

## **Optimizing Contextual Human Resource Management to Enhance Operational Effectiveness: Evidence from a Community-Based Hospitality Business**

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### **Article History**

Received: 17-05-2024

Revised: 15-07-2024

Published: 26- 07-2024

### **Key Words:**

Human Resource Management,  
Operational Effectiveness,  
Hospitality

**Abstract:** This study examines strategies for optimizing human resource management (HRM) to enhance operational effectiveness in a community-based hospitality enterprise, Peraja Coffee and Bungalow, located in East Lombok. Using a qualitative case study approach, data were collected through in-depth interviews, participatory observation, and document analysis involving six key informants representing managerial and operational roles. The data were analyzed thematically through systematic coding, categorization, and interpretation. The findings reveal that HRM practices are predominantly informal yet highly adaptive, characterized by community-based recruitment, on-the-job training, and trust-based performance evaluation. Career development is facilitated through internal mentoring and social recognition rather than formal promotion systems, which effectively strengthens employee motivation, loyalty, and retention. This study contributes theoretically by extending contextual HRM literature through empirical evidence from a rural, community-based hospitality setting, highlighting how social values and participatory culture can function as strategic HRM mechanisms. Practically, the findings offer actionable insights for medium-scale hospitality enterprises, particularly in developing regions, on how integrating social capital with professional HRM practices can improve operational effectiveness and support long-term business sustainability.

**How to Cite:** Amrullah, & Junaidi, M. A. (2026). The Optimizing Contextual Human Resource Management to Enhance Operational Effectiveness: Evidence from a Community-Based Hospitality Business. *JMET: Journal of Management Entrepreneurship and Tourism*, 4(1), 60–70. <https://doi.org/10.61277/jmet.v4i1.278>

 <https://doi.org/10.61277/jmet.v4i1.278>

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### **Introduction**

In service-oriented industries, particularly those centered on customer experience, human resource management (HRM) plays a decisive role in shaping operational effectiveness and organizational performance. The hospitality and café sectors are inherently labor-intensive and highly dependent on direct human interaction, making the quality of human resources a critical determinant of service excellence and business sustainability (Shu, 2024; Wahyudi et al., 2023). In increasingly competitive tourism markets, organizational success is no longer driven solely by product quality but is strongly influenced by service consistency, customer satisfaction, and employee engagement (Qiamuddin & Kramadibrata, 2023). For medium-scale hospitality enterprises, especially those

*JMET Vol. 4, No.1 (January 2026)*

operating in rural tourism areas, optimizing HRM becomes both a strategic necessity and a managerial challenge.

One of the most persistent challenges in hospitality HRM is the absence of structured and continuous training systems. Many medium-scale enterprises rely on incidental or informal training practices that limit employees' capacity to adapt to evolving service standards, technological advancements, and changing tourist expectations (Mulia et al., 2024; Minarti et al., 2025). This condition often results in inconsistent service quality and weak operational control. In parallel, performance appraisal systems tend to be subjective and poorly documented, relying heavily on managerial discretion without clear indicators, which can undermine transparency, trust, and employee motivation (Nguyen et al., 2023; Jailani & Mudji, 2024). Career development also remains a critical concern. The lack of clearly defined career pathways restricts employees' perception of long-term growth opportunities, contributing to low retention and higher turnover rates in the hospitality sector. Previous studies indicate that structured career development enhances job satisfaction, performance, and organizational commitment by providing employees with a sense of direction and recognition (Gultom et al., 2024). These challenges are further influenced by leadership practices, particularly in organizations with flat hierarchies and strong interpersonal dynamics. Servant leadership, characterized by empathy, participation, and role modeling, has been shown to foster ethical work cultures, strengthen teamwork, and reduce employee burnout—attributes that are particularly relevant in community-based enterprises (Wiyono et al., 2022).

Peraja Coffee and Bungalow, a community-based hospitality enterprise in East Lombok, represents a distinctive organizational context where HRM practices are shaped by limited resources, multifunctional roles, and strong social relations within the local community. While such enterprises possess significant potential to support sustainable tourism and local economic empowerment, empirical research on HRM within this hybrid café–accommodation model remains limited. Existing HRM studies in tourism predominantly focus on large hotels or star-rated establishments with formalized managerial systems, leaving a research gap concerning medium-scale, community-based hospitality businesses (Papadimitriou et al., 2025).

This study aims to analyze strategies for optimizing human resource management at Peraja Coffee and Bungalow by examining recruitment practices, training and performance appraisal mechanisms, and career development approaches that influence employee motivation, retention, and operational effectiveness. By adopting a qualitative case study approach, this research seeks to provide contextual insights into how HRM practices rooted in social values and participatory culture can function as effective managerial strategies. Conceptually, this study is grounded in the view that human resources constitute strategic assets rather than merely operational inputs. Effective HRM requires alignment between organizational goals and employee well-being to create sustainable performance outcomes. Accordingly, this research contributes to the literature by offering an alternative, context-sensitive HRM model that integrates professional management principles with local values, providing practical and theoretical relevance for medium-scale hospitality enterprises in developing tourism

## **Research Method**

This study employs a qualitative case study approach to generate an in-depth and contextual understanding of human resource management (HRM) strategies implemented at Peraja Coffee and Bungalow. The case study design is appropriate for examining HRM practices embedded in everyday

organizational processes, allowing the researcher to capture managerial decisions, employee experiences, and social dynamics within a community-based hospitality enterprise. The research is descriptive-analytical in nature, with an emphasis on documenting empirical practices and identifying patterns that influence operational effectiveness.

The study was conducted in Loyok Village, Sikur District, East Lombok Regency, where Peraja Coffee and Bungalow operates as a medium-scale hospitality business integrating café and accommodation services. Data were collected through three complementary techniques: in-depth interviews, participant observation, and documentation, enabling methodological triangulation. Semi-structured interviews were conducted with six key informants representing strategic and operational roles, including the owner, operational manager, barista, waiter, housekeeper, and chef. Interviews were designed to elicit participants' experiences, perceptions, and reflections on recruitment, training, performance evaluation, and career development practices. Selected verbatim excerpts from these interviews are presented in the results section to preserve the authenticity of participants' voices.

Participant observation involved the researcher's direct engagement in daily operational activities, allowing firsthand observation of work routines, communication patterns, and informal HRM practices. Documentation, including internal records, photographs, and operational notes, was used to support and contextualize interview findings. Data analysis followed a thematic analysis procedure consisting of open coding, theme development, and pattern identification. The analytical process was conducted iteratively, with empirical findings presented descriptively in the results section, while interpretation and theoretical integration were reserved exclusively for the discussion section. This separation ensures clarity between empirical evidence and analytical explanation. Data credibility was strengthened through source and method triangulation, member checking with selected informants, and transparent documentation of analytical decisions. This methodological framework enables a rigorous examination of HRM practices and their contribution to operational effectiveness in medium-scale hospitality enterprises.

## **Result and Discussion**

### **1. Human Resource Management Strategies to Enhance Service Quality and Customer Satisfaction**

The human resource management (HRM) strategies implemented at Peraja Coffee and Bungalow reflect the distinctive characteristics of a medium-scale hospitality enterprise that continues to rely on non-formal approaches while remaining adaptive to operational demands. Based on the findings from in-depth interviews and field observations, the recruitment system is conducted through socially embedded mechanisms grounded in trust and community proximity. Employee selection is not carried out through formal administrative procedures; instead, it is based on internal recommendations and considerations of candidates' alignment with organizational values. Prospective employees undergo a three-day probationary period under the supervision of senior staff before being formally appointed as permanent team members. This approach is considered effective in fostering emotional closeness and facilitating rapid adaptation to the organizational culture.

**Table 1. Human Resource Management Strategies at Peraja Coffee and Bungalow**

No	Strategic Aspect	Identified Practices	Implications for Service Quality
1	Community-based recruitment	Recommendations from staff and the local community	Enhances trust and team solidarity
2	Informal work orientation	Probationary period and direct mentoring	Facilitates rapid adaptation to organizational culture
3	Internal communication	Daily briefings and light performance evaluations	Fosters coordination and collective responsibility
4	Participatory leadership	Leaders acting as facilitators and mentors	Increases staff motivation and loyalty
5	Role flexibility	Multitasking across operational units	Ensures service continuity and operational efficiency

These findings affirm that human resource management strategies at Peraja Coffee and Bungalow are deeply rooted in social values and a collaborative work culture. Community-based recruitment fosters a strong sense of belonging and mutual trust among employees, which constitutes a crucial element in maintaining service consistency. This approach aligns with the perspective of Papadimitriou, Mavragani, and Greidl (2025), who argue that value-based and socially embedded HRM practices can strengthen work commitment and enhance service quality within sustainable hospitality contexts. The family-oriented work culture implemented at Peraja also facilitates close interpersonal relationships between management and staff, characterized by open and horizontal communication patterns. Leadership at Peraja is participatory in nature, with owners and managers acting as mentors and facilitators rather than exercising authoritative control. Such a leadership model contributes to the creation of an inclusive work environment, consistent with the findings of Wiyono et al. (2022), who demonstrate that servant leadership is effective in fostering ethical workplace cultures and reducing employee burnout in service industries.

Despite its effectiveness in sustaining employee morale and work enthusiasm, the study also identifies limitations, particularly the absence of formal documentation such as standard operating procedures (SOPs) or written evaluation systems. This condition renders work processes highly dependent on individual experience and social interaction, thereby increasing the risk of service inconsistency in the event of staff turnover. This observation is consistent with the findings of Manoharan, Kalargyrou, and Singal (2025), who emphasize that the sustainability of HRM systems in small and medium-sized enterprises is largely determined by the presence of structured and well-documented workforce planning. The primary strength of the HRM system at Peraja Coffee and Bungalow lies in its flexibility and capacity for rapid adaptation to changing operational conditions. Within the context of community-based tourism, such structural flexibility has been shown to enhance service efficiency and reinforce social relationships within organizations (Ribeiro, Gomes, & Gomes, 2025). From a theoretical standpoint, the HRM practices observed at Peraja are consistent with the principles of Human Relations Theory, which emphasizes the importance of social interaction, a sense of belonging, and moral support as key drivers of employee productivity (Mayo, 2020).

The human resource management strategies employed at Peraja Coffee and Bungalow can be categorized as a socially value-based management model that emphasizes trust, engagement, and collective responsibility. This approach has proven effective in maintaining service quality through strong teamwork, open communication, and high levels of intrinsic motivation among employees. Nevertheless, the professionalization of HRM systems through formal documentation and long-term planning remains an urgent necessity to ensure that operational success can be sustained and systematically measured over the long term.

## 2. Training and Performance Appraisal in Relation to Operational Effectiveness

The training and performance appraisal system at Peraja Coffee and Bungalow remains largely informal yet plays a significant role in enhancing operational effectiveness. Training is delivered directly by managers or senior staff through daily work practices. This model is commonly referred to as on-the-job training, whereby new employees acquire skills by observing and emulating more experienced colleagues. Such an approach is considered efficient for medium-scale enterprises that operate under limited resource conditions. Furthermore, the performance appraisal system is not formally documented; instead, it is conducted through direct observation by the owner and managers, who assess employees' reliability, discipline, and service quality on a daily basis.

**Table 2.** Training and Performance Appraisal Practices at Peraja Coffee and Bungalow

No	Management Aspect	Form of Implementation	Impact on Operational Effectiveness
1	Job training	Direct mentoring by senior staff (on-the-job training)	Enhances practical skills and work efficiency
2	Daily evaluation	Direct observation by managers and the owner	Accelerates individual performance improvement
3	Feedback mechanism	Brief discussions after working hours	Increases awareness of service quality
4	Role rotation	Task reassignment across operational units	Reduces boredom and strengthens cross-functional competencies

These findings indicate that contextual and workplace-based training is capable of accelerating employee adaptation and strengthening operational effectiveness. This is consistent with the perspective of Gultom, Nirmala, and Debataraja (2024), who emphasize that experiential training contributes significantly to the enhancement of job competencies and service quality within the hospitality sector. In the context of Peraja Coffee and Bungalow, this training approach proves effective due to the practical and skill-based nature of the work, including coffee preparation, customer service, and bungalow housekeeping. From a performance appraisal perspective, the observational system functions not only as a monitoring tool but also as a mechanism for reinforcing work motivation. Although measurable indicators have not yet been formally established, this practice fosters two-way communication between management and staff, enabling rapid problem resolution and real-time correction of operational errors. Aisyah et al. (2024) argue that transparency in evaluation and the provision of direct feedback can strengthen perceptions of organizational justice and enhance employee trust in

management. In the case of Peraja, managers act not merely as evaluators but also as mentors who demonstrate exemplary customer service practices.

The implementation of role rotation also exerts a positive influence on operational effectiveness. By encouraging employees to work across multiple functional areas, such as baristas assisting in service areas or housekeepers supporting kitchen operations, the organization enhances team flexibility and reduces dependency on specific individuals. This strategy strengthens organizational responsiveness to fluctuations in workload, which Papadimitriou et al. (2025) identify as a key indicator of adaptive human resource management in the hospitality industry. Nevertheless, a major limitation of the training and performance appraisal system at Peraja Coffee and Bungalow lies in the absence of formal documentation and quantitative evaluation mechanisms. This condition renders performance assessment heavily reliant on managerial subjectivity and limits its applicability for strategic decision-making processes, such as promotions or incentive allocation. Similar conditions are reported by Manoharan, Kalargyrou, and Singal (2025), who note that small-scale tourism enterprises often encounter difficulties in establishing structured performance evaluation systems due to constraints in human and administrative resources.

From a theoretical standpoint, the training and evaluation system implemented at Peraja Coffee and Bungalow can be explained through the Performance Management Cycle, which underscores the interrelationship between training, feedback, and employee development in enhancing organizational effectiveness (Bernardin & Russell, 2019). This cycle functions optimally when training is integrated with continuous evaluation processes. Within the context of this study, although the implementation remains relatively simple, the synergy between experiential learning and daily supervision already reflects continuous improvement practices that underpin modern performance management frameworks. These findings suggest that, despite the absence of a fully formalized organizational structure, the training and performance appraisal mechanisms at Peraja Coffee and Bungalow have successfully fostered a responsive and productive work environment. Informal, experience-based approaches are shown to be effective in maintaining operational stability and service quality, particularly within medium-scale, community-oriented hospitality enterprises.

### **3. The Role of Career Development in Employee Motivation and Retention**

Career development at Peraja Coffee and Bungalow is not formally structured; instead, it operates through socially embedded mechanisms based on trust and performance recognition. Employees who demonstrate dedication, discipline, and strong communication skills tend to be entrusted with greater responsibilities, such as serving as shift coordinators or mentors for new staff members. This pattern forms an informal internal promotion system that, while undocumented, is socially acknowledged by all team members. Such recognition generates positive psychological effects by fostering a sense of appreciation, which in turn enhances work motivation and employee loyalty.

**Table 3.** Career Development Patterns at Peraja Coffee and Bungalow

No	Form of Career Development	Implementation Mechanism	Impact on Motivation and Retention
1	Informal promotion	Direct appointment based on trust and performance	Enhances feelings of appreciation and work commitment
2	Internal mentoring	Senior staff guiding new employees	Strengthens competencies and social relationships
3	Social recognition	Verbal praise or acknowledgment in front of the team	Motivates other employees to achieve higher performance
4	Participation in decision-making	Employee involvement in operational discussions	Increases sense of ownership and organizational loyalty

Career development at Peraja Coffee and Bungalow places greater emphasis on social recognition and learning opportunities rather than on a formalized career ladder system. This condition is common among small and medium-sized enterprises (SMEs) in the hospitality sector that operate locally and are rooted in community-based practices. Widari and Ampur (2025) argue that non-material forms of recognition, such as trust and social appreciation, can serve as primary drivers of work motivation when financial incentives are limited. This perspective is highly relevant to the present study, where a friendly work environment and personal appreciation from the owner foster a strong sense of emotional attachment to the organization. Internal mentoring systems also play a crucial role in ensuring continuity of competencies among staff members. Senior employees function both as role models and trainers for new staff, thereby reinforcing a participatory and collaborative work culture. Gultom, Nirmala, and Debataraja (2024) emphasize that experiential mentoring represents an effective strategy for human resource capacity building in the hospitality industry, as it simultaneously instills organizational values and strengthens practical skills. At Peraja Coffee and Bungalow, such mentoring practices not only enhance technical competencies but also cultivate solidarity and a collective sense of responsibility for service quality.

From the perspective of work motivation, the findings reveal that social recognition and intensive interpersonal communication constitute dominant factors in sustaining employee commitment. Although financial compensation is not always substantial, the psychological satisfaction derived from trust, togetherness, and a sense of belonging has generated strong employee loyalty. This finding aligns with Papadimitriou et al. (2025), who demonstrate that job satisfaction in community-based hospitality enterprises is more strongly influenced by the quality of social relationships than by economic factors. Nevertheless, the absence of a formal career development system presents a potential long-term challenge. Without clear career pathways and well-defined performance indicators, the organization risks losing high-potential employees who seek greater certainty in their professional trajectories. Manoharan, Kalargyrou, and Singal (2025) highlight that the lack of career structure may accelerate turnover among younger workers, particularly when opportunities for professional advancement are more accessible elsewhere. Accordingly, the development of a simplified career system that remains aligned with organizational culture is necessary, for instance through internal position levels based on work experience and competency development.

The findings of this study can be explained through Herzberg's Two-Factor Motivation Theory, which distinguishes between motivators and hygiene factors. In the context of Peraja Coffee and Bungalow, motivators such as recognition, responsibility, and opportunities for personal growth exert a stronger influence on work motivation than hygiene factors such as salary or working conditions (Herzberg, Mausner, & Snyderman, 2022). Consequently, career development strategies grounded in trust and social recognition have effectively strengthened intrinsic motivation and employee retention, despite the absence of complex formal systems. From a broader perspective, the career development model at Peraja Coffee and Bungalow reflects the distinctive characteristics of medium-scale rural tourism enterprises, which prioritize social relationships, teamwork, and participatory leadership. This approach demonstrates that effective human resource management does not necessarily require rigid bureaucratic structures but can be built upon strong interpersonal relationships and proportional responsibility sharing. To ensure long-term sustainability, however, this management model should gradually evolve toward a semi-formal, documented career system without undermining the familial values that constitute the foundation of the company's success.

## **Conclusion**

This study shows that human resource management at Peraja Coffee and Bungalow plays a strategic role in enhancing operational effectiveness through contextual, participatory, and socially grounded managerial practices. Informal yet adaptive human resource management strategies such as community-based recruitment, on the job training, and trust based performance evaluation are effective in strengthening employee commitment, maintaining service consistency, and supporting organizational sustainability. These findings indicate that in medium scale hospitality enterprises, social values and relational mechanisms can function as strategic managerial resources rather than managerial constraints. Despite its contributions, this study has several limitations. The research relies on a single case study design, which means the findings are highly contextual and may not be fully generalizable to other hospitality enterprises with different organizational characteristics. In addition, the qualitative scope of the study limits the ability to measure the direct impact of human resource management practices on operational performance indicators in a quantifiable manner. Future research is encouraged to expand the analytical scope by conducting comparative studies across multiple community based or medium scale hospitality enterprises in different regions. Employing mixed method approaches that integrate qualitative insights with quantitative performance measures would also provide a more comprehensive understanding of how human resource management practices influence employee outcomes and operational effectiveness. Such efforts would contribute to the development of more robust and context sensitive human resource management models within the hospitality and tourism sector.

## **Recommendation**

Drawing on the empirical findings, this study proposes several high-impact recommendations for advancing human resource management in community-based hospitality enterprises. First, organizations such as Peraja Coffee and Bungalow should adopt a hybrid HRM model that integrates socially embedded practices with minimal but strategic formalization. Developing concise and flexible standard operating guidelines, supported by clear yet non-bureaucratic performance indicators, would strengthen operational consistency while preserving relational trust. Second, the

establishment of a competency-based micro career framework is recommended, whereby roles, responsibilities, and mentoring functions are gradually differentiated based on experience and performance rather than hierarchical position. This approach can enhance employee motivation and retention without disrupting egalitarian work cultures. Third, leadership development programs emphasizing reflective, participatory, and servant-oriented leadership should be prioritized to sustain organizational learning and adaptability. Finally, future studies should extend this line of inquiry through comparative, multi-site, and mixed-method designs to generate robust, generalizable insights into contextual human resource management across diverse hospitality settings.

### Acknowledgment

The authors gratefully acknowledge the owner and employees of Peraja Coffee and Bungalow for their genuine cooperation, openness, and trust throughout the research process. Their willingness to share experiences and daily practices provided invaluable insights into human resource management within a community-based hospitality context. Appreciation is also extended to the Tourism Department, Faculty of Languages, Arts, and Humanities, Universitas Hamzanwadi, for institutional and academic support. The authors thank all individuals who contributed directly or indirectly to the completion of this study. Any remaining limitations and interpretations remain the sole responsibility of the authors.

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