

Local Employment in Tourist Attraction: A Community Perspective

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Abstract

Participation of local communities is often agreed upon as an essential condition for the development and sustainability of all forms of tourism. Therefore, local employment becomes one form of recruitment that tourist attractions often carry out. However, increasing local participation in tourism often creates friction between tourist attractions and residents. This research aims to explore local participation in The Lodge Maribaya, one of the popular tourist attractions in Bandung West Java, by investigating factors influencing the community's support for local employment in the area. Data was collected using a structured questionnaire from 59 employees who are locals in the area. The confirmatory factor analysis was utilized to test the construct validity and reliability of the model. At the same time, Partial Least Squares (PLS) modelling was employed to assess the relationship among the variables. This study has found that community attachment and perceived benefits play an essential role in the community's support in The Lodge Maribaya regarding their participation in local employment. Therefore, the strong community attachments and the considerable benefits perceived by the community are cogitated to be the main factors in The Lodge Maribaya's success in employing local workers. By investigating this perspective, this study is expected to provide insights on how to increase local participation in employment and anticipate the aspect that may hinder the process.

Keywords: local employment, tourist attraction, community, The Lodge Maribaya.

INTRODUCTION

Tourism development activities create jobs directly and indirectly (Ramos & Jimenez, 2008). The creation of jobs directly impacts tourism development from the absorption of labour in the hotel sector, restaurants, travel agencies, and other recreational places (Raina & Agarwal, 2004). Tourism development often absorbs a large number of workers. This is due to the nature of the tourism industry, which uses more labour than machines. In addition, the tourism industry absorbs workers with various qualifications, from low to high education levels.

Local employment is one form of recruitment that companies in the tourism industry often carry out (Shuib et al., 1994). It empowers the surrounding community by creating tourism service skills and developing tourism potential in the area (Leonandri & Rosmadi, 2018). Participation of local communities is often agreed upon as an essential condition for the development and sustainability of all forms of tourism (Lekaota, 2018). However, local workers who often lack skills are considered to have long working hours, low wages, high turnover rates, demanding working conditions, seasonal problems, unsafe work, limited social protection and low opportunities for personal development (Thetsane, 2019). With the many problems that occur to local workers, it provides a significant picture of the realization of the development of tourist attractions, further improving human resource management. Its management includes improving the quality of human resources through employee recruitment, training systems, career management, performance evaluation, employee compensation and good

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employment relations so that a pleasant and flexible tourism industry can be realized in the eyes of local workers and tourist attraction managers.

The Lodge Maribaya, one of the popular tourist attractions in Bandung West Java, employs local workers and staff in the area. The Lodge Maribaya takes advantage of the potential of the surrounding community because it considers community support essential in the development of attraction. Community participation allows local communities to participate effectively in tourism activities. It means providing opportunities and authority for the community to actively manage the resources in The Lodge Maribaya area, improve their skills, and play an active role in making decisions and controlling activities that affect the tourist area. Consequently, the development of tourism activity in The Lodge is also expected to improve the community's welfare.

This research aims to explore local participation in The Lodge by investigating factors influencing the community's support in The Lodge Maribaya, particularly in their participation in local employment. Increasing local participation in tourism often creates friction between tourist attractions and residents. So, with the high rates of local participation in The Lodge, it is necessary to study the factors affecting the local employment in the area, which until now has not been widely discussed in previous studies. By investigating this perspective, it is expected that the research can give insights on how to increase local participation in employment and anticipate the aspect that may hinder the process.

LITERATURE REVIEW

2.1. Local Employment

Local employment is integral to the economic structure (Saarinen, 2019). Among other economic sectors, tourism is the main contributor to job creation that can provide jobs for people who are still unemployed. Consequently, tourism can reduce poverty, increase socio-economic development, and decent work (Goodwin, 2002; Shakeela et al., 2011). So we need workers who have expertise in the tourism sector. Kuslivan et al. (2010) define HRM as a distinctive approach to job management that seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated set of cultural, structural and personnel techniques and while Rue and Byars (2003) see HRM as activities designed to provide and coordinate the human resources of an organization. Research in human tourism resources is generally carried out from two broad views: human resource needs (industrial staffing needs) and employment impact studies (Dessler, 2003; Mondy & Noe, R. M, 2005).

This modern era of tourism development shows the organizational-personnel model as essential in dealing with tourism companies, where employees' educational and professional structure is emphasized. The notion that high school education is the minimum education for basic jobs is becoming increasingly common. Take the example of hotels in Africa, where foreign companies employ more trained resources than local workers (Fortanier & van Wijk, 2010). In addition, the case is different in the recruitment of human resources at The Lodge Maribaya. The workers not only have an education there but also accept workers whose education is only high school and junior high school, even though they do not have a tourism background, but some people are working there is fostered by providing basic training for the tourism industry so that they become trained resources for The Lodge Maribaya.

2.2. Community Attachment

According to Smith and Krannich (2000), community interest is a substantial growth in rural communities as long-standing people and newcomers may have a similar relationship regarding the natural environment. Society includes participating in any event or activity (casual shows, sporting events and others) that people show during their time together to express their interest in their community. Sociologists have defined community engagement in various paths to success. Community attachment is described as a strong positive feeling and sense of belonging to the community (Matarrita-Cascante et al., 2010). In tourism studies, community engagement is considered an essential element that impacts support for tourism development and has been repeatedly used in tourism support models by tourism scholars to examine its effect on people's perceptions of tourism impacts and attitudes regarding the tourism industry (Adongo et al., 2017; Choi & Murray, 2010)

2.3. Perceived Benefit and Cost of the Local Workers

Perceived benefit is a type of cognitive emotion that positively affects individual behaviour (Adongo et al., 2017). The benefits that can be felt from tourism development can be seen by people who believe there are benefits from the tourist areas visited. Meanwhile, Perceived Cost can be defined as the cost per unit incurred by consumers for carrying out an activity. According to Zeithaml (2006), in perceived benefit and perceived costs, two things will be obtained by the community or individuals in a tourist destination. Perceived benefits include product quality, service quality, and hedonic pleasure. While the perceived cost there are monetary, price and non-monetary, time, effort, and psychological.

2.4. Community Involvement and Support for Tourism

Goodwin (2002), a community or society can be defined as a group of people with a common interest in a particular area rather than people living there. Communities can be involved in tourism through local entrepreneurship, employment in the tourism sector, collaborations with tourism operators, and participation in tourism-related decisions (Nugroho & Numata, 2020). Bello et al. (2018) stated that community involvement is crucial for sustainable tourism development. In addition, Bello et al. (2016) developed strategies to encourage community involvement through increased education and public awareness, capacity building, creating relationships, using participatory methods, involving local community organizations, decentralization, and coordination with relevant management organizations. It is reflected in the efforts made by The Lodge Maribaya in collaboration with outside parties by providing education which is carried out every 2-3 times a year for local communities to participate in training—selling to promote its MSMEs in this tourist area. Other ideas about local communities' involvement in tourism benefits are easily reflected in the increase in income, employment, and education of local people about tourism and entrepreneurship (Singh et al., 2003).

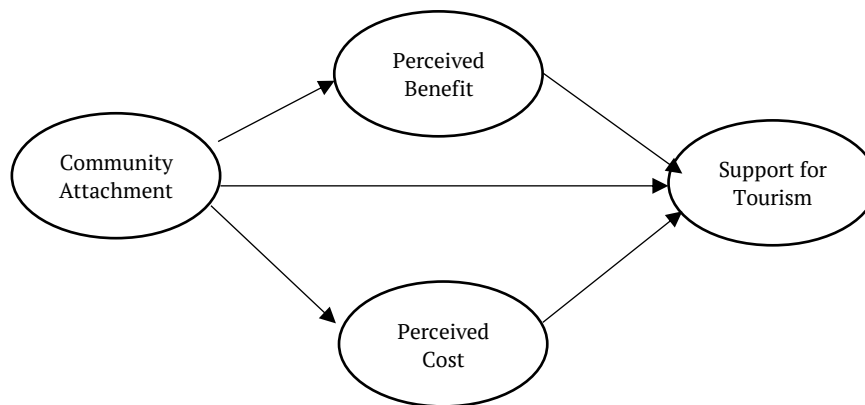


Figure 1. Structural Model of Community Participation/Support in Local Employment

METHODS

3.1. Research Methodology

This study uses a mixed methods approach. It is a procedure for collecting, analyzing, and mixing quantitative and qualitative methods in a study or a series of studies to understand the research problem (Sekaran & Bougie, 2013). The main goal is to produce more comprehensive facts in research problems because researchers can use all data collection tools according to the type of data needed. At the same time, quantitative or qualitative are only limited to certain types of data collection tools.

3.2. Study Site and Demographics of Respondents

The Lodge Maribaya, formerly known as The Lodge Earthbound & Adventure Park, is located in Cibodas Maribaya Village, close to Lembang as a district of West Bandung. Established in 2005, this location initially only accommodated outbound and camping activities. It was only in 2016 that The Lodge Maribaya increased its creative tourism through various attractive facilities that lovers of outdoor activities can enjoy.

Respondents in this study were staff or employees at The Lodge Maribaya. With 102 workers in Human Resources who came from the community around Cibodas Village, researchers obtained information from 59 interview respondents to 17 staff or employees consisting of each division that is Staff at The Lodge Maribaya, which includes the Housekeeping, Front Office, Food & Service divisions. Beverage, Recreation, Cashier, Customer Service, Security, Human Resources, Accounting, Public Area and Merchandise. Ninety per cent of the staff or employees are residents of Cibodas Village. It is expected that local employment will impact the economy, society and environment of Cibodas Village.

3.3. Sampling and Survey Procedures

This study uses a purposive sampling approach. Palinkas et al. (2015) explain that purposive sampling is a deliberate technique by researchers from an informant based on the quality of the informant. This non-random technique does not require a theory or a set that underlies the number of informants. Purposive sampling is one type of sampling technique commonly used in scientific research. *Purposive sampling* is a technique that determines specific criteria (Sugiyono, 2014). The researcher used the purposive sampling technique because he relied on his judgment when selecting the population to participate in sampling in the study where employees of The Lodge Maribaya were taken.

Research procedures are the steps used by researchers to collect data and answer questions contained in the study. We made an interview guide for The Lodge Maribaya by dividing questions based on the level of informants we will interview, namely questions for Top Management, Middle Management and staff. For the questionnaire, the researchers distributed a questionnaire in the form of a G-form, which is a digital form feature by providing a link to HR The Lodge Maribaya so that it can be filled out and distributed to staff or employees of The Lodge Maribaya to find out the work motivation of HR working at The Lodge Maribaya. We get the final results from as many as 59 respondents. The interview technique we do is we look for the closest source for us to interview, then we ask the name and position or position obtained by the resource person. We choose interview question guidelines that match the level of the informant, then we ask, and we write down the answers from the interviewee.

3.4. Data Analysis

In this study, we process and analyze the data through the SEM-PLS method. SEM (Structural Equation Modeling) is a multivariate analysis method used to describe the simultaneous linear relationship between observational variables (indicators) and variables that cannot be measured directly (latent variables) (Hair et al., 2017). Latent variables are directly unobserved or unmeasured but must be measured through several indicators. There are two types of latent variables in SEM, namely endogenous and exogenous. PLS (Partial Least Square) is a powerful method of analysis because it lacks dependence on the measurement scale (e.g., measurements that require an interval or ratio scale), sample size, and distribution of residuals. Furthermore, indicators in PLS can be of reflexive or formative type.

Model evaluation in PLS includes two stages: evaluation of the measurement model and evaluation of the structural model. Hair et al. (2017) state that the evaluation of the measurement model is carried out with the following criteria: 1) Outer loading is a table containing loading factors to show the correlation between indicators and latent variables; 2) The loading factor value must be greater than 0.7, which is then said to be valid; 3) Indicator reliability shows how the latent variable can explain many indicator variants by paying attention to the loading value. If the loading value is less than 0.4, the indicator must be eliminated from the model; 4) Internal consistency or Construct reliability is the extent to which the measure 'behaves' in a way that is consistent with the theoretical hypothesis and represents how well the score on the instrument indicates the theoretical construct; 5) Discriminant validity, evaluated by comparing the AVE root value, must be higher than the correlation between constructs, or the AVE value is higher than the square of the correlation between constructs; 6) Collinearity (VIF) is a correlation between predictor variables (or independent variables), so they express a linear relationship in the regression model.

RESULT AND DISCUSSIONS

4.1. Respondents' Profile

In this study, we took a sample of 59 employees at The Lodge Maribaya, with the following profiles of respondents:

Table 1. Respondents' Profile

Demographic	Frequency	Percentage
Age		
< 20	1	1,7%
20 - 25	20	33,9%
26 - 30	16	27,1%
30 - 35	9	15,3%
36 - 40	6	10,2%
>40	7	11,9%
Total	59	100
Gender		
Male	39	66,1%
Female	20	33,9%
Total	59	100%
Origin		
Bandung	14	23,8%
Bandung Barat	6	10,2%
Kabupaten Bandung	5	8,5%
Desa Cibodas	14	23,8%
Lembang	14	23,8%
Cimahi	2	3,4%
Sutenjaya	2	3,4%
Cikalongwetan	1	1,7%
Subang	1	1,7%
Total	59	100%
Education		
SD	5	8,5%
SMP/Sederajat	8	13,6%
SMA/ Sederajat	38	64,4%
Perguruan Tinggi	8	13,6%
Total	59	100%
Employment Division		
Housekeeping	10	16,9%
Front Office	1	1,7%
Food & Beverage	6	10,2%
Recreation	6	10,2%
Cashier	8	13,6%
Customer Service	3	5,1%
Security	3	5,1%
Human Resources	1	1,7%
Accounting	2	3,4%
Pomec ME IT	4	6,8%
Public Area	9	15,3%
Merchandise	9	15,3%
Total	59	100%

Table 1 shows that most respondents were male (39) compared to women (20). On average, most of the employees at The Lodge Maribaya are 20-25 years old and predominantly domiciled in Bandung City, Desa Cibodas and around Lembang. The Lodge Maribaya in recruiting does not look at the educational background of employees, and it can be seen that the average respondent of these employees has education up to high school/equivalent, which is 64.4%. Most of our respondents worked in the Housekeeping, Public Area, merchandising and Cashier divisions. Some employees who have not completed their education until high

school can fill several divisions such as Recreation, Food and Beverage, Security, and Customer Service. The Human Resources, Front Office, and Accounting divisions are more from education to college.

4.2. Measurement Model

The constructed model generated in previous studies needs to be tested using Confirmatory Factor Analysis (CFA), an analysis used to determine the feasibility of an indicator on its latent variables. The requirements for testing must have a factor loading which then becomes the basis for testing the validity and reliability as a form of accurate measurement of how the indicators have a positive correlation in a construct. Therefore, the validity test was carried out with Average Variance Extracted (AVE) and factor loading.

Table 2. Loading, Composite Reliability (CR), and AVE

Variable	Measure	Factor loading	CR	AVE
Community Attachment	1. I consider myself to be the people who live around The Lodge Maribaya.	0,773	0,749	0,599
	2. I am willing to invest my ability, energy and time to make The Lodge Maribaya grow.	0,775		
Perceived Benefits	1. I think the increasing number of tourists to The Lodge Maribaya will also improve the local economy in my area.	0,688	0,856	0,545
	2. In my opinion, The Lodge Maribaya encourages more business for local people in the surrounding area.	0,735		
	3. In my opinion, The Lodge Maribaya contributes to increasing my income and standard of living and the surrounding community.	0,821		
	4. In my opinion, The Lodge Maribaya generates considerable tax revenue for the local government.	0,679		
	5. In my opinion, The Lodge Maribaya improves the quality of life of the surrounding residents	0,759		
Perceived Cost	1. People's lives have been disrupted due to tourism development around The Lodge Maribaya.	0,791	0,841	0,726
	2. Tourism activities can create noise	0,909		
Support for Tourism	1. I am glad to be able to directly participate in managing the tourist attractions of The Lodge Maribaya	0,868	0,907	0,766
	2. I support The Lodge Maribaya tourist attraction as a tourism sector that has an essential role in the surrounding community	0,905		
	3. I believe that The Lodge Maribaya should be actively encouraged by the surrounding community	0,851		

Based on the results of this study, the validity test can be accepted because all AVE and factor loadings on indicators meet the requirements higher than 0.5 (Hair et al., 2017). However, the reliability tests also need to be carried out to determine the extent to which latent variables have consistent results when repeated measurements are carried out. Therefore, the reliability test calculates each latent variable's Composite Reliability (CR) values . The reliability test results in this study show that the CR values are higher than 0.7, indicating that the items are acceptable. In addition, cross-loadings of all the items were tested, and the results show that each within construct item loading is higher on the measured construct than the cross-loadings on the other items; this indicates the discriminant validity of the measurement model is accepted.

Table 3. Discriminant Validity

Construct	CA	PB	PC	ST
CA1	0.773	0.513	-0.204	0.500
CA2	0.775	0.615	-0.177	0.387
PB1	0.622	0.688	-0.256	0.429
PB2	0.655	0.735	-0.225	0.457
PB3	0.480	0.821	-0.431	0.706
PB4	0.487	0.679	-0.405	0.593
PB5	0.458	0.759	-0.381	0.672
PC1	-0.111	-0.245	0.791	-0.285
PC2	-0.281	-0.503	0.909	-0.341
ST1	0.483	0.692	-0.396	0.868
ST2	0.568	0.739	-0.396	0.905
ST3	0.443	0.603	-0.152	0.851

Discriminant validity ensures that each concept of each construct or latent variable is different from other variables. The table below shows the results of the discriminant validity of the research model by looking at the cross-loading value. The results of the estimated cross loading in Table 3 show that the loading value of each indicator item on the construct is greater than the cross loading value. Thus it can be concluded that all constructs or latent variables have good discriminant validity.

4.3. Model Structure

In analyzing the structural model (inner model), two recommended criteria of the significance of the path coefficient and the value of R^2 are applied (Hair et al., 2017). R^2 sizes 0.75, 0.50, and 0.25 for all endogenous structures are substantial, moderate, and weak. The next step is to examine the direct effect between variables in Table 4. The structural model test shows the relationship of latent variables with other latent variables. This study finds a significant direct effect between the predictors (community attachment, perceived benefit and perceived cost) on the community's support for tourism.

Table 4: The result of variable effects

Relationship	Direct Effect		Indirect Effect		Total Effect	
	β	t-value	β	t-value	β	t-value
CA -> PB	0.729	11.918*	-	-	0.729	11.918*
CA -> PC	-0.246	1.903	-	-	-0.246	1.903
CA -> ST	0.013	0.086	0.560	5.075*	0.573	5.992*
PB -> ST	0.764	5.439*	-	-	0.764	5.439*
PC -> ST	-0.013	0.105	-	-	-0.013	0.105

*Significant at $p < 0.01$

The direct effect test results show that perceived benefit is significantly influenced by community attachment ($\beta = 0,729$; $t = 11,918$). Furthermore, perceived benefits has a significant effect on support for tourism development ($\beta = 0,764$; $t = 5,439$). Support for tourism development is also indirectly influenced by community attachment ($\beta = 0,560$; $t = 5,079$). On the other hand, support for tourism development is not significantly influenced by community attachment ($\beta = 0,013$; $t = 0,086$) or perceived cost ($\beta = -0,013$; $t = 0,105$). Likewise, perceived cost is not also significantly influenced by community attachment ($\beta = -0,246$; $t = 1,903$). These results illustrate that the community's support for tourism in terms of their participation in local

employment is directly influenced by perceived benefit, indirectly influenced by community attachment, but is not influenced by perceived cost. Figure 2 below describes the relationships between the variables.

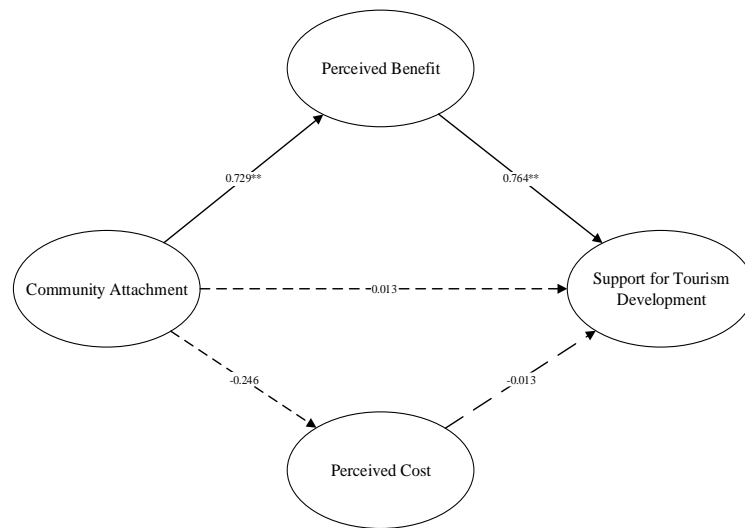


Figure 1. Model Result

4.4. Discussion

This research has investigated the factors influencing the community's support for tourism in terms of their participation in local employment. The results indicate that support for tourism development is directly influenced by perceived benefit and indirectly influenced by community attachment. The result is in line with a study from Choi and Murray (2010), which enunciate that residents with a strong attachment to their community are more positive compared to the perceived negative impact relationship, as in the case at The Lodge Maribaya, where they utilize the surrounding human resources or the community in developing their tourism which has a positive impact on the surrounding community so that the people around The Lodge Maribaya want to participate in activities organized by The Lodge Maribaya. Furthermore, The Lodge Maribaya has benefited the community surrounding, which can be seen from the high rate of a local employee who works in the attraction and the improvement of community welfare. However, the results show that the community's support for tourism development is not influenced by perceived cost. It is in line with recent existing literature that conceptualizes that if residents perceive that the benefits of tourism outweigh the costs, they will subsequently support tourism development and vice-versa (Sharpley, 2014). The results indicate that the cost perceived by the community around The Lodge Maribaya does not outweigh the benefits, so the influence on the support for tourism is low and insignificant.

CONCLUSION

This study has found that community attachment and perceived benefits play an essential role in the community's support in tourism development regarding their participation in local employment. The Lodge Maribaya, one of the popular tourist attractions in Bandung West Java, employs many local workers from the surrounding community. The strong community attachments and the considerable benefits perceived by the community are cogitated to be the main factors in The Lodge Maribaya's success in employing local workers. During the development, the community obtains benefits which can be seen in welfare improvement in the area and the high rate of local employee who works in the attraction. Besides that, the local workers have a high attachment to their place that consequently influence their willingness to invest their skills, effort and time to make The Lodge Maribaya grow. By investigating this perspective, this study is expected to provide insights on how to increase local participation in employment and anticipate the aspect that may hinder the

process. Further research can examine deeper about local employment from the perspective of the tourist attraction.

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