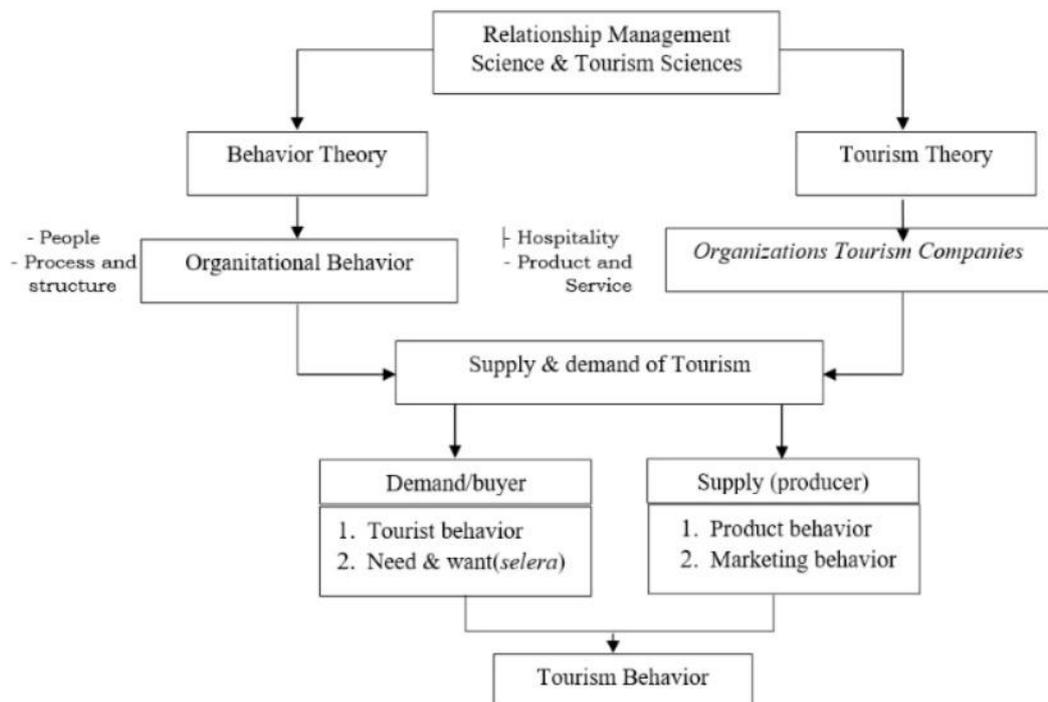


Figure 2. The Picture of interdependence Management Science and Tourism Sciences

Departing from the two different disciplines of Management Sciences and Tourism Sciences, we strive to incorporate them in a chart that hopefully can be accepted as a new concept. According to, the basic principle of organizational behavior is as follows:

- a. Management cannot be regarded as a strict technical process (roles, procedures, principles)
- b. Management must be systematic, and the approach used should be carefully considered
- c. Organization as a whole and the individual manager's approach for supervision should be appropriate with the situation
- d. Multivisional approach that results in employee commitment to organizational goals is needed (Maksum et al., 2020).

In addition, some more specific ideas from a variety of behavioral research are as follows:

- a. The human element is the key factor in determining success or failure of an achievement of organizational goals
- b. Today's managers must be given training and understanding of the principles and concepts of management
- c. Organizations must provide a climate that brings the opportunity for employees to satisfy all their needs
- d. Commitment can be developed through the participation and involvement of workers

- e. The work of each employee should be prepared that enable them to achieve self-satisfaction from the job
- f. The patterns of supervision and management supervision should be built on a thorough understanding of the positive employees and their reactions to job

In the idea of behavior researching, a manager can manage the inputs, processes and outputs of the system organization but cannot manage and control the factors that are outside the organization (uncontrollable), although these factors will determine how the organization runs. So, the scope and limits of the Management depend on system organization where managerial power is applied.

2. Basic Principles of Tourism Management

These uncontrollable factors, if included in the concept of tourism management, must pay attention to the principles of balance between the various elements interacting with each other. The principles of balance that need attention are as follows:

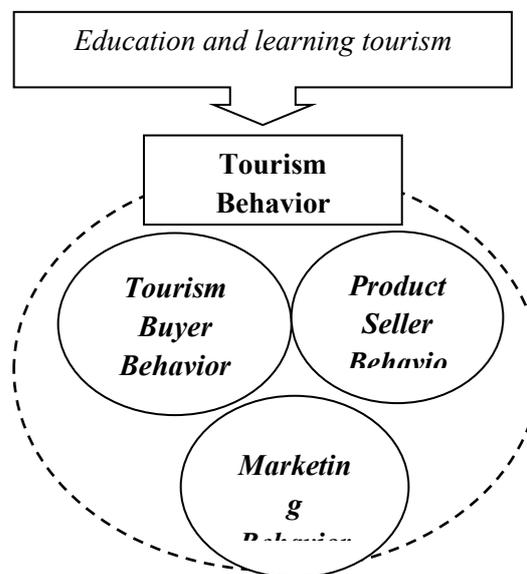
a. Development versus Conservation

Development is not only about how to build and manage an area into a tourist attraction, but the management should consider the principles of sustainability and good protection against the economic, cultural, and environmental. The balance between development and conservation is an essential factor for sustainable tourism.

b. Supply versus Demand

Tourism management should pay attention to the balance between supply and demand (request). This offer represents tourism products such as garden tours, local style accommodation, ecotours, recreational facilities, cultural activities, and so on. While the request (demand) refers to market tourism what type of traveler that will be targeted, how the amount to be traveled, where they stay, and how much money they spend and so on. Balancing supply and demand is one key to the success of tourism remains (Goeldner & Ritchie, 2011). The emphasis of one over the other will bring problems in the future Authors propose the formation of tourism behavior in a picture as follows:

The Picture of Tourism Behavior
Can Formed with Education and Learning Process Tourism



Explanations of the diagram above are as follows

- a. The more of tourists' need and want that are not fulfilled, whether at the Tourism Destinations, airlines, hotels, travel agents, restaurants, facilities, infrastructures, and so on, this will create new problems. As the simplest example, namely the behavior of foreign tourists who like to give tips/cigarette money to a waiter tourist. It will form a particular pattern of working life of employees / staff levels down, it becomes unhealthy. If the lower level has been affected eventually forming mindset, in turn, formed the cultural/organizational behavior that is not healthy.
- b. There is an irrelevant need and want of tourists toward product and service (from mass tourism to alternative tourism). The research on needs and wants in marketing management functions to achieve the hot and updated news about the pattern, design, special interests, price, service and so on. The approach of the concept of alternative tourism as customers (tourists) are already saturated with the needs, desires against mass tourism would be more appropriate than the concept of "go green tourism".
- c. The producer's side/stakeholders expect a lot of offers to sell tourism objects/special interest tourism destination. Alternative tourism product is the result of a behavior (the behavior of the product)
- d. The need and want of travelers to marketing intermediaries (marketing department) from the tourism industry (hotels,

restaurants, travel agencies, airlines, etc.) that are not in accordance with the actual conditions will cause new problems. The new issue (white circle) in the picture above is the marketing behavior.

Of the three circles colored green, red and white, these are the three elements that make up the tourism behavior, namely: Tourism Buyer Behavior, Product Seller Behavior, and Marketing Behavior. The interaction between one element to another is a process that never stops. From time-to-time changes from one of the elements bring the impact of changes on 2 (two) other elements. The process of interaction between the three (3) elements is what the authors refer to as Tourism Behavior. How does that affect the dynamics of the 3 elements? Tourism Education and learning process are the answer. Because of the human interaction that occurs when there is: behavior, structure and processes within the organization.

3. Human versus Environment

Tourism management challenge is to find a balance between the traditional ways with modern practices. In some tourist areas, local people or even sometimes not or do not apply the conservation method in managing its resources (Goudie, 2018). This was probably due to the availability of abundant resources in the past. Sooner or later that condition will not last give the increase in population growth is so fast that it will naturally require space and resources for living and livelihood. The existence of tourism as a vehicle can be directed by balancing human needs and environmental sustainability. Through education and the learning process "Behavior Change" can be cultivated and habits of local communities harm the environment (Israilova et al., 2023). Habits question is throwing garbage in tourist attraction areas, destruction of coral reefs and coastal destruction, illegal logging, resource extraction that exceeds the normal capacity, and management of mass tourism that rely on tourism. Instead, it should be an emphasis on the strengthening of local values that support environmental sustainability. Besides, it needs to be reviewed for whether this approach still relevant mass tourism in tourism management to increase the number of tourist arrivals (Page, 2014).

4. Advantage (Benefit) versus Cost

Tourism management should pay attention and make sure that there is balance in the distribution of benefits and cost. This involves considerable investment returns, the allocation of fee to mitigate the effects of tourism activities, optimal return over the social costs, economics, and culture of the local population, incentives, and a reasonable amount of tax (Giampiccoli & Mtapuri, 2020). To create tourism management, able to support themselves (economically self-sufficient) should be made in the financial and fiscal policy (taxation) on the reasonable side must also consider non-financial factors such as cost and environmental and social benefits. The balance of benefits and cost management becomes one of determining the sustainability of tourism.

According to Ricardon and Fluker which should be covered in the management of tourism, at least not focused on the concept of tourism values (Richardson & Fluker, 2004), that was launched in 1995 by The Pacific Asia Travel Association (PATA), namely:

- a. Meet the needs and desires of consumers (tourists)
- b. Improving economic contribution to the national economy of the State concerned
- c. Minimize the impact of tourism on the environment
- d. Accommodating the needs and desires of the host country is a tourist destination
- e. Provide sufficient financial returns for those who strive in tourism

The development of tourism is based on review of the above and should be directed to the application of alternative tourism. Because this approach is more emphasis on the strengthening of local values that support environmental sustainability.

5. The Finding of the Term "Tourism Behavior" is Expected to Give Big Contributions to the Development of Tourism Management

From some views and thoughts above it is much easier for us to find the behavior of tourism in terms of understanding organizational behavior. We already know that behavior is something that has living creatures, not objects (Li et al., 2024). From the language of the term "tourism behavior", it is not acceptable because of tourism = noun. So, whether it is an inanimate object behave? The answer, of course, is not. Call it the plants, it is a living thing or living being, and even then, difficult to accept when animals behave like human beings or much less.

Departing from the root of this problem we will try to parse where we are linking this new term into the tourism behavior of Tourism Management:

a. Organization and People.

Organizations by Stephen P. Robbins is a social unit with a deliberately set consisting of two or more people, that functions relatively continuously to achieve a goal or set of goals together. Organization is also defined as a collection of two or more have a plan, activities that focus on a goal. From here we can see that there is no such thing as living human beings, who do not behave. Therefore, to things that are behavior must involve people (Robbins & Judge, 2009).

b. Organizational Behavior and Organizational Tourism Company

The behavior is the attitude and actions (behavior, way of thinking or behaving). Based on our observations, the behavior of people who work or work in the tourism company's organization or business organizations in general will shape the behavior or culture that is different. So that we can distinguish whether the orientation behavior of the organization to gain any (business oriented) or market. oriented, in which case the user or consumer (Robbins et al., 2025b). So, Behavior clerks in the offices of different government agencies with personnel services firms in the tourism industry: accommodation such as hotels, travel agencies, and restaurants, banks and so on. Hospital services even in different countries with a private hospital.

c. The Functions of Public Companies and Tourism Organization.

Whatever form of the company always uses four (4) management functions. They are marketing research function, production /operations function, human resource's function and finance function. So, there is no problem with the organization of behavior in the tourism sector or not tourism.

d. Interaction Producers (Companies) and Buyers (Consumers/Tourists)

The balance between the manufacturer (producer value) and value consumers (customer value) almost never escape from the expectations of every buyer of a product in the form of goods or services. Also, of the buyer/tourists visiting the tourist destination. The problem is that the stakeholders in the tourism sector position themselves as a manufacturer who is always seen as an industry that is associated with the concept of high profit to profit as much as possible in the shortest possible time. While it is essential never to be unthinkable of how to develop sustainable tourism (sustainable tourism

development). This is the point of departure. Unfortunately, tourism businesses are just trying to meet the needs of the request (demand) of tourists, not to participate in orientation and promote local businesses. An interesting example can be seen in the city of Luang Prabang, Laos. There, local products occupy a prominent place in the development of tourism. In this town there is absolutely no such global restaurant chain McDonald's or Kentucky Fried Chicken with signage that big, but the grown and (developed) is a local restaurant, and a local hotel.

e. Consumer Behavior and Behavioral Rating

Consumer satisfaction/rating in any product services, in essence almost the same, can be measured in five dimensions, namely: reliability, responsiveness, assurance/ certainty/ assurance, empathy (attention (appearance, facilities and so on). The goal is the same: to meet the needs and desires guests), real/tangible of consumers (tourists). Consumers/tourists always want a change in the concept of satisfaction with the products they buy, this is due to the influence of changes in science and technology, as well as the era of globalization. Travellers now want a change from mass tourism to alternative tourism. This is the feedback that must be responded to by the stakeholders of the tourism industry (Robbins & Coulter, 1995).

f. Tourism behavior

Tourism Science is the science that grows not only from 1 (one) discipline, but also from other sciences. They can be used and accounted for as long as their contents can be responsible for as well as correlated. What can we take from a long process, with a shift in the term, which when examined in terms of language, it is certainly not acceptable or very likely not meet the rules of the language to be published. However, from some basic considerations and arguments, where the behavior of organizations and the behavior of tourism there is a relationship of dependence (interdependency) with science in Organizational Culture Management/Organizational Behavior, which has long been discussed in management books. Then the author firmly links the term tourism behavior with feedback from the needs and desires of consumers (tourists) to be addressed by the stakeholders of the tourism industry. Starting from this idea, the author tries ventured, to propose a slightly different concept, and hopefully acceptable.

CONCLUSIONS

Along with the development of science and technology, tourism science as independent science cannot be separated from other disciplines such as management, law, communication, politics, socio-cultural, medical and so forth. The term "Tourism Behavior" is unusual, unconventional, and sounds strange in our ears. But that is the dynamics for advancement. We have the courage to express one thing that we believe is the truth. With the emergence of the concept of thinking of "Tourism Behavior" it is expected that there will be a change in thinking from the concept of Mass Tourism to Alternative Tourism. What is the history that formulated the term Behavior of Tourism (Tourism Behavior).

According to the author, there are three elements that make up the tourism behavior, namely: Tourism Buyer Behavior, Product Seller Behavior, and Marketing Behavior. The interaction between one element to another is a process that never stops. From time-to-time changes of one element bring the impact of changes on two other elements. The process of interaction between the three elements is what the authors refer to as Tourism Behavior. How does that affect the dynamics of the 3 elements? Tourism Education and learning process are the answer. Because of the human interaction that occurs when there is: behavior, structure and processes within the organization.

Departing from the root of this problem, we will try to describe, where we get the new term (tourism behavior). Tourism Behavior term no relevance or relationship with Cultural Organization/Organizational Behavior, which has long been discussed in the Management books. The author tries linking an interdependence of Management Sciences and Tourism Sciences as follows:

1. Organizational Behavior and Organizational Tourism Company. The behavior is the attitude and actions (behavior; way of thinking or behaving). Based on our observations, the behavior of people who work or activity in the tourism enterprise organization or business organizations in general will shape behavior or culture is different.
2. The Functions of Public Companies and Tourism Organizations. The functions of the organization in the tourism sector are the same or not in tourism
3. Interaction of Producers (Companies) and Buyers (Consumers/Tourists). The balance of the manufactur

(producer value) and value consumers almost never escape from the expectations of every buyer of a product in the form of goods or services.

4. Consumer Behavior and Tourist Behavior. Science is the science of growing tourism not only of one course disciplines. The term tourism behavior arises from the behavior of the people involved in an organization. He is feedback on the needs and desires of consumers (tourists) to be addressed by the stakeholders of the tourism industry. Starting on this idea, the author tries ventured, to propose a slightly different concept, and hopefully acceptable
5. Tourism Behavior. What can we take from a long process, with a shift in the term, which when examined in terms of language, it is certainly not acceptable or very likely not meet the rules of the language to be published. However, from some basic considerations and arguments, where the behavior of organizations and the behavior of tourism there is a relationship of dependence (interdependency) with science in Organizational Culture Management / Organizational Behavior, which has long been discussed in management books. Then the author firmly linking the term tourism behavior, is feedback from the needs and wants of consumers (tourists) to be addressed by the stakeholders of the tourism industry.

Through collaboration and collective thinking, we all (including the author) expect tourism to be a solution capable of breaking the deadlock nation (part solution) throughout history, namely poverty and unemployment. Hopefully tourism is also able to be a catalyst in accelerating the manifesto or the noble ideals of an independent Indonesia, progressive, just and prosperous (gemah, ripahlohjinawi) in 2025. The author feels that in this writing there are still many shortcomings, here and there. We hope for criticism and constructive feedback for the perfection of this paper.

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